ASSESSING FACTORS THAT AFFECT THE IMPLEMENTATION OF COMMUNITY POLICING IN AWASSA, FEDERAL DEMOCRATIC REPUBLIC OF ETHIOPIA

By

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SUMMARY OF THE DISSERTATION

This research project was conducted under the title "Assessing factors that affect the implementation of community policing in Awassa, Federal Democratic Republic of Ethiopia". More than ten years ago there was an attempt to implement community policing in Awassa. However, its success was limited. What is the reason for this limited success regarding the implementation of community policing?

The researcher formulated research questions of what community policing entails and what factors on the part of both the police and the community affect the implementation of community policing. To come up with the desired result, the researcher used different methodologies and identified the target groups and data collection techniques, for the research project. Then the collected data was analysed and interpreted. The researcher also tried to present the best discussions available on relevant issues, even if the discussions are sometimes technical and practical applications require one to think deeply about the issues at hand.

Finally, factors in the police as well as in the community were identified. Here, according to the data gathered, conclusions were drawn and the researcher recommended how police organizations can facilitate the successful implementation of community policing.

DEDICATION

This research paper is dedicated to my beloved offspring:

- ♠ Simegn   Taye
- ♠ Sara   Taye
- ♠ Bereket   Taye
- ♠ Helen   Taye
- ♠ Nahom   Taye

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1.1 BACKGROUND OF THE STUDY

Awassa, the town where the envisaged research is conducted, is the capital of the Southern Nations, Nationalities and Peoples' Regional State (SNNPRS). Awassa is one of the 11 regional states of the Federal Democratic Republic of Ethiopia (FDRE) and is located in the far south of the country. Awassa is situated 273km south of Addis Ababa. The town lies at about 1 700m above sea level. As a result, the town experiences a hot climate with sufficient annual rainfall. Lake Awassa, which surrounds the town in the north and west, contributes a lot in modifying the hot weather of the town. The lake has also created conditions conducive to recreational and fishing activities in and around the town. Awassa has a total area of about 4 000 hectares with mostly plain topography.

According to the Regional Bureau of Statistics and Population of the SNNPRS (SNNPRS, 2001:3), the town had a total population of about 150 000 in the year 2005. The population of Awassa was characterized as being young and sharply increasing at a rate of 2% per year. This might be attributed to the high influx of people from surrounding villages and small towns in search of food, work, education and other services or facilities. On top of this, nine different nationalities dominate the population of the town.

Being the administrative seat of the SNNPRS, Awassa is equipped with better educational and health facilities than any other town in the region. Awassa University, Beza Business College, Awassa Teachers Education College, Awassa Nursing College and Awassa High School, are among the important educational institutions in the town. Similarly, Awassa Referral Hospital, Bushullo Catholic Hospital, Awassa Health Centre, Awassa Polyclinic and Tikur Wuha Polyclinic are significant health institutions in Awassa.

Broadly speaking, Awassa has a relatively good communication and transportation system and a consistent electric power supply. Recently, available mobile telephone and Internet services, together with postal

services, have made communication easier than before in town. In terms of numbers, it seems that the town has a significant number of hotels. However, no more than ten hotels are capable of offering more than the most basic hotel services to their clients. The town is characterized by poor recreational facilities, both in quantity and quality. Awassa stadium, Awassa cinema and Lake Awassa recreational centre, recently established by the Awassa anti HIV/AIDS club, are important recreational centres in the town. Besides the recreational facilities, uncontrolled nightclubs in Awassa are rapidly increasing.

Currently, 320 police officials are employed in the zonal police headquarters. The zonal headquarters is divided into four departments: crime prevention, crime investigation, traffic safety management and support services. There are also seven police stations in the town. Unlike the zonal police headquarters, these police stations have two departments: crime prevention and crime investigation. In these seven stations, 150 police officers are assigned to the department of crime prevention. From this, one can ascertain that the ratio of police to inhabitants is 1:1 000 in the town.

On the other hand, according to Awassa police headquarters, a survey on police service effectiveness (Awassa City Police, 2007:17), indicates that there had been a huge number of diversified, complex and serious crimes recorded in the previous three years. In addition, there has been a profound increase in crime in both the number of crimes committed and in their complexity. Moreover, the police have long lists of causes for the problems, including a rapid urbanization rate, a high increase in street children, unemployment and drug abuse.

1.2 PROBLEM STATEMENT

From the background of the study, it is clear that Awassa is facing social and economic problems. Among these problems, the fear of crime and disorder, are some of the social problems that affect the quality of life of the whole community. As mentioned above, according to the police of the town, diversified, complex and serious crimes in huge numbers are committed in the town. As is stated in the survey of police effectiveness in the Awassa policing

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area, the statistical data recorded during the years 2002 to 2004 were summed up as follows: Total crimes committed in the years 2002, 2003 and 2004 were 502, 860 and 1 001 respectively (Awassa City Police, 2007:11–17).

The most common, serious and repeated crimes committed are:

- Theft, especially bicycle and other property theft;
- Burglary; and
- Other social disorders.

As shown in the aforementioned discussion, crime, fear of crime and situations of disorder in the town are increasing at an alarming rate. Although the police are attempting to fully control crime and allay the fears of the community, it is getting worse due to their small number, limited academic background and lack of police science skills, especially those who are involved in the crime prevention field.

One of the core strategies and directions that have been expected to change the focus of police work is the strategy of crime prevention based on the full participation of the public through the philosophy of community policing. It is "a contemporary philosophy of policing described as proactive consultation between generalist police peace officers and the community to solve problems of crime and social disorder in order to improve quality of life, prevent crime and reduce fear of crime", according to Woods & Ziembo-Vogl (1996:1). Moreover, ideas about community policing are relatively new and have developed out of necessity, as police officers have been forced to face certain realities, which include (Abebe, 2002:2–3):

- A growing demand for greater responsive and customer-oriented policing;
- A growing demand for greater police accountability;
- The inability of the traditional policing approach to provide a long-term answer to crime problems and public disorder; and

- An increasing awareness that the police alone cannot shoulder the burden of crime.

