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**THE ASSESSMENT OF THE CHALLENGES AND PROSPECTS OF THE
IMPLEMENTATION OF COMMUNITY POLICING IN LIDETA SUB-CITY,
ADDIS ABABA ETHIOPIA**

A Thesis Submitted to the School of Graduate Studies Addis Ababa University
College of Business and Economics Department of Public Administration and
Development Management in Partial Fulfillment of the requirements of Masters of
Arts in Public Management and Public Policy

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February, 2020

STATEMENT OF DECLARATION

I, Fisseha Jemberu the undersigned, hereby declare that this is my original work and has not been presented to any other institution for a master's degree or anywhere else for academic purposes. Due acknowledgment is made of any material previously published and used as a reference.

Signature: _____

Date: February, 2021

CERTIFICATE

This is to certify that this study, the Assessment of the Challenges and Prospects of the Implementation of Community Policing in Lideta Sub-City Addis Ababa Ethiopia, undertaken by Fisseha Jemberu for the partial fulfillment of the requirements for the degree of Master of Arts in Public Management and Public Policy at Addis Ababa University, College of Business and Economics, is an original work and not submitted earlier for any degree either at this university or any other University.

Research Advisor: Jemal Abagisa (Ph.D.)

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Date _____

**Addis Ababa University College of Business and Economics Department of
Public Administration and Development management**

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Abstract

This study attempted to assess challenges and prospects of community policing implementation in Lideta sub city, Addis Ababa. In order to achieve its objective, the study designed mixed research approach a combination of qualitative and quantitative research approach. This study used both primary and secondary data sources. Primary data were gathered from community policing officers, community policing representatives and interview with directors responsible for the operation of community policing while secondary data gathered from books, journals and other documents. Questionnaires were filled by community policing officers and community policing representatives in the sub city. Interviews were conducted with five community policing directors in the sub city and one community policing representative. The data was analyzed using descriptive statistics and qualitative technique. The findings of the study demonstrated that the community stated that the police have low understanding and perception towards community policing in the study area. Similarly, the study identified challenges such as lack of community participation, lack of community police relationship, lack of training by community policing officers, and lack of budget to run community policing programs. Based on the finding the researcher recommended that Government at all levels adequately fund the police and the community policing programmes, the government should improve the welfare of officers and in terms of salary, allowances, and accommodation. There is the need for constant training and re-training of both police officers as well as members of the Police Community Relations Committee in order to enhance their efficiency in crime prevention and control, Community should also be made to acknowledge the importance of the programme.

Key words: *police, community policing, community, Lideta sub city*

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Table of Contents

Contents	
Abstract	i
Acknowledgment	ii
Table of Contents	iii
List of Figures	vii
Acronyms	viii
CHAPTER ONE	1
1.1. Introduction.....	1
1.2. Background of the Study.....	2
1.3. Statement of the Problem.....	3
1.4. Objectives of the Study	4
1.4.2. Specific Objectives of the Study	4
1.5. Research Questions.....	5
In this study, attempts were made to answer the following questions:	5
1.6. Significance the Study	5
1.7. Scope of the Study	5
1.8. Organization of the Study	6
1.9. Limitation of the Study	6
CHAPTER TWO: REVIEW OF RELATED LITERATURE.....	7
2.1. Introduction.....	7
2.2. Definition of Community Policing	7
2.3. Theoretical Framework.....	8
2.3.1. Functionalist Perspective	8
2.3.2. Community Policing Principles and Elements.....	9

2.3.3. The Philosophical Dimension	9
2.3.4. The Strategic Dimension.....	10
2.3.5. The Tactical Dimension	11
2.3.6. The Organizational Dimension	12
2.3.7. Strategies of Community Policing	12
2.3.8. Goals of Community Policing.....	13
2.3.9. Implementation of Community Policing.....	14
2.3.10. Benefits of Community Policing.....	15
2.2.11. Community Specific Benefits	15
2.3.12. Police specific benefits.....	15
2.3.11. Community and Police Shared Benefits	16
2.3.12. Obstacles of Implementing Community Policing	16
2.3.13. Inside Police Organization	16
2.3.14. Outside the Police Organization.....	18
2.2.15. Advantage and Disadvantage of Community Policing	19
2.4. Empirical Literature Review	20
CHAPTER THREE: METHODOLOGY OF THE STUDY	23
3.1. Introduction.....	23
3.2. Selection of Research Area	23
3.3. Research Design and Approach	23
3.4. Population	23
3.5. Sampling Technique and Sample Size.....	24
3.6. Data Collection Instruments and Data Collection Method	24
3.7. Data Analysis Tools.....	25
3.8. Ethical Considerations	25
CHAPTER FOUR: DATA PRESENTATION AND ANALYSIS	26

4.1. Introduction.....	26
4.2. Demographic Characteristics of respondents.....	26
4.3. Practice of Community Policing in Lideta Sub City.....	28
4.3.1. Current Community Policing Structure	28
4.3.2. Current Practices	32
4.3.3. Crime Reporting System.....	34
4.3.4. Community Participation	36
4.3.5. The attitude of respondents towards community policing approach.....	38
4.3.6. Relationship between police and community	40
4.3.7. Prospects of Community Policing.....	42
4.3.8. Most common challenges of community policing	43
4.4. Data Collected and Analyzed from Interview of Respondents.	45
4.4.1. Organizational Structure of Community Policing.....	45
4.4.2. Participation in Community Policing.....	46
4.4.3. Crime Reporting System.....	47
4.4.4. Relationship between Police and the Community	47
4.4.5. The Attitudes of Local Residents and Police towards Community Policing	47
4.4.6. Challenges to Community Policing Activities.....	48
4.4.7. Institutional Constraints and Lack of Efficiency	48
4.4.8. Lack of Adequate Man Power and Resources	48
4.4.9. Lack of Training Recognition and Reward.....	49
4.4.10. Prospects of Community Policing.....	49
CHAPTER FIVE: FINDINGS, CONCLUSION AND RECOMMENDATIONS.....	50
5.1. Introduction.....	50
5.2. Summary of Findings.....	50
5.2.1. What is Practice of Community Policing in Lideta Sub City?.....	50

5.2.2. What are practical out comes of contribution of community policing in the prevention of crime in Lideta Sub-City?	51
5.2.3. What are the challenges that hinder the implementation of community policing in Lideta Sub-City?.....	52
5.2.4. What are the prospects of community policing in Lideta Sub- City?	52
5.3. Conclusion	52
5.4. Recommendation of the Study	53
5.5. Implications to Future Research	54
References.....	55
Appendices.....	57
Annex.....	64

List of Figures

Figure: 4. 1. Sex of Respondents	26
Figure: 4. 2. Educational Level of Respondents	27
Figure: 4. 3. Experience in Community Policing	27

List of Tables

Table: 4. 1. Description of Current Community Policing.....	28
Table: 4. 2. Current Practices.....	32
Table: 4. 3. Crime Reporting System.....	34
Table: 4. 4. Community Participation.....	36
Table: 4. 5. The attitude of respondents towards community policing approach.....	39
Table: 4. 6. Relationship between police and community	40
Table: 4. 7. Prospects of community policing	42
Table: 4. 8. The most common challenges of community policing.....	44

Acronyms

BCPGF-----Business Crime Prevention Geographic Focus

CCP-----Community Crime Prevention

CoP-----Community Policing

CP-----Crime Privation

IPP-----Interactive Patrol Partnerships

RO-----Reoriented Operation

PED-----Prevention through Environmental Design

SARA-----Scanning Analysis Response Assessment

SBP-----School Based Policing

YOP-----Youth-Oriented Prevention

CHAPTER ONE

1.1. Introduction

The word 'police' have been derived from the Greek word 'Polis', which means "that part of non-ecclesiastical administration having to do with the safety, health and order of the state" (Ehinder, 1998). Historical facts showed that the origin of "police force" is a recent development, but "policing" is not, because the latter was a necessary societal collective measure to protect themselves (individually or collectively) or to control the wrong doing tendency of some members; thus, has been in existence for ages (Reiner, 2000; Alemika & Chukwuma, 2005; Oluwaniyi, 2011).

The evolution of Community Policing is based on the questioning of many of the tenets of the professional model and their projected solutions to the crime problems. In the professional model, the police have assumed responsibility for the control of the crime problem in the community (Kelling and Moore, 1988). This goal is recognized as impossible to achieve in the community policing model. In the community policing model, crime is viewed as a complex social problem that requires the involvement of the community working with the police in the resolution of the problem.

Community Policing is both a philosophical and organizational strategy that allows the police and the community resident to work together in new ways to solve the problem of crime, fear of crime, physical and social disorder, and neighborhood decay (Trojanowica and Bncquerous, 1990).

Community policing is being applied throughout the world as a key strategy for current police operations, future reforms and it has taken as the most familiar term in modern law enforcement system. So far, community policing has been variously defined; some by purpose and functions, others by structure and programs. As a result, there is no universally agreed conceptual clarity about community policing as an idea or program. Although such ambiguity is existed, community policing is commonly understood as an organization wide philosophy and management approach that promotes partnerships, proactive problem solving, and community engagement to address the causes of crime, the fear of crime, and other related community issues (Kam, 2000).

Community Policing (CP) involves an interactive process of developing close working relations between the police and the law-abiding members of the community so as to identify and solve crime and security problems collectively. Community Policing involves a rethinking of the role of the police and the restructuring of the police organization as a whole.

(Dickson, 2007) posits that community policing is based on a philosophy and organizational strategy that the police and members of the community work harmoniously in combating crimes in the society.

Community Policing entails community partnership in creating a safe and secured environment for all. It is a policing strategy whereby the people play active role in managing their security. With community policing, the police is not regarded as a stranger whose presence stands for danger and imminent hazard but as partners in progress and development.

The frosty relationship between the police and members of the public has enjoyed a wide coverage among scholars. It was in reaction to this development that the concept of community policing was introduced (Ikuteyijo, 2009).

1.2. Background of the Study

Addis Ababa police commission is established with the mission of protecting laws emanating from the constitution and the constitution only, as well helping the effort of ensuring peace and development in the country through participation of the community in prevention of crime and traffic accidents, identifying and presenting if crimes happens to law enforcement bodies to ensure peace and security of the society through police stations and community police stations in all ketenas of the city (Addis Ababa city police administration structure document, 2011)

The involvement of the community has significant role for crime prevention and reduction. Recently, there is growing interest in community policing approach internationally as a way of involving communities in their security provision. Historically, the concept and functions of police was introduced in Ethiopia in the year 1905 E.C, later in the year 1934 E.C, the Department of Police was formally established by Proclamation No, 6/1934. The notions of community policing in Ethiopia was introduced officially in 1989 E.C. From that time onwards, the concept of community policing smoothly disseminated in all parts of the country.

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. Lideta sub city for which the researcher planned to conduct the study is one of the sub city implementing community policing as one of the sub cities in Addis Ababa which is densely populated and higher crime rates. Lideta sub city police department is structured of Goma kuteba police station, Balcha police station, Abnet police station, and Tor hailoch police station and 50 ketenas under its administration.