Furthermore, in support of the significance of community involvement in crime fighting activities, Bailey (cited in Stephen & Becker, 1994:122) states: "…the police can only succeed in tackling crime and disorder with the assistance of the community". Based on this new idea of community policing (cp), Awassa police have been trying to implement the community policing philosophy in crime prevention schemes in order to tackle the ever-increasing crime situations in the town.

There has been an attempt to implement the community policing philosophy in the town. This has involved the creation of an implementation plan regarding community policing, giving workshop training for zonal department heads and station commanders, including a few voluntary civilians and establishing a neighbourhood crime prevention committee, but without success.

One may ask why this has happened. From the researcher's long experience (ten years and more) of observation of community police implementation and attendance of workshop training in the police service, it appears that those who are engaged in crime prevention have not been involved in the training. Even those who have attended training courses do not have a clear understanding of the theoretical concepts of community policing and its practical aspects. Most of the activities were a "one-off" campaign and neither consistent nor supported by prior research. Most plans of the town police regarding community policing are only a plan on paper (Shiffa, 2005:61–62).

As can be seen from the statistics presented earlier and from the town crime prevention strategic plan formulated in 2005, there has been an increase in the magnitude, complexity and rate of crime. One may ask whether community policing has been implemented to its full potential. The evidence shows that the strategy has failed to meet the needs of either the police or the community.

There are several reasons for this failure. There has been a misconception and only a partial understanding of the functions of community policing, where its activities have been seen to involve only the teaching of the concept of community policing to the community and organizing neighbourhood committees. No real assessment has been carried out to identify what variant of community policing was suitable for the multi-cultural and multi-ethnic community of Awassa (Shiffa, 2002:8–9).

The region is multi-ethnic, multi-cultural and linguistically diversified. Its capital, Awassa, is home to more than 56 nationalities with their own languages. Therefore, extensive research and proper planning is needed for the effective implementation of community policing, as it is a new philosophy in the policing field of crime prevention. In support of this idea, Oliver (1998:263) writes: "Before implementing the community policing strategies at any level, there must be extensive research and planning to identify organizational impediments."

However, the weight of this research could not find pre- or post-implementation research conducted about community policing either in Awassa or across the region. This very fact triggers one's desire to conduct research in order to find out the factors that affect the implementation of community policing in Awassa.

Besides the aforementioned issues, Awassa police have additional problems. The summary in the survey report on the effectiveness of the police service (Awassa City Police, 2007:30–34) that corresponds to my personal experience of more than ten years indicates that Awassa police use excessive force during law enforcement. Some police officers are engaged in corruption, show a lack of knowledge and understanding of local community needs, are bureaucratic, lack accountability, lack interest in their work and undermine the crime prevention field. Both police heads and patrol officers of the town contribute to these problems.

In general, this research aims to assess the existing problems and factors that are affecting the implementation of community policing in Awassa.

1.3 RESEARCH AIMS

The aim of this study is to determine the factors in the community and the police that affect the implementation of community policing in the Awassa policing area.

1.4 RESEARCH QUESTIONS

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

- What does community policing entail?
- Which factors in the community affect the implementation of community policing in Awassa?
- Which factors in the police affect the implementation of community policing in Awassa?

1.5 PURPOSE OF THE STUDY

The reason for this research can be found in its purpose, which according to Denscombe (2002:24) can be summarized as follows:

- Evaluate the current community policing projects in Awassa, with the specific intention of determining the factors that are affecting their implementation, so that the community policing model can be improved;
- Explore the international arena to discover new information for a better understanding of what community policing is about; and
- Suggest new ideas to address factors that are affecting the implementation of community policing.

The researcher hopes that the new ideas, gathered by means of literature and action research, will be the seeds of workable solutions to the problem which will lead to the reduction of crime in the community of Awassa.

1.6 KEY THEORETICAL CONCEPTS

Some of the key theoretical concepts used in the study will now be defined, to avoid misinterpretation:

1.6.1 Community

A community is defined as any group of people which is likely to have a number of characteristics in common such as, geographical area, occupation, ethnicity, economic status, shared government and a common cultural and historical heritage. Moreover, members of a community share interests and lead a common life according to rules, similar characteristics and identity. A community consists of people living in somewhat close association and usually under common rules and is sometimes used to mean the general public (Dempsey, 1999:33). Crawford (1998:157) defines a "community" as being represented by a set of shared attitudes, bound together by a shared interest or identity. More generally, a community is a social group that shares common elements such as:

- Similar living conditions;
- Shared interests, values and goals;
- Similar culture, lifestyle, language and attitudes;
- A degree of social interaction resulting from living in close proximity; and
- An agreement on methods of social control.

Similarly, as stated by Oliver (2004:237), "community" is the term that refers to a group of people who share three things: they live in a geographically distinct area (such as a city or town), they share cultural characteristics, attitudes and lifestyles and they interact with one another on a sustained basis.

1.6.2 Policing

According to Wilson and Brewer (1995:316), "policing is concerned with diverse arrays of issues and practices". It is also a social service created by human beings, rendered by human beings to human beings in an environment shaped by human beings. Policing is a means to justice and to the security of individual liberty (Stevens, 2003:22).

1.6.3   Police

The police comprise the primary societal institution to which has been entrusted the task of preventing crime and of launching crime prevention programmes (Naudé & Stevens, 1988:118). A police force has the power to exercise reasonable control over persons and property within its jurisdiction, in the interests of general security, health, safety, morals and welfare, except where legally prohibited (Stevens, 2003:22). This is a profession, whose work is to maintain order, prevent crime, detect crime and enforce the law and regulations. It involves protecting people and property, making people obey the law, detecting and solving crimes, keeping peace and regulating and controlling the community, especially in terms of the maintenance of public order, safety, health, morals and the like (*International Dictionary of English*, 1995:1091). The police are the instrument of the people to achieve and maintain order. Their efforts are founded on principles of public services and ultimate responsibility to the public, according to the National Crime Prevention Institute of the University of Louisville (NCPI, 2001:33–34).

1.6.4   Community partnership

"Community partnership" is a flexible term referring to any combination of neighbourhood residents, schools, churches, businesses, community-based organizations, elected officials and government agencies who are working co-operatively with the police to resolve identified problems. It is also a state or condition of being a partner, of participation, association, or joint interest of the relationship subsisting between partners. It is an important concept that will be dealt with in this study. As noted in a newsletter of the Maine Community Policing Institute (MCPI), "partnerships between police officers and the community they serve are the cornerstone of community policing" (Shiffa, 2002:26).

1.6.5   Community policing

Community policing can be defined as: "A contemporary philosophy of policing that came about following the changes in policing environments" (Shiffa, 2002:12). As stated by Deluca and Stone (1994:85): "Community

policing is the desire to bring policing closer to citizens whose lives and property are supposed to be protected."

The Bureau of Justice Assistance (BJA) states:

> Community policing is democracy in action. It requires the active participation of local government, civic and business leaders, public and private agencies, residents, churches, schools and hospitals. All who share a concern for the welfare of the neighbourhood should work together with police officers. The above-mentioned bodies must take a unified stand against crime, violence and disregard for the law and must make a commitment to increasing crime prevention and intervention activities (1994:4).

Generally, community policing stresses the importance of active partnership between the police, agencies and citizens in which all parties work together to identify and solve problems to improve the overall quality of life.

1.6.6   Crime

Crime is an emotional issue, which draws on insecurities about safety and security (Carter, 2005:1). Crime is the omission of a duty that makes the offender liable to punishment by law or a behaviour that is prohibited, as well as behaviour or an act that is required by law (Sullivan, 2002:302; Stevens, 2003:37; Crowe, 2000:15). In the Ethiopian Penal Code of 2006, Article 23, Sub-article 1, crime is "an act which is prohibited and made punishable by law" (Ethiopia Federal Police, 2006).

1.6.7   Crime prevention

According to Lab (2004:23), crime prevention incorporates the ideas of lessening the actual level of crime or prohibiting further increases in crime. According to the South African Department of Safety and Security White Paper covering the period 1998–2003: "Crime prevention is all activities which reduce, deter or prevent the occurrence of specific crimes. In effect, crime prevention is about stopping crime from happening and it is the major

responsibility of the police rather than waiting to respond once crimes have been committed" (South Africa, 1998).

The overall purpose of community policing is to prevent crime effectively through the full involvement of citizens. This may lead to a situation where the citizens of a country feel free to live, move and play in their respective areas without any tension. Crime prevention is an attempt to eliminate crime either prior to the initial occurrence or before further activity (Lab, 1997:19). According to the NCPI, crime prevention is a practical method for the direct control of crime. "It involves analyzing criminal attack methods and designing specific actions within the environments of potential victims to reduce criminal opportunities and manage the crime risk" (NCPI, 2001:7).

1.7 RESEARCH DESIGN

The empirical research design was chosen for this research, as it helped the researcher to experience the world as familiar and potentially measurable and to avoid abstract reasoning (Technikon SA, 2000:19). An empirical design was also suitable as it is often used in the production of knowledge needed to address a research topic (Maxfield & Babbie, 1995:4). The researcher decided on an empirical design because of the title of the research. In this research, factors influencing the implementation of community policing are studied and as the design is practical, it will assist the researcher to get the answer from grassroots level.

1.8 RESEARCH APPROACH

The approach used in this research is qualitative. Qualitative research is multi-method in focus, involving an interpretive, naturalistic approach to its subject matter. This means qualitative researchers study things in their natural setting and attempt to make sense of or interpret phenomena in terms of the meanings people bring to them. Qualitative research involves the studied use and collection of a variety of empirical materials such as case studies, personal experience, introspection, life stories and interviews, observation, historical interaction and visual texts that describe routine, problems and meaning in individuals' lives (Creswell, 1998:15). The researcher, therefore,

had to apply a series of research techniques where the researcher has direct interaction and sustained social interaction with participants in a particular setting (Taylor, 1994:208).

The reason for choosing this approach is that the qualitative approach describes events, persons and phenomena in words (Technikon SA, 2000:10). The researcher decided to use this approach because there has been no research conducted on factors that affect the implementation of community policing in Awassa. The researcher, therefore, had to follow the guide by Taylor (1994:208), and allow participants in a particular setting to tell their stories in their own words. The procedures used provide outsiders with maximum insight into the situation. Qualitative research refers to a series of research techniques where the researcher has direct and sustained social interaction with participants in a particular setting (Taylor, 1994:208). The researcher wanted to acquire knowledge from those working with community policing because that will enhance the validity of their interpretations by drawing on the experiences of those most involved in the research setting itself (Pope, Lovell & Brandl, 2001:369).

1.9 POPULATION

The sum total of all the units of analysis is called the population (Bailey, 1987:81). The best population for this study should be all Awassa police members and residents. However, because the population is too big, the researcher decided on a target population.

A target population is the population to which the researcher ideally would like to generalize his or her results (Welman & Kruger, 1999:122). There are two target population groups for this study, namely the community of Awassa and police officers who are working in the crime prevention department.

There are 150 police officials attached to the crime prevention unit in Awassa. A sample of 30 was selected from them. A sample can be defined as a subset or portion of the total population (Bailey, 1987:82). The systematic random sampling technique was used to select a sample of 30 police officials. Systematic random sampling, according to Tadesse (2002:9), begins with a

list in which all the members are arranged in alphabetical or in some other order. Similarly, Denscombe (1998:8) indicates that it is selecting across the alphabetical range of surnames from A–Z.