According to the report by the sub city in June 30, 2011 the type of crime happening in the sub city includes car burglaries and robberies as well stealing components of a car, robberies supported by guns, attempt to kill, robbery, robbery of equipment inside a house, and stealing other properties on the street.

This paper assessed CP achievements and notable challenges the programme is confronted during implementation in Lideta sub city.

1.3. Statement of the Problem

Community policing is widely regarded as one of the more significant recent developments in effective crime prevention strategies around the world. The concept has been widely discussed and applied in various countries and in a range of contexts, but with limited results due to different constrains.

The accomplishments of community policing can be seen in terms of high frequency of meetings between the police and the public and regular security reports by informants, as well as financial assistance from the community to the police (Security Justice and Growth Programme, 2009; Hussein, 2015).

According to (Dickson, 2007), for example, some impediments to the successful implementation of community policing include internal resistance by policemen who benefited from the traditional policing and who prefer to maintain the status quo; lack of commitment to the CP by implementing officers, lack of support from members of the public, inadequate support from the government, and poor welfare package/ incentives for policemen.

Similarly, (Hussein, 2015) has identified some problems that have hindered the effective implementation of community policing. According to him, most of the police respondents

studied were not trained on community policing strategies; with limited training, it is unlikely that the police will effectively work in realizing the full potential of community policing.

According to (Mammus, 2010), however, the major challenges of community policing are manpower shortage, inadequate funding, logistics support and infrastructure, lack of serviceable information and technological equipment.

Mulugeta and Mekuriaw (2017) also cited four barriers to CP implementation: (a) the police officer might prefer to work independently of the community in the identification and solving of problems; (b) the resident/community might have different values and expectations; (c) the police culture might lack proper training and performance measures; and (d) the specialized units might promote different values. Poor implementation could lead to the lack of flexibility and tailoring at the neighborhood level, incapacity to recognize the historical lack of trust between the minorities and the police, and lack of community knowledge about the crime.

Due to the large and segregated population, Lideta Sub city generally has security issues that require much presence and intervention from the police. This makes Lideta sub city an interesting setting for exploring assessment of prospects and challenges in implementation of community-policing.

Furthermore, there are no explored data which demonstrate whether the activities of community policing have played considerable role in crime prevention activities or not. In brief, there is no updated data that shows the success or failures of community policing efforts in the study area.

1.4. Objectives of the Study

1.4.1. General Objective

The main objective of this study was to assess prospects and challenges in implementation of community policing in Lideta Sub city Addis Ababa.

1.4.2. Specific Objectives of the Study

1. To examine the practices of community policing in the selected research sites of Lideta sub city
2. To investigate the practical outcomes of community policing to prevent and reduce the rate of crime in the study areas.
3. To investigate the challenges of implementing community policing in the community.

4. Assessing the prospects of community policing in Lideta sub city

1.5. Research Questions

In this study, attempts were made to answer the following questions:

1. What are the practices of implementing community policing in Lideta sub city?
2. What are the practical outcomes of contribution of community policing in the prevention of crime in Lideta sub city?
3. What are the challenges that hinder the smooth implementation of community policing?
4. What are the prospects of community policing in Lideta sub city?

1.6. Significance the Study

The main justification to conduct this research has been summarized as:

1. Evaluating the current status of community policing Lideta sub city and identifying the challenges of implementing community policing with the specific intention of determining the future prospect will help to improve community policing practices ;
2. The researcher hopes that the new ideas obtained from the research output can be the seeds of workable solutions to the problem lead to the reduction of crime in the community.
3. The study also gives an input for further studies done in the field for other researchers making studies on the topic both at the country level and other sub cities in Addis Ababa

1.7. Scope of the Study

To assess prospects and challenges of community policy practices the research were delimited in Lideta sub city among 10 sub cities in Addis Ababa due to the reason the researcher himself is a staff and no prior has been done in the area so far. The data that that was collected for the research has been a cross sectional data taken at a snapshot. The research saw the most common challenges and prospects of implementing community policing starting from the time when the practice of community policing has been started to be implemented in Lideta sub city by focusing on the most common challenges of appropriateness of community policing structure in the sub city, current practice of community policing, crime reporting system, community participation on community policing activities, relationship between police and the community, the Attitudes of Local Residents and Police towards Community Policing, the Outcomes of Community Policing in Crime Prevention, and challenges to Community Policing Activities. Finally, the method employed for the particular study was mixed methodology involving qualitative and quantitative approach

1.8. Organization of the Study

The study was divided into five chapters.

Chapter one focused on the Background of the Study, Statement of the Problem, Purpose & Objectives of the study, Research Questions, Significance of the study, Delimitation and Limitation of the study, as well as Organization of the Study.

Chapter two covers the Literature Review, which gives a review of theories and concepts that, are related to community-police relationship.

Chapter three discussed the methodology, which includes the research design, target population, sample size and sampling techniques, and data collection instruments, data collection procedures as well as data analysis procedures.

Chapter four covered the data presentation and interpretation which includes the data presentation and analysis, findings as well as discussions of the findings.

Chapter five discussed the summary, conclusions and recommendations.

1.9. Limitation of the Study

Most individuals believed that research work would always be funded thereby making it difficult for them to cooperate in the data collection process once they were not compensated. The refusal of partakers to adequately make their self-available in giving full time were a challenge; and the time allocated to carry out the research was also bringing a major constraint for the researcher added with COVID 19 making it difficult to collect questionnaire on time. The researcher has also been responsible to assume the entire cost of materials, transportation and other logistics. Getting responses from community members were a serious challenge, but communicating with community leaders agreeing on schedules and appointments was central of dealing with the problem.

CHAPTER TWO: REVIEW OF RELATED LITERATURE

2.1. Introduction

This chapter presented a review of theories and concepts on community policing. With the aim of providing a clear understanding of the theories and concepts that underpin the study. Henceforth, literature review collected from different sources such as text books, internet and articles of various scholars or proponents concerning the study of community policing was done on the topics of community policing principles and elements, strategies of community policing, goals of community policing, theories of community policing, and conceptual framework. The detail is discussed as follows

2.2. Definition of Community Policing

There are a wide range of views reflected in the academic and policy literatures, extending from (Goldstein's, 1990) broad formulation that community policing refers to 'any activity where by the police develop closer relations with the community and respond to citizens' needs' to more limited understandings of it as a return to the bobby on the beat' (Waddington 1984: 91). It has been described as a paradigm' (Kappeler and Gaines, 2011), a 'body of ideas' (Brogden and Nijhar, 2005) and a 'system, a style and a method of providing police service and managing the police organization' (Zwane, 1994). 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 (Brogden, 2003). What is more, in part the diverse understandings of what COP means derives from the fact that it is mobilized as the headline terminology for a variety of policing programmes – from zero tolerance policing, to intelligence-led policing, to establishing a service mentality within the organization to addressing perceived local crime priorities. All of these programmes take a different approach to policing and this helps to explain why COP, which is often used across all of them, is understood in so many different ways. Despite this, there appears to be agreement on at least some limited descriptions. COP is routinely referred to as 'a philosophy (a way of thinking) and a strategy (a way to carry out the philosophy)' that allows the police and

community to work together to solve problems of crime and disorder (Saferworld 2006; Ferreira 1996). The philosophy component is explained as the promotion of a problem-solving approach to public safety involving partnership with the community; whereas the strategy component refers to practically involving members of the community in public safety (Lanre and Olabisi, 2013:).

Furthermore, some commentators have suggested that it is easier to define COP by its negative – that is, by what it is not. For instance, Mike Brogden argues that COP is not military style policing; policing autonomous of public consent and accountability; reactive crime-fighting; or output measured professional efficiency (2005). (As Casey, 2010) 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.”

2.3. Theoretical Framework

2.3.1. Functionalist Perspective

The functionalist or consensus approach is a model upheld tenaciously by orthodox western social scientists. It posits that behavior in society is structured. This means that relationships between members of society are organized in terms of rules. Social relationships are therefore patterned and recurrent (Harlampos and Holborn, 2005: 10). Functionalists believe that there is value consensus in every social reality. They believe that there is general agreement by members of a society on what is desirable, worthwhile, and worthless. People share consensus on the values, norms, and beliefs of a society. A high degree of consensus in a society whether it is democratic or communist, binds members together to form an integrated and cohesive unit. Functionalists also assume that societies and phenomena are pervaded by stability. The theory assumes that a certain degree of order and stability is necessary for the survival of social system. Functionalists downplay the conflict in society between classes and believe that once norms and values are maintained, the society would be conflict free. Emile Durkheim is the most influential of the early functionalists and is viewed as the originator of functionalism. The theory was developed by Talcott Parsons in the twentieth century. Durkheim’s concept looks at society as a set of interrelated parts which together form a whole. It considers society as a structural system made up of interrelated parts. The social system has certain basic needs that must be met if it is

to survive. These needs are known as functional prerequisites. This means that each part, will in some way, affect every other part and the system as a whole. It also follows that the survival of the system depends on the compatibility of the various parts. Since the Lideta sub city Police is an integral part of the social system, its ineffectiveness and poor job performance has implication on the overall security of the society

2.3.2. Community Policing Principles and Elements

COP is not a panacea. It is not the answer to all the problems facing any one department. However, COP is an answer to some of the problems facing modern policing and it may be an answer to some of the problems facing any one department. COP is not totally new. Some police departments or individual police officers report that they are already doing it, or even that they have always practiced COP this may be true. Even so, there are some specific aspects of community policing that are relatively new; also, very few agencies can claim that they have fully adopted the entire gamut of COP department-wide.

COP is not a cookbook. There is no ironclad precise definition of community policing or a set of specific activities that must always be included. A set of universally applicable principles and elements can be identified, but exactly how they are implemented should and must vary from place to place, because jurisdictions and police agencies have differing needs and circumstances. In order to describe the full breadth of community policing, it is helpful to identify four major dimensions of COP and the most common elements occurring within each. The four dimensions are the Philosophical Dimension, the Strategic Dimension, the Tactical Dimension, and the Organizational Dimension

2.3.3. The Philosophical Dimension

Many of its most thoughtful and forceful advocates emphasize the community policing is a new philosophy of policing, perhaps constituting even a paradigm shift away from professional-model policing and not just a particular program or specialized activity. The philosophical dimension includes the central ideas and beliefs underlying community policing. Three of the most important of these are citizen input, broad function, and personal service. Citizen Input – Community policing incorporates a firm commitment to the value and necessity of citizen input to police policies and priorities. In a free and democratic society, citizens are supposed to have a

say in how they are governed. Police departments, like other agencies of government, are supposed to be responsive and accountable. Also, from a more selfish standpoint, law enforcement agencies are most likely to obtain the citizen support and cooperation they need when they display interest in input from citizens. A few of the techniques utilized to enhance citizen input are: agency advisory, unit Advisory Boards, beat advisory boards, special Advisory Boards, community Surveys, electronic Mail/Home Page, radio/Television Call, town Meetings. Broad Function – COP recognizes policing as a broad function, not a narrow law enforcement or crime fighting role. The job of police officers is seen as Community Policing: working with residents to enhance neighborhood safety. This includes resolving conflicts, helping victims, preventing accidents, solving problems, and fighting fear as well as reducing crime through apprehension and enforcement. Policing is inherently a multi-faceted government function – arbitrarily narrowing it to just call-handling and law enforcement reduces its effectiveness in accomplishing the multiple objectives that the public expects police to achieve. Some examples of the broad function of policing include traffic Safety, and Personal Service. A few of the methods that have been adopted in order to implement personalized service are: Officer Business Cards, Officer Pagers and Voice Mail, recontact Procedures and Slogans and Symbols.