In a random sample, each person in the target population has an equal probability of being chosen for the sample and every collection of persons of the same size has an equal probability of becoming the actual sample, as long as they are members of the same universe. All that is required to conduct a random sample, after an adequate sampling frame is constructed, is to select persons without showing bias for any personal characteristics (Bailey, 1987:87).

The researcher obtained a name list from all members attached to the unit, according to seniority and numbered the list from 1–150. The researcher needed to select a sample of 30 members. He then divided the total population (150) by 30 and got the number 5. According to the viewpoint of Bailey (1987:87):

> The usual procedure in random sampling is to assign a number to each person or sampling unit in the sampling frame, so that one cannot be biased by labels, names, or other identifying material. After this, it would be possible in theory for the investigator simply to pick numbers "at random" as they pop into his/her head without any pattern. If this could be done, selection would be random. Random sampling has the advantage of cancelling bias and providing a statistical means of estimating sampling errors.

In systematic sampling, the researcher knows the number in the population and then makes a decision to select every "nth" case. The total number in the population is divided by the required sample size. In this case, the total number is 150 and the researcher decided to select every fifth number. The result of this calculation gives the researcher the sampling interval. The starting-point was determined by using the simple random sampling technique. He then wrote the numbers one to five on a piece of paper and put

them into a hat and after mixing the numbers, he drew one number from the hat and that became number one (May, 1993:70).

The target group from the community of Awassa, for the focus group, consists of the following:

- Crime prevention committee (group 1)
- Business-watch (group 2)
- Home-watch (group 3)
- Guards (group 4)
- Residents (group 5)
- School community (group 6).

Focus group members were selected by a technique called convenience-sampling technique. The researcher established when members of these groups have their own meetings. Then, towards the end of the meeting, he asked the members of the meeting to participate as a focus group (Leedy & Ormrod, 2005:206).

Focus groups are structured group interviews. They bring together a small group of interacting individuals who discuss, under the guidance of a moderator, the topic of interest to the researcher. A typical focus group consists of between eight to ten individuals. Focus group members are selected because they share something in common that is relevant to the topic being researched (in this case they are all involved with and participate in crime prevention).

The researcher developed a guide to questions based on the research questions of this research to be discussed by the different focus groups (Hoyle, Harris & Judd, 2002:402). The different focus groups were all asked the same questions and the same guide was used for all. According to Robson (2000:93), the benefit of group interviews is the possibility of additional insights being gained through the interaction of ideas and suggestions from the group.

1.10   METHODS OF DATA COLLECTION

The researcher decided to use a number of data collection techniques to ensure validity, which is called triangulation. Triangulation refers to a combination of methods to explore one set of research questions. Triangulation conceived as multiple methods encourages researchers to approach their research questions from different angles and to explore their intellectual puzzle in a rounded and multi-faceted way. This does enhance validity, in the sense that it suggests that social phenomena are a little more than one dimension and that your study manages to grasp more than one of those dimensions (Mason, 1998:148).

In this research, the researcher used literature, documents, interviews and focus group interviews as data collection techniques.

1.10.1   Literature

This research is conducted on the topic: "Assessing factors that are affecting the implementation of community policing in Awassa". Therefore, it is important to review relevant literature regarding principles, characteristics, nature and elements of community policing so that the theoretical, as well as practical aspects of the community policing approach, can be understood. In order to find the relevant materials to the upcoming research, the topic was split up into smaller concepts such as "community policing", "crime prevention", "crime and "partnership". After this, a search was made for books, Internet websites and journals for relevant information.

The literature was studied in order to understand the theoretical, as well as the practical context of community policing around the world and to determine what research had been done on topics related to the above-given title. The rationale for studying this topic is that, since crime and fear of crime is a community problem, to tackle it a close partnership with the community must be established. To implement this, study on community policing and crime prevention jointly with the community is essential.

The researcher found relevant literature on specific concepts related to this research, which are acknowledged as sources, although no previous research has been done on the topic in Awassa.

1.10.2   Interviews

According to Koul (1997:175–6), an interview is the most utilized data-collection method in qualitative research studies. The interview is a process of communication or interaction in which the subject or interviewee gives the required information. It is used as a tool for gathering data required by the researcher to test hypotheses or to solve problems in research.

The researcher used the semi-structured interview. A semi-structured interview is one where the researcher has worked out questions in advance focusing on the main area he wishes to cover but is free to vary the exact wording of questions as well as their order. If the interviewer keeps the flow going by asking relevant questions on his list, any topics omitted are returned to at the end of the interview (Robson, 2000:90). The researcher developed an interview schedule, which was guided by the research questions under investigation.

Care was taken not to disclose the information conveyed by the interviewee and to retain the privacy of the interviewee. The interviewee was not forced to reveal his or her name to protect himself or herself from harm, by giving each participant a code number and then labelling any written documents with that number rather than with the person's name (Leedy & Ormrod, 2005:101).

Above all, it is understood that the interviewee's willingness to be involved in the envisaged research as a target population is very important. Thus, to get each interviewee's willingness, motivational approaches such as defining the role of his privacy would be preserved. Semi-structured qualitative questions were prepared and each interviewee was asked similar questions. The responses were recorded by using a tape recorder and the researcher jotted down the main points in a notebook (Leedy & Ormrod, 2005:149). A tentative timetable was developed for each personal interview, according to the convenience of each interviewee.

To conduct productive interviews the researcher followed the guidelines given by Leedy and Ormrod (2005:159):

- The researcher ensures that the research interviews were representative of the group. Hence, the researcher chose respondents based on his expectation that they would give him typical perceptions and perspectives.

- The researcher found a suitable location. Accordingly, the researcher conducted the interview in a quiet place where he and his interviewee were unlikely to be distracted or interrupted.

- The researcher took a few minutes to establish rapport. The researcher allowed a few minutes of general discussion between him and each respondent to establish rapport before starting the interview.

- The researcher obtained written permission. Based on this, the researcher obtained written permission from the Ethiopian Federal Police to conduct the research. The researcher also had consent from each respondent before starting the interview.

- The researcher focused on the actual rather than on the abstract or the hypothetical. The researcher, during the interviews, focused on the questions listed on the interview schedule and by doing that did not allow any other discussion during the interviews.

- The researcher did not put words into people's mouths. Thus, the researcher kept the respondents' own ways of expressing their thoughts.

- The researcher recorded responses verbatim. The researcher wrote down the respondents' answers and also recorded each interview on a tape to capture everything the respondent said.

- The researcher kept the research responses to himself. The researcher did not hand any of the information given by the respondents to any person. He gave his word regarding this to the respondents.

- The researcher remembered that the researcher was not necessarily getting the facts. The researcher was aware during each interview that the response from the respondent was his or her own opinion and he did not react to that.

1.10.3 Focus group interviews

The focus group interview is defined as bringing together a group of selected volunteers (non-probability sampled) and it is a means to gather in-depth, qualitative data (Hagan, 2003:140). Moreover, it is also a group interview in which individuals are selected and assembled by the researcher to discuss and comment on topics that are identified by the researcher to draw upon respondents' attitudes, feelings, beliefs, experiences and reactions (Morgan, 1996:12). The researcher of this study employed this method as a means to collect data. The focus people are experts, professionals and community members, who were selected by using the convenience sampling technique.

An interview guide containing semi-structured questions was conducted in six groups, which were split up as follows:

- Crime prevention committee (group 1)
- Business-watch (group 2)
- Home-watch (group 3)
- Guards (group 4)
- Residents (group 5)
- School community (group 6).

The group discussions were conducted at different times, depending on the interest and convenience of the focus group participants. The researcher presented interviewees with questions intended to exploit or elicit participants' attitudes, feelings, experiences and reactions on issues related to community policing. The group members were expected to furnish their responses accordingly and the researcher recorded their opinions by using both tape recorder and a notebook. As mentioned for the personal interview, such issues as keeping an interviewee's privacy and willingness to participate were strictly observed. The groups consisted of between eight and ten people per group.

1.10.4   Documentation

Documentary sources may be defined loosely as records relating to individuals or groups of individuals (Miller & Brewer, 2003:80). Pre-existing data had originally been collected for purposes other than this evaluation. If data is collected for one purpose, it is likely to be in a form that makes it unsuitable for another purpose (Robson, 2000:100). In this research, the researcher searched for instructions from regional police headquarters, circulars, proclamations and regulations in respect of community policing and its implementation. Documents found to be applicable to the research have been properly acknowledged.

1.11   DATA ANALYSIS

The researcher used the SA Technikon's eight-step data analysis technique (Technikon SA, 2000:62), since it would be an excellent idea to explore qualitative data analysis, specifically within each tradition of inquiry. The eight-step process is also a systematic means of analysing textual data (Technikon SA, 2000:62). The researcher first read all the encryptions, secondly picked one interview and went through it, asking himself: "What is this?" Then he wrote thoughts and comments in the margin and made a list of the topics that emerged. Thirdly, he clustered together similar topics. Fourthly, the researcher took the list and went back to the data, wrote codes and weighed the appropriate segments of the text. Fifthly, the researcher tried to find the most descriptive words for the topic. He then made a final decision and assembled the data material belonging to each category in one place for preliminary analysis.

The data the researcher collected through personal interviews and focus-group discussions was analysed by hand. This means that the researcher checked the completeness of filed notes, read the previous notes, assigned them themes and then analysed the themes by reading and giving themes to the text. It is very valuable to analyse and understand the various elements of the data and the relationship between concepts, constructs or variables (Technikon SA, 2000:62).

1.12   METHODS USED TO ENSURE VALIDITY AND RELIABILITY

In this section the validity as well as reliability are discussed.

1.12.1   Validity

According to Schoolman (Technikon SA, 2000:27), validity refers to the extent of measurements and what it is supposed to be measured. Moreover, as indicated by (Denscombe, 2002:100), validity concerns the accuracy of the questions asked, the data collected and the explanation offered.

Generally, validity relates to the data and the analyses used in research. It refers to the quality of the data and explanation and the confidence we might have that they accord with what is true or what is real. Claims to validity involve some demonstration that the researcher's data and his or her analyses are firmly rooted in the realm of things that are relevant, genuine and real. They act to reassure the reader that the research is not based on poor and erroneous data (Denscombe, 2002:100).

In this study, the researcher attempted to ensure validity of the research project via the research and questions based on the topic and also to ensure that the aim of the research and the questions on the interview schedule were developed from the research questions. In addition, the sample is deemed to be valid because it was selected by using the simple random and systematic random sampling techniques and because the sampling was done according to guidelines in the literature.

1.12.2   Reliability

Reliability refers to the fact that measuring instruments must yield comparable results in the same or similar circumstances using the same or similar research groups (Technikon SA, 2000:27).

Moreover, reliability involves the accuracy of one's research methods and techniques, in other words, how reliably and accurately they produce data (Mason, 1998:24). In addition to the above, reliability relates to the methods of data collection and the concern that they should be consistent and not distort the findings.

Generally, it entails an evaluation of the methods and techniques used to collect the data and the ability of the research process to provide results that do not vary from occasion to occasion and that do not vary according to the particular persons undertaking the research (Denscombe, 2002:100).

To ensure reliability, the researcher tried to select the informants by using the systematic sampling method and asked questions developed from the literature. These questions were based on the topic and the aim of the research and then included in the interview schedule. In addition, the sample is considered to be reliable because it was selected by using the simple random and systematic random sampling techniques and the sampling was done according to guidelines embodied in the literature.