2.3.4. The Strategic Dimension

The strategic dimension of community policing includes the key operational concepts that translate philosophy into action. These strategic concepts are the links between the broad ideas and beliefs that underlie community policing and the specific programs and practices by which it is implemented. They assure that agency policies, priorities, and resource allocation are consistent with the COP philosophy. Three important strategic elements are re-oriented operations, prevention emphasis, and geographic focus.

Re-Oriented Operations – Community policing recommends re-oriented operations, with less reliance on the patrol car and more emphasis on face-to-face interactions. One objective is to replace in effective or isolating operational practices. Further re oriented operations has the following varieties foot patrol, other modes of patrol, walk and ride, directed patrol and case screening.

Prevention Emphasis – Community policing tries to implement a prevention emphasis, based on the common-sense idea that although citizens appreciate and value rapid response, reactive

investigations, and apprehension of wrong doers, they would always prefer that their victimizations be prevented in the first place. Most modern police departments devote some resources to crime prevention, in the form of a specialist officer or unit. COP attempts to go farther by emphasizing that prevention is a big part of every officer's job. A few of the approaches to focusing on prevention that departments have adopted are: Situational Crime Prevention, Crime Prevention through Environmental Design, Community Crime Prevention, Youth-Oriented Prevention, and Business Crime Prevention Geographic Focus

Some of the methods by which COP attempts to emphasize geography includes: Permanent Beat Assignment, and Lead Officers – since several different officers will be assigned to a beat across 24 hours a day, 7 days a week, often one officer is designated as the lead officer responsible for problem identification and coordination of the efforts of all the officers.

2.3.5. The Tactical Dimension

The tactical dimension of community policing ultimately translates ideas, philosophies, and strategies into concrete programs, tactics, and behaviors. Even those who insist that “community policing is a philosophy, not a program” must concede that unless community policing eventually leads to some action, some new or different behavior, it is all rhetoric and no reality. Indeed, many commentators have taken the view that community policing is little more than a new police marketing strategy that has left the core elements of the police role untouched. Three of the most important tactical elements of community policing are positive interaction, partnerships, and problem solving. Positive Interaction – Policing inevitably involves some negative contacts between officers and citizens – arrests, tickets, stops for suspicion, orders to desist, inability to make things much better for victims, etc. Community policing recognizes this fact and recommends that officers offset it as much as they can by engaging in positive interactions whenever possible. Positive interactions have several benefits, of course: they generally build familiarity, trust and confidence on both sides; they remind officers that most citizens respect and support them; they make the officer more knowledgeable about people and conditions in the beat; they provide specific information for criminal investigations and problem solving; and they break up the monotony of motorized patrol. Some methods for engaging in positive interaction include: routine Call Handling, School-Based policing, Interactive Patrol partnerships, Citizen Patrols, citizen Police, Schools, Code enforcement, Nuisance Abatement,

Landlords & Tenants, and Problem Solving. Some of the more promising approaches to problem solving include: The SARA Process – many departments use the SARA model (scanning, analysis, response, assessment), Guardians, Beat Meetings, Hot Spots, Multi-Agency Teams.

2.3.6. The Organizational Dimension

It is important to recognize an Organizational Dimension that surrounds community policing and greatly affects its implementation. In order to support and facilitate community policing, police departments often consider a variety of changes in organization, administration, management, and supervision. The elements of the organizational dimension are not really part of community policing per se, but they are frequently crucial to its successful implementation. Three important organizational elements of COP are structure, management, and information.

Structure – Community policing looks at various ways of restructuring police agencies in order to facilitate and support implementation of the philosophical, strategic, and tactical elements described above. Any organization's structure should correspond with its mission and the nature of the work performed by its members. Some aspects of traditional police organization structure seem more suited to routine bureaucratic work than to the discretion and creativity required for COP. The types of restructuring associated with community policing include: Decentralization, flattening, de-specialization, teams, Civilianization, Management, Mission, Strategic, Coaching, Empowerment, Selective Discipline, Information, Performance Appraisal, Program Evaluation, Departmental Assessment, Information Systems, Crime Analysis, Geographic Information Systems (GIS)

2.3.7. Strategies of Community Policing

In order to describe the full breadth of community policing, it is pertinent to identify three major strategies of community policing and the most common elements occurring within each (Cordner, 2007). The three strategies of community policing are: partnerships with the community, problem solving and management structure.

i) Partnerships with the community: The police and community should work in partnership not only to solve problems, but to reduce the fear of crime, physical and social disorder as well as neighborhood decay (Wycoff, 1988). These relationships need to be based on trust by

challenging people to accept their responsibilities, which in turn will enable parties to identify priorities and develop techniques aimed at solving their problems (Trojanowicz & Bucqueroux, 1990). In the same vein, (Mastrofski, 2006) observe that: Community policing... Seek (s) to link the police more closely to the community in 'Partnership' in Partnership arrangements: Joint activities to co-produce services and desired out comes, giving the community a greater say in what the police do, or simply engaging with each other to produce a greater sense of police community compatibility (Mastrofski, 2006: 45).

ii. Problem Solving: This strategy is essential in community policing and, as such, problems should not be limited to crimes and solutions should not necessarily be arrests (Weisheit et.al, 1994). The police and the community should be empowered to adopt problem solving techniques, such as constant meetings with various communities and relevant stakeholders to help identify and prioritize their problems and to take opportunities in addressing the conditions that cause incidents of crime. (Bucqneroux, 2007) noted that problem solving needs to be measured by asking the question 'is the problem solved?' rather than focusing on traditional methods, such as the number of arrests.

iii. Management Structure: Under community policing, police management must guide, rather than dominate, the actions of the patrol officer. In addition, the officers must ensure that they have the necessary resources to solve the problems in their communities. This is possible in as much as the management is efficiently responsive to the demands made by patrol officers. Management must determine the guiding principles to convert the philosophy of the agency to community policing and then to evaluate the effectiveness of the strategies implemented (Bohn and Haley, 2002 as cited in Okeshola and Mudiare, 2013).

2.3.8. Goals of Community Policing

According to a manual for the South African Police Service, the goals of community policing include exploring new proactive initiatives aimed at solving problems before they occur or escalate (South Africa, 1997). Similarly, it is to establish an active and equal partnership between the police and the public through which crime and community safety issues can jointly be determined and solutions designed and implemented (BJA, 1994). Lab suggests that the goals of

community policing are —closely allied to the idea of identifying and attacking the root causes of problems; to reduce or eliminate crime; and to produce an increased feeling of safety and less neighborhood disorder (Lab, 2004). The community policing goals suggested in the manual for the South African Police Service (South Africa, 1997) and Skogan and (Hartnett, 1997:7) can be summarized as follows: Community policing alters the goals of policing to the idea of identifying and attacking the root causes of problems. The community policing programme is judged by reduced crime, elimination of problem properties, increased feeling of safety and less neighbourhood disorder. The police service provided to neighborhoods is of a higher quality therefore customer satisfaction becomes an important measure of effectiveness. The establishment and maintenance of trust creates an effective community policing partnership and improves the relationship between police and the community. The police have to keep the peace by peaceful means. It establishes an active partnership between the police and the community through which crime, service delivery and police-community relations can jointly be analyzed and appropriate solutions designed and implemented.

2.3.9. Implementation of Community Policing

To implement community policing efficiently requires planning and a change in management of the police agency at every level (BJA, 1994:27). Moreover, implementation mostly depends on the internal and external conditions of an organization. According to the (BJA 1994:27–30), implementation includes the following: There must be extensive changes in current agencies ‘operations, procedures, and management practices. The police agency must explain the concept of community policing thoroughly to the entire police organization, the local political leadership, public and private agencies and the community at large. All participants must understand their role in the community policing implementation effort. The BJA emphasizes that it takes time to train personnel, establish bonds with the community and create an appropriate support system. Furthermore, generally all phases of implementation of community policing must be carefully planned and properly timed to maximize success. (Oliver 2004:301) explains that the —police department and the community should have an established plan for the long-term, as well as medium- and short-term goals. Moreover, Thibault, Lynch and (McBrand 2004:175) state —to establish useful and sustained change in any police department, police managers must overcome

the overwhelming resistance of the established police culture through proper planning and training.

2.3.10. Benefits of Community Policing

The following are the benefits of community policing. It is described as community and police specific and shared benefits of the community policing approach. The success of community policing relies on problem solving through a partnership between the police and the community (ZiemboVogl & Woods, 1996:1). The benefits of community policing suggested are summarized in the literature of several scholars: (Whisenand and Ferguson 2002:207); (Dempsey, 1999:234); O 'Block, and Greene & (Mastrosfski 1991:111). The benefits they suggest include the following: Officers receive recognition. Patrol officers may find their work more interesting than previously. Police have a sense of pride in their work. Patrol officers have an increased belief in their own effectiveness.

2.2.11. Community Specific Benefits

A community involved in community-policing initiatives benefits as follows: It is committed to crime prevention. It focuses on the most efficient means of reacting to incidents. It ensures accountability, customized police service, community organization. It is mobilized and empowered to identify and respond to concerns. It experiences a reduction in problems and issues of concern as they are prioritized and addressed. It experiences an improved local physical and social environment. It experiences an increase in positive community attitudes towards police. It experiences a reduced fear of crime.

2.3.12. Police specific benefits

When community policing is successfully implemented, police organizations in general and officers in particular, are benefited. According to (Whisenand & Ferguson 2002:207) and (Dempsey 1999:234), the following benefits of community policing are suggested as police specific benefits: A realistic acknowledgement of police functions; An improved police community relationship; An increased community perception of police legitimacy; An increase in officers' satisfaction with their work; An increased awareness of community problems

enabling the police to formulate a more effective response; A more effective use of personnel; A greatly increased use of the knowledge gained by the police of the patrol area; An acknowledgement of the limited capacity of the police to fulfill their duties and the importance of an alliance between the police and the public; and A recognition of the inter-relationship among police functions.

2.3.11. Community and Police Shared Benefits

As mentioned by different scholars such as (Whisenand and Ferguson, 2002:207) and (Dempsey, 1999:234), community and police work together based on the principles of community policing. Owing to the close partnership between them, they might have the following benefits: Decreased potential for police-citizen conflict; Reduction in crime rates; A better flow of information between the police and the community; and Better implementation of crime prevention and crime control activities because both parties are working together towards a shared goal. In response to the question:

2.3.12. 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

2.3.13. 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.

2.3.14. Outside the Police Organization

As the name indicates community policing belongs to the community and a lot 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 relates 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 make 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 does community policing approach require changes in the organizational structures of police departments and what is the nature of that change?

2.2.15. 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.

2.4. Empirical Literature Review

Effective policing involves active engagement and collaboration of citizens in the coproduction of order maintenance (Moore, Trojanowicz, & Kelling, 1988). Research suggests that citizens who are dissatisfied with the police are less likely to provide them with crime-related information and are more reluctant to cooperate with the police, which diminish police effectiveness in controlling crime (Decker, 1985; Brown & Benedict, 2002). Literature on community policing suggests an intricate relationship between officers' orientation to order maintenance, as opposed to crime control, and the perceived citizen support. Further, public reciprocity and willingness to cooperate with law enforcement, for the most part, depend on their trust, satisfaction, and confidence in police as an organization and institution (Sunshine & Tyler, 2003).

According to (De Vries 2008, 128), since the police were seen as oppressors of the majority of the civilian population (De Vries, 2008, 128), the police saw themselves as "us" and the community as "them," and vice versa. This "us" and "them" labeling of two parties who are supposed to be working together in order to achieve a common goal is an established setback in any partnership. The police will continue to focus on their planned operations to deal with the scourge of crime, while the community will withhold critical information that could assist in both crime prevention and detection.

The role of citizens appears to be limited in their view to the initiative of providers of information (the eyes and ears of the police) (Terpstra, 2008). Despite all efforts to comply with the official police policy that considers safety a joint effort between the police and the citizens, community officers are still rather police centered in their orientation (van Os, 2010).

Community policing is dependent on trusting relationships between officers and civilians (Adegbile, 2017; Kimbrough, 2016; Merkey, 2015; Williams et al., 2016)

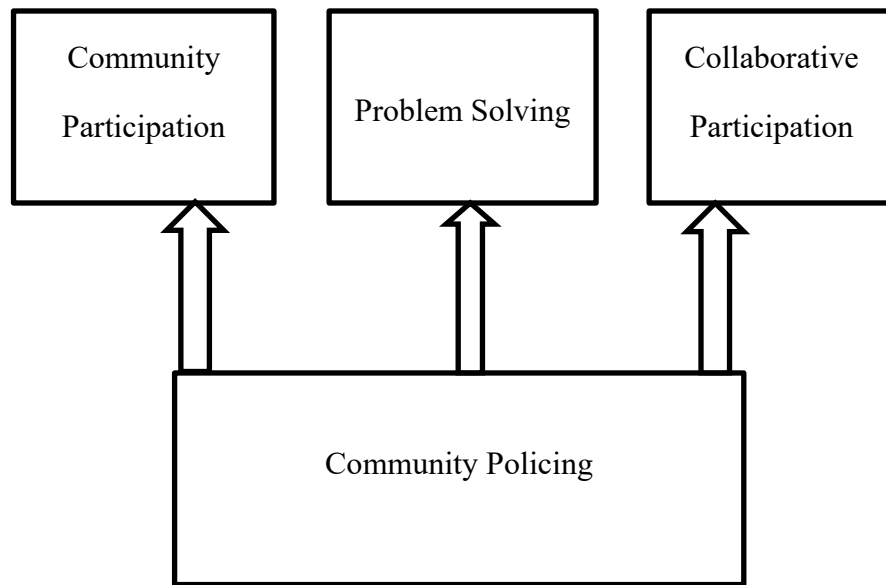
Community consultation regarding the most appropriate and acceptable form of CP to promote increased participation from the community. CP has also been found to suffer from coordinated transfers, limited consultation with the general public regarding the proper time for meeting with liaison officers, and lack of proper training for community liaisons (Bitaliwo, 2014).

The lack of trust between the police and the community can lead to resistance to community policing (Becker, 2017). One of the main goals of community policing is to enhance trust levels between officers and community members for both parties to act as partners in combatting crime (Rukus et al., 2017).

(Solakoglu, 2016) suggested that police legitimacy could be measured by the public's confidence and trust in the police, noting that increasing trust among citizens is a commonly accepted measure of successful policing.

Attitudes towards community-oriented policing have also been studied and presented as a factor relating to the success or failure of crime reduction. (Chappell, 2007) conducted a literature synthesis of studies published earlier during the gradual shift from traditional to community-oriented policing. The results showed that positive attitudes of police officers towards community-oriented policing can lead to effective crime prevention. Ercikti, Vito, Walsh, and Higgins (2011) also examined attitudes and community policing, particularly the attitudes of police managers. They focused on police managers because their job satisfaction was expected to be higher compared to line officers.

2.1 Conceptual frame work



Researcher Personal Design (2020)

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.

CHAPTER THREE: METHODOLOGY OF THE STUDY

3.1. Introduction

This chapter discussed the method used to assess prospects and challenges of community-policing in Lideta sub city consistent with the population in the study; the sample as well as the sampling procedure for the study. It also discussed the data collection instrument used in the research and mode of the analysis of data collection to answer the questions in the study. The data analysis was done in line with acceptable research procedures which included questionnaires and interviews.

3.2. Selection of Research Area

Lideta sub city were purposively selected due to the fact that Lideta sub city has higher crime rates as compared to other sub city and the researcher can get necessary data as a staff.

3.3. Research Design and Approach

The current study used the mixed method research design. In this study both qualitative and quantitative methods were used. Qualitative method is a method in which the researcher relies on the views of participants by asking broad or general questions to collect data consisting of largely text or words from participants. These words are described and analyze into themes and conduct the inquiry in a subjective, biased manner (Creswell, 2012).

Some examples of data collection methods included, interviews, open-ended questionnaires, close-ended questionnaires, observations and focus group discussion. For this study, qualitative data were obtained from interviews. Quantitative method of data collection was also used to collect numerical data that were subjected to statistical analysis. Example of data collection methodologies included interviews and questionnaires. In the current study quantitative data were obtained using closed-ended items of the questionnaires.

3.4. Population

The population of this particular research has been community policing officers at the sub city level who is controlling officers under woredas and ketena. Also, there are four community

policing officers in the four woredas controlling community policing activities in the 50 ketenas. Finally, all the 50 ketenas in the sub city has 50 officers managing CP efforts under ketene and 50 community policing representatives from the society.

3.5. Sampling Technique and Sample Size

Lideta sub-city police department has 4 police stations and 50 ketena under the four police stations, which are the lowest units in the local administrative hierarchy in the sub city. Purposive sampling used to interview 6 individuals including all community officers 1 at the sub city level, four at police station level namely Goma kuteba police station, Balcha police station, Abnet police station and Tor hailoch police station and 1 individual from the community at the sub city level for interview.

In line with this due to the manageable number of officers in the 50 ketena census sampling were used to include all community policing officers in all ketena as a result the total of 50 community officers are included for a questionnaire survey. In addition, 50 community representatives from each ketena has been included in the survey making it a total of 100. This is because community policing as a means to combat crime exercised almost in a similar manner across the study area and thus, taking all officers in the Woreda through such method reduces sampling error.

For the research since, the researcher is taking census there is no need to apply sample size formula to arrive at a specific sample size.

3.6. Data Collection Instruments and Data Collection Method

Structured interview primary method of data collection was employed to gather data from the study area by interviewing 5 officers in sub-city and woreda level and 1 representative of the community at the sub city level. In addition, literature and documents were also analyzed as secondary modes of data sources. After getting the list of police officers responsible for CP and community representatives in all 50 ketenas the researcher used census by including all community policing officers and community representatives for collecting primary data using survey method.

3.7. Data Analysis Tools

The data collected from the survey was transcribed and interpreted in a frequency tables and percentages that is allotted to each of the questions. Each of the questions on the questionnaire plays an important role in the quest to derive the percentages of each of the respondent's view. That helped to address some of the concerns that were needed to be answered. Data from questionnaire were edited, coded, classified and tabulated. A descriptive approach has been used to obtain frequencies and percentages under each set research questions/objectives of this study. Descriptive statistics in form of frequencies and percentages computed to describe the study variables. Data's were presented in tables containing frequencies and percentages so as to have a clear picture of the information from the respondents in relation to the study objectives and the data collected through interview were also analyzed by narration.

3.8. Ethical Considerations

Prior to collecting information from respondents, the researcher explained to the respondents the objective of the study and how the finding would help them. In addition, first the researcher took care of confidentiality of their response and avoided coercion. Secondly the researcher showed respect for culture and personality of respondents. Thirdly While administrating the questionnaire the researcher allowed the respondents to write their name as optional, this helped privacy of respondents at one hand, and helps to get accurate information on the other hand as the respondents feel free while providing their opinion

CHAPTER FOUR: DATA PRESENTATION AND ANALYSIS

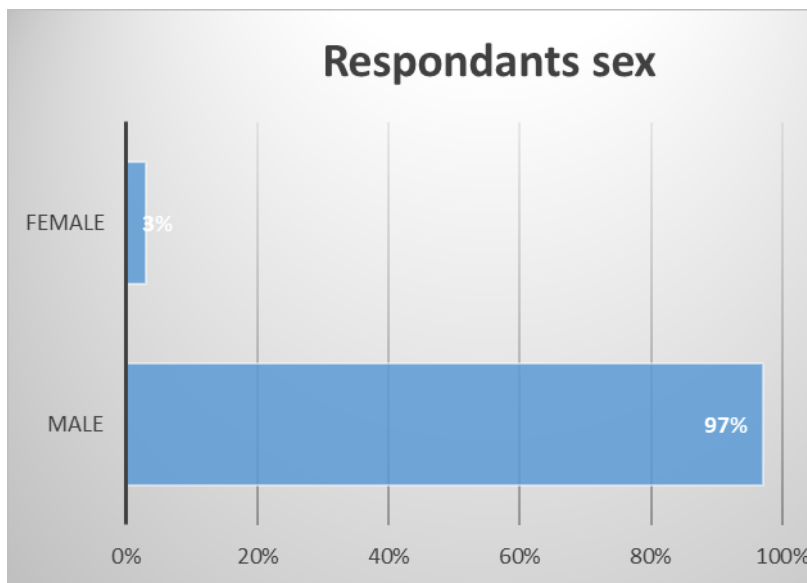
4.1. Introduction

This chapter presents the data collected and the analysis carried out based on the methodology described in chapter three. The results are presented below starting with the demography of the participants then moving on to descriptive analysis of questions followed by interview analysis

4.2. Demographic Characteristics of respondents

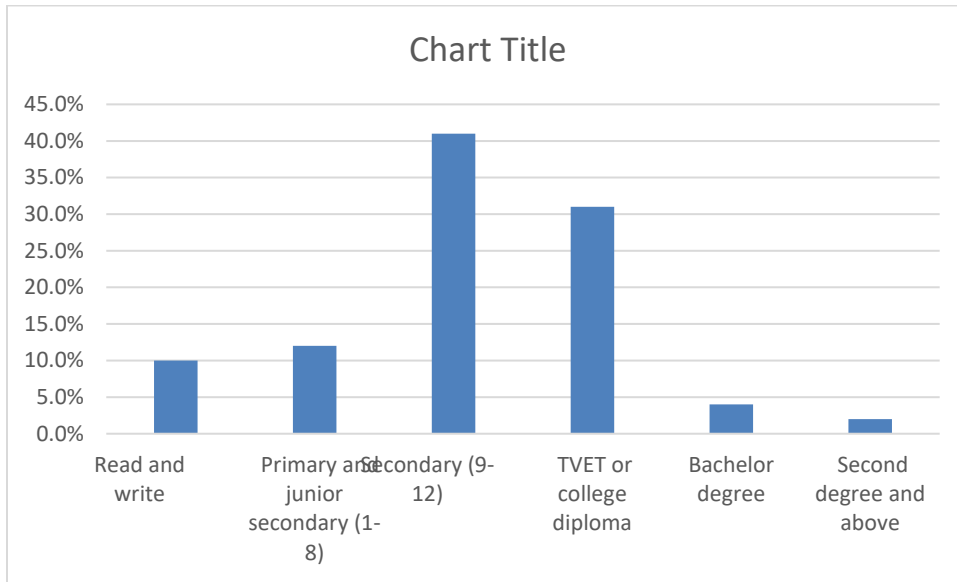
As to the demographic profile of the respondents, data were collected on the respondents' sex and educational level of respondents as well as Experience in community policing. Each of them was described in this order as follows.