Finally, the researcher tried to ensure that the research is reliable. He triangulated the data to compare and crosscheck the consistency of data derived by different means at different times. For example, he compared personal interviews with focus group interviews, comparing what participants said of a programme in public and in private. He also used several interviews to reduce the potential of bias or subjectivity and checked for consistency of the opinion of the participants about the programme over a period (Koul, 1997:205).

1.13   ETHICAL CONSIDERATIONS

According to Leedy and Ormrod (2005:101–102), ethical issues in research fall into four categories, namely, protection from harm, informed consent, right to privacy and honesty with professional colleagues. The researcher tried to employ these ethical issues. These issues are discussed in the following sections of the study.

1.13.1 Protection from harm

Since any research project is likely to raise ethical issues and it involves getting the consent of those whom the researcher is going to interview, observe or take materials from, the researcher employed a system of ethical protection. This involved employing the principle of voluntary participation, in that people or informants involved in the research were not forced to

participate. Participants should not run the risk of losing life or limb nor should there be a risk in their day-to-day living (Leedy & Ormrod, 2005:101).

1.13.2 Informed consent

With regard to informed consent, the researcher clearly revealed procedures and risks to his informants to get their consent. Since ethical standards require that participants should not be put into a situation where they may be at risk of harm because of their participation, the researcher gave a guarantee of confidentiality to the participants. He assured respondents that the information would not be made available to anyone who is not directly involved in the research (Leedy & Ormrod, 2005:101).

1.13.3 Right to privacy

The researcher followed a strict standard regarding the principle of anonymity, which essentially means that the participant remained anonymous throughout the study, even to the researcher (Technikon SA, 2000:19–22). Moreover, as is stated by Leedy and Ormrod (2005:102), the nature and quality of participants' performance must remain strictly confidential. The researcher has kept confidential all material, interview results and recordings.

1.13.4 Honesty with professional colleagues

Finally, the researcher followed an ethical issue of honesty with professional colleagues. As indicated by Leedy and Ormrod (2005:102), researchers must report their findings in a complete and honest way. The researcher has attempted to acknowledge all ideas or material belonging to other persons who were employed in this research.

1.14 RESEARCH STRUCTURE: CHAPTER LAYOUT

The research report is presented under different chapters and each covers a specific research question.

CHAPTER ONE: GENERAL ORIENTATION

This chapter deals with the background of the study, problem statement, research aim, purpose and methodology of the study.

CHAPTER TWO: COMMUNITY POLICING

Under this chapter, the researcher explains the meaning, principles, characteristics, elements, benefits, the process of implementation and the evaluation of the community policing approach.

CHAPTER THREE: FACTORS THAT AFFECT THE IMPLEMENTATION OF COMMUNITY POLICING

In this chapter, the report will cover which factors in the community and police affect the implementation of community policing. It also deals with community and police attitudes, opinions, experience and reaction to community policing. The chapter also highlights influential factors related to the police organization and its officers and to the community. Moreover, in this chapter, the ethics of police officers' theoretical understanding of community policing and organizational capabilities are discussed and presented.

CHAPTER FOUR: FINDINGS AND RECOMMENDATIONS

The chapter deals with suggestions on how these influential factors in the police and the community should be dealt with. It also concludes with important thoughts on the research findings.

CHAPTER TWO
COMMUNITY POLICING

2.1 INTRODUCTION

According to Hughes, Lurigio and Davis (2002:102), the primary function of police is to prevent and detect crime. However, according to Abebe (2000:4), "police cannot shoulder the problems of crime alone". Palmiotto (2000:111) further strengthens the idea by saying: "The police cannot succeed in solving or preventing crime without the assistance of the community." Police officers concur by stating: "The police have come to realize that they can no longer deal with social problems alone" (Redefining police-community relationships, 2005).

Therefore, community policing has become a major issue for many countries in the world. As Abebe (2000:4) states in his paper: "Community policing is the best way of policing currently; working together with the community on the basis of partnership should be the primary concern of the police."

This chapter proposes to deal with the theoretical frameworks of community policing. Hence, principles, characteristics, elements and strategies of community policing are discussed in this chapter. The researcher has attempted to relate the theoretical concepts of community policing with practical aspects of community policing initiatives in Awassa policing activities.

Before rushing into a discussion on community policing it is better to define crime and discuss its causes, the desire and opportunities for crime, as well as crime prevention, namely, its meaning, objectives of crime prevention, strategies and models of crime prevention. It is necessary to understand the importance of community policing to carry out crime prevention activities, as well as its relevance and relationship with crime prevention.

2.2 CRIME

Crime is the commission of an act that violates a criminal code enacted by an officially constituted political authority. Crime is also the omission of a duty

that makes the offender liable to punishment by law, or behaviour that is prohibited, as well as behaviour or an act that is required by law (Sullivan, 2003:302; Stevens, 2003:37; Crowe, 2000:15). The Ethiopian Penal Code, Article 23, defines crime as: "An act which is prohibited and made punishable by law" (Ethiopian Federal Police, 2006). As is stated by the NCPI, "crime is a costly and demoralizing problem affecting all of us. The victim of crime suffers injury, financial loss and intimidation" (2001:1). Lab (1997:1) states "crime is an indisputable fact for many members of society. It has continued to increase or remain at unacceptably high levels, regardless of whether crime is measured by official records or victimization surveys."

To the question: "What is crime?" all six focus group participants and personal interviewees hold similar views about crime (as it is applicable to the people of Ethiopia in general and the communities of Awassa in particular) in that they see crime as a sin in most cultures. It is prohibited, anti-social and unacceptable behaviour that is totally rejected by the masses. It is believed that crime results in loss of life, loss of property and affects the general health of the people. According to the information obtained from the respondents of this study, it is evident that the community of Awassa tends to understand crime as an illegal act that harms them, irrespective of their economic, social and political status and they condemn it.

Respondents among the police sample of 30 reacted as follows:

From the sample, ten of them see crime as:
- An illegal act, and
- Anti-social behaviour.