Figure: 4. 1. Sex of Respondents



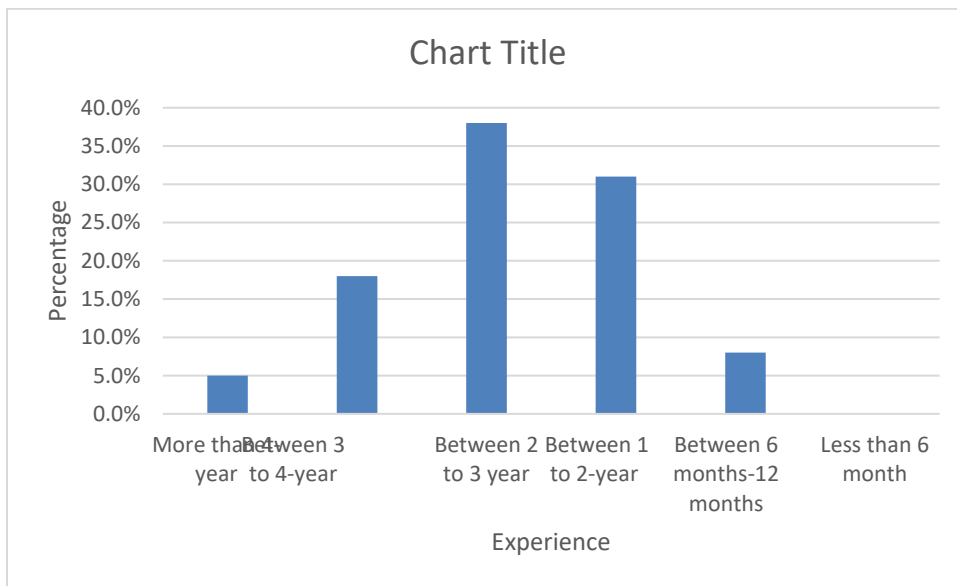
Source: - field survey, 2020

Figure: 4. 2. Educational Level of Respondents



Source: - Collected data survey, 2020

Figure: 4. 3. Experience in Community Policing



Source: - field survey, 2020

In the above three figures 97 (97%) of respondents are male and remaining 3 (3%) of respondents are females.

Looking at educational level of respondents of respondents replied 41% have secondary education, 31% having TVET or college diploma, 12% with educational level of primary and junior secondary, 10% Read and write, 4% academic status of bachelor degree, and 2% of respondents having academic level of second degree and above.

38% of respondents stayed in community policing between 2 to 3 years,31% stayed in community policing between 1-2 years, 18% stayed between 3- 4 years, 8% between 6 months and 12 months, and 5% stayed in community policing more than 4 years.

4.3. Practice of Community Policing in Lideta Sub City

To understand the practice of community policing, data related to Knowledge about vision, mission, and values of community policing Inspirational picture of mission, vision, and values, Availability of strategic objectives for community policing, Adequacy of budget for community policing activity, Regular community policing performance evaluation, Cascading community policing programs, Availability of modalities to participate the community, and Regular community policing performance evaluation in their respective Woreda were assessed. Accordingly, the following results were obtained.

4.3.1. Current Community Policing Structure

Table: 4. 1. Description of Current Community Policing

Item	Response	Frequency	Percent
Knowledge about vision, mission, and values of community policing	High	5	5%
	Average	22	22%
	Low	64	64%
	Very low	9	9%
	Total	100	100%
Item	Response	Frequency	Percent
Clear Inspirational picture of mission, vision, and values	Strongly agree	5	5%

	Agree	65	65%
	Average	23	23%
	Disagree	7	7%
	Total	100	100%
Item	Response	Frequency	Percent
Perspective of community policing and its appropriateness	Strongly agree	1	1%
	Agree	3	3%
	Average	23	23%
	Disagree	67	67%
	Strongly disagree	3	3%
	I don't know	3	3%
	Total	100	100%
Item	Response	Frequency	Percent
Availability of strategic objectives for community policing	Strongly agree	2	2%
	Agree	9	9%
	Average	10	10%
	Disagree	71	71%
	Strongly Disagree	8	8%
	Total	100	100%
Item	Response	Frequency	Percent
Mission, vision and values shows inspirational picture of the future	Strongly agree	2	2%
	Agree	2	2%
	Average	8	8%
	Disagree	26	26%

	Strongly disagree	59	59%
	I don't know	3	3%
	Total	100	100%
Item	Response	Frequency	Percent
Adequacy of budget for community policing activity	Agree	4	4%
	Average	9	9%
	Disagree	24	24%
	Strongly disagree	61	61%
	I don't know	2	2%
	Total	100	100%
Item	Response	Frequency	Percent
Regular community policing performance evaluation	Agree	69	69%
	Average	26	26%
	Disagree	3	3%
	Strongly disagree	2	2%
	Total	100	100%
Item	Response	Frequency	Percent
Availability of modalities to participate the community	Strongly agree	68	68%
	Agree	23	23%
	Average	5	5%
	Disagree	2	2%
	Strongly Disagree	2	2%
	Total	100	100%

Item	Response	Frequency	Percent
Cascading community policing programs	Strongly agree	3	3%
	Agree	5	5%
	Average	16	16%
	Disagree	22	22%
	Strongly disagree	54	54%
	Total	100	100%

Source: - field survey, 2020

As can be deduced from the table 4.1, regarding Knowledge about vision, mission, and values of community policing (64 %) of the respondents perceived as knowledge about vision, mission, and values of community policing is low, (22%) perceiving as average, (9%) perceiving low understanding of vision, mission, and values of community policing, and the remaining 5%having high knowledge of vision, mission, and values of community policing. overall, most of the informants share there is little understanding of vision, mission, and values of community policing.

Concerning the question, the mission, vision and values shows inspirational picture of the future, as indicated in table 4.1 above about 5% of them strongly agree and 65% agree, 23% rated average, and 7% disagreed. From this we can conclude that most of the respondents believe the vision and values are inspirational.

On the question asked on perspectives of community policing and its appropriateness, 1% and 3% strongly agree and agree, 23% rated average, 67% disagreed, 3% rated disagree, and the remaining 3% said I don't know.

Similarly, On the question asked on existence strategic objectives, as it is shown in table 4.1, out of the total respondents 2% strongly agreed, 9% agreed, 10% rated average and the remaining 71% and 8% said disagree and strongly disagree about existence of strategic objectives of community policing. From this we can sum up about 79% of the employees disagreed. Implying the sub city has to work more on clarifying strategic objectives of

community policing. In regards to the question on adequacy of budget for community policing, the finding shows that 24% and 61% disagree and strongly disagreed adequacy of budget for community policing, the remaining 4%. Overall, there is lack of budget for community policing.

As also indicated in Table 4.1 whether there is regular meeting between community and police, the result shows that the majority 69% and 26% strongly agree and agree that there is regular meeting, the remaining, 3% and 2% disagree and strongly disagree. Indicating the existence of regular meeting between police and community.

Similarly, about 68%,23, and 5% of respondents agree on availability of modalities to participate the community, whereas the remaining 4% percent disagreed and strongly disagreed.

Question asked on community policing approach being cascaded in the appropriate level, as it is shown in table 4.1, among the respondents 3% strongly agree and 5% agreed as being appropriately cascade, 16% rated the cascading average and the remaining 22% and 54% said they disagree and strongly disagree. From these data we can conclude that 76% of the respondents suppose community policing approach are not appropriately cascaded in to different levels of the sub city.

4.3.2. Current Practices

Community policing in Lideta sub city has principally improved the security situation, Community policing is understood as relationship between the community and police to solve problems, involving communities in security provision contributing to downsizing of crime rate, and community policing is effective than previous community policing approaches as discussed below

Table: 4. 2. Current Practices

Item	Response	Frequency	Percent
Security situation in Lideta sub city after implementation of community policing	Security has improved	28	28%
	Security has stayed the same	62	62%
	Security has become worse	1	1%
	Don't know	5	5%

	Not willing to Respond	4	4%
	Total	100	100%
Item	Response	Frequency	Percent
Understanding community policing in terms of	People coming together	20	20%
	Policing instructing the community to help them	50	50%
	Police and community relationship to solve in the community	26	26%
	Police asking the community in helping them fight crimes	4	4%
	Total	100	100%
Item	Response	Frequency	Percent
Downsizing of crimes using community policing programs	Strongly agree	9	9%
	Agree	4	4%
	Average	18	18%
	Disagree	64	64%
	Don't know	5	5%
	Total	100	100%
Item	Response	Frequency	Percent
Effectiveness of community policing than previous community policing approaches	Strongly agree	1	1%
	Agree	40	40%
	Average	10	10%
	Disagree	46	46%
	Don't know	3	3%
	Total	100	100%

Source: - field survey, 2020

The study analyzed participants' responses on the research questions asking security situation in Lideta sub city after implementation of community policing. Responding, 50 police officers and 50 community representatives the majority 62 % said security has stayed the same 28% replied

as security has improved 1% said security has become worse, 5% that they do not know about the change, whereas 4% responding as no response.

Responding on the question on how community policing to be 50% of the majority said that police instructing the community to solve problem, while 26% responded it is police and community relationship to solve problem, 20% as people coming together. At the same time 4 (4%) agreeing responding it is about police asking them to fight crime.

With regard to reduction of crimes after implementation of community policing 9% strongly agree and 4% agree that community policing has reduced the crime rate in Lideta sub city, where as 18% taking average position whether community policing has reduced crime and 64% and 5% responding as disagree and don't know.

On the effectiveness of community policing programs than the previous community policing programs 40% as agree, strongly agree 1%, and 10% has average position, 46% and 3% do disagree and don't know.

4.3.3. Crime Reporting System

The community is somewhat familiar of the reporting procedure, the community is confident to obtain clarification when reporting procedure is unclear, the environment is favorable to report happened crime, and the community policing officers are contributing their effort in making individuals aware of the crime reporting procedure as the detail discussed below.