The other 15 interviewees said crime is:
- Violating the law, and
- Deviant behaviour.

The remaining five interviewees said crime is:
Unacceptable social norms, cultures and traditions.

The six focus group members answered the question: "What is crime?' as follows:

Groups 1, 4 and 5 said:

- Crime has a humiliating effect, and
- Crime harms peoples' lives and property.

Groups 2, 3 and 6 said:

- Crime is out of sync with normal culture, and
- Crime is breaking the existing laws.

2.3   CAUSES OF CRIME

According to Stevens, most crime is a natural kind of social activity. It is an integral part of all healthy societies and can be the result of living conditions, relationship expectations, pure selfishness and lack of self-control (Stevens, 2003:110). The strong and underlying causes of crime are economic and social inequality (Ward, 1998:14). According to the NCPI (2001:3), there are three ingredients that help to identify the reasons for crimes being committed. These reasons are discussed in the following sections.

2.3.1   Criminal desire

According to two researchers:

> Criminal behaviour refers to the interest or motivation on the part of the criminal. The motivation to contemplate offending arises out of the usual human desire. The particular nature of his wants and needs are shaped by the individual's basic psychological drives, personal priorities and preferences acquired during the course of development and generated by the pleasure and vicissitudes of his or her current lifestyle (Smith & Cornish, 2003:57).

According to Eck and Weiseburd (1995:5), crime usually occurs when the offender is motivated to fulfil his or her desire.

2.3.2 Criminal skills

This refers to a person's own skills and use of tools that might be applied to criminal activities needed to a commit crime, like teaching each other and learning by committing criminal acts. The criminal would presumably develop unlawful ways to obtain his tools (NCPI, 2001:3) such as personal associations that teach criminals skills (NCPI, 1986:3). In addition to material tools, criminal skill also includes group or individually developed strategies to perform his or her acts of crime. Criminal skills are learnable as one criminal could learn different skills from others.

2.3.3 Criminal opportunity

Criminal opportunity is a personal association that teaches crime skills. It is controllable to a large degree at its target end namely, within the victim's environment (NCPI, 2001:3–4).

The opportunity cues are grounded in objective facts (a window is either open or it is not). Smith and Cornish further state: "Perception of opportunities and their use or rejection is a subjective one and depends upon the offender's skills, experience and degree of involvement in a criminal lifestyle. This will determine the extent to which cues signalling opportunities are noticed, seized, sought, manipulated, or manufactured by the predatory offender" (2003:60). The term "opportunity reduction" assumes the existence of a motivated or at least ambivalent offender, who is ready to give in to criminal temptations. It is argued that the motivation to commit crime may itself be situational dependent (Smith & Cornish, 2003:42).

Similarly, Eck and Weisburd (1995:5) explain the occurrence of crime as follows:

- There must be a motivated offender.
- There must be a desirable target.
- The target and offender must be at the same place at the same time.
- There must be three other types of controllers: intimate handler, guards and place managers must be absent or ineffective.

The above-mentioned are the root causes of crime cited by different scholars. According to the NCPI (2001: 3), the main causes of crime may be underlined as the desire, skill and opportunity. They are important concepts to understand how crime occurs or why it is committed. It may also lead officers and the community to come together and address these common crime problems.

From the above discussion, it is an agreed fact that an individual's desire and skill, together with opportunity, are among the core causes of crime. As has been learnt from the discussion by the participants of this study, all six groups of interviewees indicated that there is easy access to purchasing, manufacturing and storing any tools that help to commit crime. These tools may include sharp materials of different shapes and sizes, communication materials, machine-guns and other items. Furthermore, in this day and age, the complexity of crime is increasing so sharply that the policing task seems to be a constant challenge.

To the question: "What are the root causes of crime?" the data obtained from different sources (namely, 30 personal interviewees and focus group discussion participants) provided answers that were different from those in the literature. The 30 personal interviewees attribute the causes of crime to the following:

- Poverty
- Unemployment
- Drought
- Lack of knowledge of the existing laws
- The current poor state of the economy, political issues and social conditions.

The six focus group members answered the same question as follows:

Groups 1 and 2 said:

- Unemployment

- Lack of education.

Groups 3 and 4 said:

- Pure selfishness.

Groups 5 and 6 said:

- Poverty.

2.4 CRIME PREVENTION

Crime prevention is reducing rates of criminal behaviour. It is aimed at the reduction of damage caused by acts defined as crimes by the state (Hughes, 1998:19). Crime prevention usually includes "all activities that deter/prevent or reduce the occurrence of specific crimes" (Pelser, 2002:1). Crime prevention entails any actions designed to reduce the actual level of crime and/or the perceived fear of crime (Lab, 1997:19).

As Crawford (1998:10), states: "Crime prevention is a broad term — it encompasses strategies to address the harm and damage that may arise because of crime. It covers fear reduction programs, as well as policies, which seek to give assistance to the victims of crimes, as they address the damaging results of criminality. Crime prevention is aimed at the reduction of the various kinds of damage caused by acts defined as criminal by the state." In the same way, Smith and Cornish describe crime prevention as "activities that are concentrated on reducing opportunities to commit crime, manipulating factors such as risk, effort and reward in order to prevent offending. Moreover, it is an approach to preventing crime through blocking crime opportunities" (2003:42).

The NCPI (2001:2) defines crime prevention as follows:

- Crime prevention is an approach that protects the potential victims from criminal attack, by anticipating the possibility of attack and eliminating or reducing the opportunity for personal harm or property loss.

- Crime prevention should control criminal behaviour in order to reduce criminal opportunity. This is a direct crime control method.

- Crime prevention is the anticipation, recognition and appraisal of a crime risk and the initiation of some actions to remove or reduce fear as well.

- Crime prevention more generally is the practice of crime risk management.