Table: 4. 3. Crime Reporting System

Item	Response	Frequency	Percent
Familiarity of the reporting procedure for an average citizen	Very familiar	16	16%
	Somewhat familiar	31	31%
	Not at all familiar	41	41%
	Don't know	11	11%

	Not willing to respond	1	1%
	Total	100	100%
Item	Response	Frequency	Percent
Confidence to obtain clarification when reporting procedure is unclear	Yes	19	19%
	No	62	62%
	Don't know	12	12%
	No response	7	7%
	Total	100	100%
Favorability of the environment to report crimes.	Strongly agree	5	5%
	Agree	2	2%
	Average	33	33%
	Disagree	57	57%
	Strongly disagree	3	3%
	Total	100	100%
Item	Response	Frequency	Percent
Effort made by the community policing office to make individuals aware of crime report procedure	Strongly agree	5	5%
	Agree	69	69%
	Average	19	19%
	Disagree	3	3%
	I don't know	4	4%
	Total	100	100%

Source: - field survey, 2020

As the above Table 4.3 shows around 31% said they are somewhat familiar with the crime reporting procedure, 16% said they are very familiar of crime reporting procedure, 11% as don't know, and the remaining 41% responding as not at all familiar and no response.

As the above table 4.3 also shows around 62% said they are not confident to obtain clarification of reporting procedure when it is unclear, and 19% of participants responding as yes, 12% of respondents don't know, but 7% of said no response to get clarification when reporting procedure was unclear. Aggregately this implies that most respondents have no confidence to get clarification procedure when it was unclear.

Also, in the above table respondents replied on effort made by the community policing office to make individuals aware of crime report procedure 5% strongly agreed ,69% agree that there is commitment by police in making individuals aware of crime reporting procedure, 19% agree as average, and 3% and 4% disagree and I don't know. The overall assessment implying commitment of police to make crime reporting procedure clear when it is found unclear by the community. Also, from the above table most respondents do not agree with favorability of the environment to report happened crime which is about 57%.

4.3.4. Community Participation

Community policing in the study area encourages interactive approach especially with the local community. As the collected data revealed that the community policing officers understanding of reaction by citizens to participate on crime prevention activities are promising. All agreed about availability of community policing watch team. Community policing watch team in each woreda is effective; there is active role of community inhabitants in community policing effort. As a result, there is change of policing culture after implementation of community policing.

Table: 4. 4. Community Participation

Item	Response	Frequency	Percent
Expectation by community policing officers about reaction by citizens on community policing efforts	With concern at all	60	60%
	With no concern at all	16	16%
	With some concern	13	13%
	With fear or distress	9	9%

	Don't know	2	2%
	Total	100	100%
Item	Response	Frequency	Percent
Availability of community watch team	yes	100	100%
	No	0	0%
Item	Response	Frequency	Percent
Effectiveness of community policing watch team	Not effective	40	40%
	Very effective	24	24%
	Trying their best	36	36%
	Total	100	100%
Item	Response	Frequency	Percent
Role of community in supporting community policing efforts	Active role	18	18%
	passive role	68	68%
	No role play	14	14%
	Total	100	100
Item	Response	Frequency	Percent
Change of policing culture after implementation of community policing	Strongly agree	6	6%
	Agree	16	16%
	Average	22	22%
	Disagree	51	51%
	Don't know	5	5%
	Total	100	100%
Item	Response	Frequency	Percent
Type of participation in community policing efforts.	Attending meeting	18	18%
	participating in neighborhood watch	32	32%
	Helping police identify and solve problems	23	23%
	Providing reliable information	27	27%

	Total	100	100%
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Source: - field survey, 2020

Data were collected to understand participants in community policing activities. In regards to expectation by community policing officers of citizen’s reaction on community policing effort, 60% of the respondents responded with concern, 16% with no concern at all, 13% with some concern, 9% with fear or distress and 2% don’t know.

In regards with the availability of community policing watch team, 100% of respondents have agreed on presence of community policing watch team.

As indicated on table on the question effectiveness and/or non-effectiveness of community policing watch team 36% replied as they are trying their best, 40% and 24% have rated as not effective and very effective respectively.

The study also found that about role of community inhabitants in supporting community policing efforts out of which 68% responding as passive role of the community participation ,14% of the respondents ‘agreed no role to play on the role of community policing by the society and 18% of the respondents believing the community has active role on the subject respectively.

As we can infer from the above table, out of the total number of respondents, (16%) of them agree that there is change of policing culture after implementation of community policing. Whereas, 22 (22%) of the respondents regarded average, (6%) of the informants’ assert that they strongly agree, and the remaining 5% and 511% asserting as don’t know and disagree. From this we may conclude that the policing culture is not improved after implementation of community policing.

From the above table, among the total number of respondents, (32%) regarded they participate in the form of community policing watch team; (23%) of them agreed they help police in identification and solving of problems, (18%) of them participate in the form of attending meeting, and 27% participating through providing reliable information. From these data one can conclude that currently there is poor participation by the community in different ways.

4.3.5. The attitude of respondents towards community policing approach

The attitude of local residents and police officers about community policing was assessed. Participants explained that they have better confidence in community policing in reducing crime. Especially they do believe that officers in the locality fully gave themselves in the effort of crime reduction unless they faced difficulty which is one indicator of the resident's positive attitude towards community policing.

Table: 4. 5. The attitude of respondents towards community policing approach

Item	Response	Frequency	Percent
Confidence in community policing to prevent crime	Great confidence	19	19%
	Some confidence	16	16%
	Little confidence	59	59%
	No confidence	1	1%
	Don't know	3	3%
	Not willing to respond.	2	2%
	Total	100	100%
Item	Response	Frequency	Percent
Confidence in local community policing to prevent crime.	Great confidence	12	12%
	Some confidence	19	19%
	Little confidence	65	65%
	Don't know	4	4%
	Total	100	100%
Item	Response	Frequency	Percent
The Extent of officers' dedication in the effort of crime reduction.	Strongly agree	11	11%
	Agree	4	4%
	Average	10	10%
	Strongly disagree	74	74%
	Don't know	1	1%
	Total	100	100%

Source: - field survey, 2020

To examine the attitude of the community towards community policing approach respondents asked about their confidence in community policing to prevent crime. In regards to this, data collected from respondents shows that while 16% have some confidence, 19% have great confidence, 59% little confidence, the remaining 1%, 3%, and 2% of them replied as no confidence, don't know and no response. over all the community have poor confidence on the role of community policing in preventing crime.

In regards to the question on whether community policing has role for crime prevention, the finding shows that 12% indicated it has great role, while 19% have some confidence, 65% said that they have little confidence, and 4% don't know.

Similarly, data were also collected to examine the commitment of officers in fully giving themselves in the effort of crime reduction. As indicated in Table 4.5, the result shows that 4% agree, 11% strongly agree, while 10% of the respondents have average confidence, whereas 74% strongly disagree and 1% don't know.

4.3.6. Relationship between police and community

One of the promises of community policing is the very existence of a growing tendency of police community cooperation to facilitate problem solving and crime prevention activities. In this regard, as the collected data revealed that recently there is Possibility for citizens and police to work together in addressing security problems in areas of crime prevention activities. In fact, it is unlikely to say that police has undertaken radical reform. In this regard, the table below reveals the actual relationships between the police and the community in the study areas.

Table: 4. 6. Relationship between police and community

Item	Response	Frequency	Percent
Possibility for citizens and police to work together in addressing security problems	Yes	45	45%
	No	47	47%
	Don't know	5	5%
	Not willing to respond	3	3%
	Total	100	100%
Item	Response	Frequency	Percent

Frequency of meeting between community and the police	Weekly	88	88%
	Monthly	12	12%
	Total	100	100%
Item	Response	Frequency	Percent
Relationship between the community and the police in the sub city	Very good	10	10%
	Good	29	29%
	Fair	11	11%
	Low	50	50%
	Total	100	100%
Item	Response	Frequency	Percent
Within relation to maintaining security, how do you see average citizen in the area?	As a partner in combating crime	28	28%
	Someone to serve and protect	27	27%
	With indifference	5	5%
	As someone attacking them	40	40%
	Total	100	100%

Source: - field survey, 2020

With regard to possibility for citizens and police to work together in addressing security problems out of the 100 respondents 45 (45%) there are suitable conditions for the community and police to work together, 47(47%) responding no possibility for police and the community to work together, and (3%) replying as no response.

Likewise, 88% of the respondents responded that there is weekly meeting of police and the community and the rest 12% responding no frequent meeting of police and the community on regular basis which supports existence of facilitating condition for police and the community to work together.

Regarding the relationship, the community and the police in Lideta sub city (29%) stated as there is good relationship, (10%) stated as there is good relationship, and 11% fair relationship between police the community, and 50% as poor. This implies existence of bad atmosphere between police and the community.

Finally, as can be seen from the same table above, In regards to maintaining security, how do you regard average citizen in the area, out of the 100 respondents, 28 (28%) of them perceive the community as a partner in combating of crime,27% view as someone to serve and protect, and 5% replying as indifferent, and 40 % as someone attacking them.

4.3.7. Prospects of Community Policing

On the prospects of community policing the participants advised measures to be taken on betterment of community policing in terms of providing the police with more material to combat crime, improving better communication between community and police, and providing better training. (see table 4.7 below).

Table: 4. 7. Prospects of community policing

Item	Response	Frequency	Percent
Measures to be taken to enhance capacity of the police to prevent crime	Provide the police with more material resource to combat crime	42	42%
	Provide better training for police	10	10%
	Promote better communication and cooperation between police and community	41	41%
	Take firm action against police who abuse their authority.	4	4%
	Increase the salary, benefits, and other incentives of police	3	3%
	Total		100
Item	Response	Frequency	Percent
Possibility for citizens and police to work together in addressing security problems	Yes	87	87%
	Don't know	9	9%
	No response	4	4%
	Total		100

Item	Response	Frequency	Percent
Willingness to participate in community policing in the future	Yes	95	95%
	No response	5	5%
	Total	100	100%
Item	Response	Frequency	Percent
Willingness to assist police in fighting crime in the future.	Yes	87	87%
	Don't know	7	7%
	No response	6	6%
	Total	100	100%

Source: -field survey, 2020

Regarding measures taken to enhance capacity of police to prevent crime 42% responded that police has to be provided with more resource to prevent crime, 41% said it would be better to provide better communication and cooperation, 10% saying police has to be given better training, 4% respondents replying as it is a must to take firm action against police officers abusing their authority, and the remaining 3% said improvement of police incentives would be better solution.

In relation to possibility for citizens and police to work together in addressing security problems 87% said yes, 9% as don't know, and 4% as no response.

On willingness to participate in community policing in the future 95% are willing to participate in community policing in the future, whereas 5% as no response.

Similarly, regarding in assisting willingness to assist community policing in the future 87% replied as yes, 7% as don't know, and 6% no response. Overall, there is high willingness by the society to help community policing activity

4.3.8. Most common challenges of community policing

Attempts have been made to implement community policing in organized manner in Lideta sub city. However, the implementation of community policing in Lideta sub city administration has not been provided abundant result as expected due to the challenges that are provided as follows.

Table: 4. 8. The most common challenges of community policing

Item	Response	Frequency	Percent
Challenges encountered in the community relative to police and the community relationships	Slow responding process	15	15%
	Low attention in addressing community issue	5	5%
	I do not know	4	4%
	All of the above	76	76%
	Total	100	100%
Item	Response	Frequency	Percent
The reasons for challenges in the community	Community inability to resolve conflict	38	38%
	Uncooperative community	5	5%
	Hatred among community dwellers	7	7%
	Inaccessibility of the community	50	50%
	Total	100	100%
Item	Response	Frequency	Percent
The most serious Challenge facing community policing?	Police lack adequate resources	53	53%
	Police are not committed to preventing crime	12	12%
	Police are subject to interference by politicians .	5	5%
	Police lack adequate training	25	25%
	Police corruption	3	3%
	Police do not have the confidence	2	2%
	and support of the communities they		

	serve		
	Total	100	100%

Source: - field survey, 2020

As it can be seen from the above table 4.8, (76%) argued that on the first question all listed points/ideas were more or less perceived by the respondents' as the main challenges of the community policing in Lideta Sub City Administration, (15%) slow responding process as main challenge, 5% there is relaxation in responding community issues, and (4%) replying there is practice of solving problems without police intervention.

Inaccessibility of the community and Community inability to resolve conflict by (50%) and (38%)

was perceived as reason for challenges of community policing, (5%) and (7%) responded unfriendly community and hatred among community dwellers as the key challenge of community policing in Lideta sub city Administration. This implies that community- police relation was considered as an impediment for the success of community policing. From the above data one can deduce that strong community-police relation is an important ingredient for effective implementation of community policing.

According to Table 4.8 the most series challenge for community poling are (53%) lack of adequate resource, (25%) said police lacks adequate training, (12%) police lack of commitment in preventing crime, (5%) responding there is interference by politicians and elites, (3%) argued existence of police corruption, and 2% replied lack of police confidence as the main challenge of community policing in Lideta sub city.

4.4. Data Collected and Analyzed from Interview of Respondents.

In this section challenges and possible solutions are discussed on the basis of interview made with 5 community policing directors in the sub city and 1 community representative.

4.4.1. Organizational Structure of Community Policing

Addis Ababa city police commission has conferred the sub cities to implement community policing on sub city levels. On the basis of such legal grounds Lideta sub city community policing effort is established. Accordingly, the Lideta sub city Police Commission has established as per Proclamation of Addis Ababa city community policing to maintain the peace and security of the sub city. According to Addis Ababa Police Commission proclamation, ensuring the peace and securities of the people of Addis Ababa has conferred to the sub cities. Hence, police commission under the sub city are responsible to ensure community participation on every crime prevention activity. Therefore, in Lideta sub city police commission there exist adequate legal frameworks for the commencement and developments of community policing. Those laws underlined that without community participation, it is impossible to control crime and maintain peace & orders of the city. Regarding to institutional frameworks, there is top-down model of organizational structure to operate community policing throughout the city. That includes advisory councils, conflict resolving committees, family police, and village police (Community Policing Strategic Document of Addis Ababa Police Commission, 2011 E.C). Community policing advisory council has established in each Woreda by encompassing government offices (Interview with different community policing directors). However, the interview found that huge burden for the actual enforcements of community policing relies on the shoulders of Woreda Police Department. Particularly, each Woreda Police Office has played major role for the practical implementations of community policing.

4.4.2. Participation in Community Policing

The interviewees argue that good public trust in the police is affecting community policing in Lideta sub-City. Besides, the interview results also show that even though there are efforts that have been made to introduce and publicize community policing, a legacy of mistrust and suspicion between communities and police thwarts efforts to build relationships between the police and the community to some extent. Nevertheless, the public trust in the police was undoubtedly developed positively from time to time after the commencement of community policing in Lideta sub-City though it is not satisfactory. With regard to the participation of the community in the community policing initiatives the interviewee replied that better involvement of the community in community policing

4.4.3. Crime Reporting System

There is availability of crime reporting procedure and commitment of officers to clarify when reporting procedure was unclear. For this process, partnership is the watchword for community policing efforts. Lastly, the interview asserted that the police have made better partnership with the community, but still poor.

4.4.4. Relationship between Police and the Community

Hence, the philosophy of community policing plea that police department should transform its connection with the local community. In this regard, as the interview revealed that recently there is better collaboration and alliance between police officers and the local community in areas of crime prevention activities. On the contrary, some people yet perceived police as oppressor of human rights. Thus, to change such undesirable attitudes of the community, police officers are expected to work hard to build trust, smooth and friendly relationship with the society.

The interviewees suggested that some inhabitants in a neighborhood were aware of what was expected from them and felt as they should patrol or safeguard their own residential area on a voluntary basis. Still the interviewees argue that the effort of neighborhood-watch guards should increase their effort. However, some individuals in the study areas because of poor awareness about community policing they leave security issues to the police and thereby they were not ready to involve in community policing initiatives.

4.4.5. The Attitudes of Local Residents and Police towards Community Policing

In comparison with the past, nowadays the perceptions of local residents and police officers towards community policing has progressively enhanced. Hence, the society recognized community policing as the best instrument to control crime and criminal acts proactively. This attitudinal change enables them to actively involved in the construction of offices as well as in the provision of necessary logistics and information when necessary to the police. All interviewee for this study affirmed that, police officers also acknowledged community policing as best approach for crime prevention. So, one may conclude that, currently common consensus

has been developed between police and local community about the significances of community policing in in the sub city.

4.4.6. Challenges to Community Policing Activities

As per the interview made with 4 community policing directors and 2 directors in Lideta sub city the operational activities of community policing at the local level have encountered various form of challenges. Thus, most apparent and pressing challenges have discussed below.

4.4.7. Institutional Constraints and Lack of Efficiency

So far, key operational decisions are being made at sub city level. According to the interview, police bureaus at the woreda level have faced a variety of constraints such as shortage of necessary logistics, adequate man power, budget and genuine involvements and supports from stakeholders. The existence of such challenges in turn makes their efforts less effective and unsustainable. The top -down organizational structures have less fixed session time vertically or horizontally to evaluate the existing successes or failures of community olicing efforts periodically. Thus, the finding of this study asserted that, all woreda police offices has substantial logistic problems. Besides, concerned stakeholders lack genuine commitment to take it as one of their major task and duty. As a result, extensive burdens have left on the shoulders of police officers who are assigned at woreda and kebele level. On the other hand, the existing system lacks promotion incentives and other positive reinforcement mechanisms for best achievers. All such obstacles negatively affect the success and motivation of police officers.

4.4.8. Lack of Adequate Man Power and Resources

Interviewee explained that due to high shortages and frequent turnovers of police officers, in each woreda police department are not able to placed police officers in all woredas under the sub city. In consequence, the numbers of local residents and the assigned police officers to coordinate are not proportional. However, each officer placed at the kebele level have a duty to coordinate and mobilize the society for crime prevention proactively. Consequently, the assigned police officers in each woreda and kebele have faced with high workload. The finding from the

research also confirmed that the major challenge to employ adequate man power for all centers is shortages of budget. Every police officer placed at the kebele level is expected to have frequent personal contacts with community members and interact in an attentive and friendly manner. However, shortage of manpower (in terms of number, strength and expertise) and logistic support including shelter make them unable to accomplish such responsibility in their full potential.

4.4.9. Lack of Training Recognition and Reward

The provision of training is so far inadequate. In this regard for instance, the level of knowledge and awareness in relation to human right issues among the majority of police officers is poor. Majority of police officers are not well informed about basic principles of community policing. As a result, they lack basic skills on crime prevention, methods of community mobilization and creations of awareness. The other is absence of recognition and reward for best achievers. Recognition and reward increase the commitment and performances of participants. But such kinds of motivational approach are inadequate or not existed. Those situations make desperate and causes for frequent turnovers of police officer.

Above all, inadequacy of knowledge of the Lideta sub city community about community policing was considered as a major challenge for the success of community policing in Lideta sub-City. Similarly, the interview argues that low wages, poor working conditions and terms of employment continue to have a negative effect on police morale.

4.4.10. Prospects of Community Policing

Finally, the interviewees revealed that budget for community policing has increased, better training is offered, better police community relation is achieved, more orientation is provided about community policing, and improvement of salary and wages of police officers, are satisfied the prospect of community policing in Lideta sub city would further be improved.

CHAPTER FIVE: FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1. Introduction

This research was born out of the need to identify Prospects and challenges of implementation of community policing in Lideta sub city. To this end, an attempt has been made to identify all prospects and challenges that influence the implementation of community policing in the sub city. Here discussion, analysis and finally conclusions are made in order to identify major prospects and challenges that affect the implementation of community policing. It has been learnt from the response of the respondents, that community policing in Lideta sub city have achieved some prospects and faced challenges in implementing the community policing approach. To address the case, the research aimed to determine the factors in the community and in the police service that affect the implementation of community policing. To deal with these aims, four research questions were formulated namely:

1. What are the practices of implementing community policing in Lideta sub city?
2. What are the practical out comes of contribution of community policing in the prevention of crime in Lideta sub city?
3. What are the challenges that hinder the smooth implementation of community policing?
4. What are the prospects of community policing in Lideta sub city?

In an attempt to address these research questions, the researcher gathered information from the literature. The researcher also held personal interviews and distributed questionnaire. These questionnaire and interviews have been held to enhance the validity of interpretation by drawing on the experience of those most involved in the research.

5.2. Summary of Findings

5.2.1. What is Practice of Community Policing in Lideta Sub City?

With respect to community's understanding of community policing nearly more than half of the respondents acknowledged about lack of understanding of community policing. Besides this most respondents hesitate community policing as a proactive approach to solve problems. The interview results also indicated lack of understanding of community policing programs by the

residents of the sub city. From this it can be understood that there is lack of understanding about community policing by members in the community.

With respect to level of opportunity for detail in case when there is lack of understanding about community policing and crime reporting procedure. The finding revealed that the opportunity given is very low. With regard to favorability of the environment to report happened crime (60%) disagreed about favorability of the environment.

Under the topic of community and police relationship in Lideta sub city, the finding indicated that there exists medium relationship between police and the community. The finding also showed that community dwellers do have misconception about police officers to protect them.

With respect to community partnership the study showed that the study showed that there is lack of sufficient trust between police and the community. In the same manner the study tried to identify change in community policing culture after implementation of community policing the finding indicated that there is no change in community policing culture. As far as commitment of police officers to reduce happened crime and contribution of community policing to reduce crime the perception by the society is found to be very low.

5.2.2. What are practical out comes of contribution of community policing in the prevention of crime in Lideta Sub-City?

On improvement of security situation in Lideta sub city after implementation of community policing, most respondents around 62 agreed that security has stayed the same.

In relation to downsizing of crimes after implementation of community policing in the sub city large share of respondents which is around 64% disagree with the issue.

On the other hand, concerning the question of effectiveness of community policing programs as compared to previous policing approaches there is medium response implying that they are Indifferent about effectiveness of community policing compared to previous policing approaches.

5.2.3. What are the challenges that hinder the implementation of community policing in Lideta Sub-City?

The following challenges are factors that inhibit the implementation of community policing in Lideta sub city. The following paragraphs discuss these factors.

- Weak community and community officer's relationship in the sub city and there is lack of commitment by community policing officers
- Relaxed manner by community policing officers in addressing community issues
- Lack of adequate training
- Police officers 'lack of conceptual or theoretical understanding of community policing;
- Incapability or lack of readiness on the part of the police organization to carry out the community-policing initiative, in terms of personnel, logistics and budget;
- Lack of integration with stakeholders
- Failure to allocate an adequate budget needed to perform policing duties;
- Low number of police officers;
- Lack of necessary police science skills of police officers;

5.2.4. What are the prospects of community policing in Lideta Sub- City?

As far as on the prospects of community policing in the study area is concerned, majority of the respondents have shown their willingness to participate, to take training in community policing, and in helping police in fighting of crime in the future. On the interview analysis there is preparedness to allocate adequate budget and providing necessary support to improve community policing effort. Thus, it can be deduced that the practice of community policing can be improved in the sub city if what was planned is put in to practice

5.3. Conclusion

Recognizing the fact that policing approach cannot longer be focused on reactive actions only, a more dynamic concept of crime prevention must be organized by the police force. Addis Ababa police commission had developed a strategic plan in dealing with various crisis in Addis Ababa.

Based on this, addressing crimes and other social problems, through community policing strategy is the core element. Thus, the concept of community policing was introduced and used as policing philosophy in crime prevention. In conclusion therefore, the paper argued that community policing in Lideta sub city Addis Ababa has achieved a little in its effort of reducing crime. It is observed that the approach is characterized by numerous challenges that make its future gloomy unless measures are taken. The challenges include inadequate funding, Weak community and community officer's relationship in the sub city, lack of adequate resource, lack of necessary skills by police officers to discharge their responsibility, and poor relationship between the community and the police. In other words, for community policing programmes to achieve its objectives, there is the need for improvement of community policing implementation, so that everyone within the force will and the community understand that community policing can be complimentary effort to the conventional policing in reduction of crime.

5.4. Recommendation of the Study

Community policing is an essential element in socio economic and economic development. Therefore, based on the findings and conclusions of the study, the following recommendations are forwarded to alleviate or at least to minimize the problems observed in the study area.

- I. Government at all levels should as a matter of urgency adequately fund the police and the community policing programmes in particular by providing adequate logistic support and infrastructure.
- II. The Government should improve on the welfare of officers and men of the force in terms of salary, allowances, and accommodation
- III. There is the need for constant training and re- training of both police officers as well as members of the Police Community Relations Committee in order to enhance their efficiency in crime prevention and control.
- IV. Community should also be made to acknowledge the importance of the programme. This is what will encourage them to give their best in the successful operation of the community policing programme. The support of the community members can be measured in terms of their willingness to cooperate and contribute in cash and in kind.

V. There is the need to ensure Police officers ‘lack of conceptual or theoretical understanding of community policing;

5.5. Implications to Future Research

This research was conducted to study The Assessment of the Challenges and Prospects of the Implementation of Community Policing in Lideta Sub-City, Addis Ababa Ethiopia. However, the researcher suggests further study in the across Addis Ababa and some other regions in Ethiopia.

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Appendices

Addis Ababa University School of Graduate College of Business and Economics Department of Public Administration and Development Management

Dear Respondent,

The main purpose of this questionnaire is to assess Prospects and Challenges of community policing program in the case of Lideta sub city, for partial fulfillment of requirements for obtaining master's Degree in public administration and development management at Addis Ababa University department of public administration and development management.

Dear respondents, the researcher sincerely requests you to fill 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 Lideta sub city community policing practices. I assure you that your participation is voluntary and your responses will be confidential. The questionnaire has two parts, the first part focus on your background, the second part addresses the required information to achieve the research objectives. The questioners are distributed for individuals responsible for managing activity of community policing in the hierarchy of community policing in the sub city and community representatives. Thank you very much for your support to this research, if you have questions, you may direct to me through fissehaj542@gmail.com.

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 college diploma

E. bachelor degree F. second degree and above

3. Your Role in Community policing in the sub city _____

4. Experience in community policing

- A. more than 4-year B. between 3 to 4-year C. between 2 to 3 year
D. between 1 to 2-year E. between 6 months-12 months F. less than 6 month

Part II: Current community policing structure

1. You have knowledge about the mission, vision and values of community policing in your local police station.

- 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 E. 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. Currently do you believe that there are adequate number of community policing staffs (Man power) to handle community policing.

- A. Strongly agree B. Agree C. Average D. Disagree
E. Strongly disagree F. I don't know

6. Is there adequate budget allocated in particular terms to conduct community policing activities?

- A. Strongly agree B. Agree C. Average D. Disagree
E. Strongly disagree F. I don't know

7. Does the police station in your locality conduct regular community policing performance evaluation by involving the community?

- A. Strongly agree B. Agree C. Average D. Disagree
E. Strongly disagree F. I don't know

8. Is there different types of modalities that the police station uses to participate communities in the community policing effort?

- A. Strongly agree B. Agree C. Average D. Disagree
- E. Strongly disagree F. I don't know

9. If your answer for question number 9 is yes, please specify the kind of modalities in which the communities are allowed to participate in the community policing efforts.

10. 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

Part III: Current practices

1. How would you describe security situation in Lideta Sub city after Implementation of community Policing compared to the previous year?

- A. Security has improved B. Security has stayed the same C. Security has become worse
- D. Don't know E. No Response

2. How do you understand community policing to be?

- A. People coming together B. policing instructing the community to help them
- C. Police and community relationship to solve problem in the community
- D. Police asking the community in helping them fight crimes

3. Community policing programs down sized crimes?

- A. Strongly agree B. Agree C. Average D. Disagree
- E. Strongly disagree F. I don't know

4. For question number 3 if your answer is no what do you think the reason is

for community policing is unable to reduce crime

5. 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 Strongly disagree F. I don't know

6. For question number 5 if your answer is no what do you think the reason is for community policing is unable to reduce crime

Part IV: Crime Reporting System

1. How familiar do you think the average citizen is with the procedure for reporting a crime to the police?

A. Very Familiar B. Somewhat Familiar C. Not at all Familiar D. Don't know
E. No Response

2. If a citizen is not familiar with the formal procedures to be followed in reporting a crime to the police, are you confident that they could find out if they needed to?

A. Yes B. No C. Don't know D. No response

3. To what extent do you believe that the environment for crime reporting is favorable for individuals to report happened crime?

A. Strongly agree B. Agree C. Average D. Disagree E. strongly disagree F. I don't know

4. Has there been any effort made by the community policing office to make individuals aware of crime report procedure?

A. Strongly agree B. Agree C. Average D. Disagree E. strongly disagree F. I don't know

Part V: Community participation

1. If you approach an average citizen in the area in which you work and live, how do you think the citizen would react?

- A. With no concern at all B. With some concern C. With fear or distress
- D. don't know E. No response

2. Is there a community watch team?

- A. Yes B. No

3. If yes/no, how effective and/or non-effective is the community watch team?

- A. Not effective B. Very effective C. Trying their best

4. What are the roles of the community inhabitants in assisting community policing activity?

- A. Active role (part) play B. Passive role play C. No role play

5. Do you believe that the policing culture is changed after the implementation of community?

- A. Strongly agree B. Agree C. Average D. Disagree E. strongly disagree
- F. I don't know

6. What type of participation do you have in the overall implementation and practices of community policing in your town?

- A. Attending meeting
- B. participating in neighborhood watch
- C. helping police identify and solve problems
- D. providing reliable information
- E. Others (please, specify) _____

Part VI: The attitude of society towards community policing activities

1. How much confidence do you think the community in the area in has in the capacity of the Police to prevent crime?

- A. Great confidence B. Some confidence C. Little confidence
- D. No confidence E. Don't know F. No response

2. How much confidence do you think the community in your locality has in the commitment of the police to prevent crime?

- A. Great confidence B. Some confidence C. Little confidence D. No confidence
- E. Don't know F. No response

3. To what extent officers in in the locality are fully gave themselves in the effort of crime reduction unless they faced difficult circumstances.

- A. Strongly agree
- B. Agree
- C. Average
- D. Disagree
- E. strongly disagree
- F. I don't know

Part VII: Relationship between police and community

1. Do you think it is possible for citizens and police to work together in addressing security problems in Lideta sub city?

- A. Yes
- B. No
- C. Don't know
- D. No response

2. If you answered "Yes" to the above question, can you provide two specific examples of how citizens and police can work together?

3. How often does the community have meetings with the Police?

- A. Daily
- B. Weekly
- C. Monthly
- D. Not at all

4. How is the relationship between community and the police in your locality?

- A. Very good
- B. Good
- C. Fair
- D. Not good

5. In regards to maintaining security, how do you regard the average citizen in the area in which you work?

- A. As a partner in combating crime
- B. Someone to serve and protect
- C. With indifference
- D. someone to be taken advantage of
- E. someone to be viewed with suspicion
- F. A threat to the interests or security of the police

Part VIII: Prospects

1. In your opinion, what steps might be taken to enhance the capacity of the police to combat crime in your locality?

- A. Provide the police with more material resources to combat crime
- B. Provide the police with better equipment
- C. Provide better training for police
- D. Promote better communication and cooperation between the police and members

of the community that they serve

E. Take firm action against police who abuse their authority

F. Increase the salary, benefits, and other incentives of police

2. Do you think it is possible for citizens and the police to work together in addressing security problems in your locality?

A. Yes B. No C. Don't know D. No response

3. Are you willing to actively participate in community policing in the future?

A. Yes B. No C. Don't know D. No response

4. Are you willing to assist police in fighting crime in the future?

A. Yes B. No C. Don't know D. No response

5. What are the strong sides of the community policing so far in your locality?

IX: Most common Challenge

1. What are the challenges encountered by the community relative to police and community relationships?

A. Slow responding process B. Relax manner in addressing community issue

C. Resolving conflict without Police intervention D. All of the above

2. What are the reasons for these challenges in the community?

A. Community inability to resolve conflict B. Unfriendly community

C. Hatred among community dwellers D. Inaccessibility of the community

3. What do you consider to be the most serious challenge facing the community policing in your locality?

A. Police lack adequate resources (such as budget, staff or equipment)

B. Police are not committed to preventing crime

C. Police are subject to interference by politicians or local elites

D. Police lack adequate training

E. Police corruption

F. Police do not have the confidence and support of the communities that they serve

Annex

Interview Questions

1. How do you see appropriateness of community policing structure in the sub city for appropriate implementation of community policing?
2. What is challenging about coordinating and overseeing community policing work?
3. How do you see the relationship between the community and police in the sub city?
4. What are the Community representative main purposes and duties?
5. How do you measure appropriateness of crime reporting procedure existing in the sub city?
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?
9. How do you express the attitude of the society towards community policing activities?
10. What challenges have you faced as community representative in maintaining/ sustaining the community policing programs?
11. What future prospects do have community policing in your locality?
12. 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!