In response to the question: "What is crime prevention?" the 30 personal interviewees and the six focus group discussion participants answered the same as cited in the literature sources. Some of the respondents gave answers such as those indicated below.

Five of the personal interviewees indicated that crime prevention means:

- Searching for criminals
- Arresting suspects.

Ten respondents said crime prevention means:

- Watching the public vigilantly
- Patrolling the neighbourhood.

Eleven respondents said crime prevention means:

- Controlling violent crime
- Ensuring the safety and security of the public.

Four of those interviewed could not give an answer possibly they were not trained because they had transferred from the Defence Force.

To encapsulate the above in a working definition, one can say that crime prevention is "a proactive measure against the occurrence of crime through the reduction of criminal behaviour and criminal opportunities" (NCPI, 2001:3–4). Thus, it involves identifying the root causes and reacting appropriately.

2.4.1 Objectives of crime prevention

According to Hughes (1998:155), "the strategies and objectives of crime prevention as espoused by the NCPI (2001:167), are the action commitments taken through which results are to be measured. They focus directly on crime prevention programs and serve as its fundamental strategy. Objectives must lead to specific work, provide direction and make action commitments." The following are specific crime prevention objectives as stated by the NCPI (2001:167):

- To stabilize the incidence of residential crimes through neighbourhood watch;
- To generate requests for crime prevention services through public presentations;
- To obtain public agreement from key public and private officials; and
- To work together with the public and private agencies.

According to Lab (2004:52), objectives include:

- Reducing crime and fear, and
- Increasing social cohesion and increasing the quality of life.

The researcher tried to examine the survey conducted by the Awassa police crime prevention department, regarding the effectiveness of the police service provided by the town police (Awassa City Police, 2007:10). The objectives stated here are to

- Reduce the rate of the ever-increasing violent crimes;

- Involve to the maximum, the Awassa community in crime prevention schemes and work together with its members; and

- Improve policing-related services and make them effective and efficient.

In the strategic plan of the town the reduction of crime, the reduction of the fear of crime and an improved quality of life are emphasized.

2.4.2   Strategies of crime prevention

According to Hughes:

> The strategies of crime prevention are mechanisms through which crime prevention programs operate. They are also community-based programs that serve as a planning and management setting through which a range of strategies is developed. The strategies of crime prevention are aimed to stimulate appropriate crime prevention attitudes and behavior on the part of individuals and groups, to work toward physical environment changes, which promote crime prevention (1998:155).

Hughes (1998:155) and the NCPI (2001:6) explain prevention strategies as:

- The increasing involvement of the private sector;

- The model of crime as a risk condition to be calculated, or an accident that should be avoided, versus a moral aberration needing special explanation;

- A strategy of making citizens responsible for crime; and

- The managerial ethos of performance indicators.

The researcher attempted to locate and evaluate the existing crime prevention strategy of Awassa town police. The strategy as cited in the town police's strategic plan (Awassa City Police, 2005:19), is similar to that in the above literature. It reads as follows:

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- Preventing crime through the adoption of community policing;

- Making the policing service more accessible to the townspeople;

- Training, assigning and empowering of officers on the beat, then evaluating their performance; and

- Educating the public, as well as the police, to uplift their concept of and responsibility in crime prevention through a community policing approach.

2.4.3   Crime prevention models

According to Lab, crime prevention has three approaches. Each of the three areas of prevention namely, primary, secondary and tertiary, attacks the crime problem at different stages of development (Lab, 1997:20; Lab, 2004:23–27).

2.4.3.1 Primary crime prevention

Primary prevention within an area of criminal justice identifies conditions of the physical and social environment that provide opportunity for or precipitate criminal acts (Lab, 2004:24). Tilley (2005:766) states that it is the prevention of crime events. Moreover, primary crime prevention includes broader social issues related to crime and deviance. Lab notes: "It takes a variety of forms and is located within a wide range of social organizations. Included are environmental design, neighbourhood watch, general deterrence, private security and education about crime and crime prevention" (Lab, 2004:20).

In analysing different concepts included in the primary prevention approach above, the following stand out according to Lab:

- Environmental design includes a wide range of prevention techniques aimed at making crime more difficult for the offender, surveillance easier for residents and feelings of safety more widespread. The use of building plans conducive to visibility, the addition of lights and the marking of property for ease of identification, fall under the realm of environmental design.

- Neighbourhood watch and citizen patrol increase the ability of residents to exert control over their neighbourhood and add a risk of observation for potential offenders.

- The activities of the criminal justice system also fall within the realm of primary prevention.

- The activities and the presence of the criminal justice system and the public may affect the attractiveness of an area as a crime target, as well as reduce the occurrence of crime.

- Public education on the actual levels of crime affects the perceptions of crime.

- Private security can add to the deterrent effort of the formal justice system.

- Primary prevention deals with eliminating influences in the physical and social environment that engender deviant behaviour. The programme works with general, physical and social factors that provide the opportunity for deviance to occur (2004:33).

Furthermore, Lab states: "In this approach, potential offenders were influenced by the cost and benefits inherent in action. It illustrates that crime opportunity is the result of target, risk, and effort payoff" (Lab, 2004:37).

Generally, the primary prevention approach also includes broader social issues related to crime and deviance. Lab also points out that primary prevention is "sometimes referred to as social prevention…activities aimed at alleviating unemployment, poor education, poverty and similar social ills, may reduce crime and fear by attending to the causes underlying deviant behaviour" (Lab, 2004:24).

2.4.3.2 Secondary prevention

The identification of persons who are headed for future juvenile or adult criminality would allow the introduction of appropriate crime prevention techniques prior to the deviant activity (Lab, 2004:175). As Pelser states: "It is also aimed at a particular group identified through demographic categorization (as in age, gender, education, ethnicity, socio-economic situation, or a

combination of these) to be most at risk of becoming either offender or victim of particular types of crime" (2002:3). Moreover, Lab finds "secondary prevention is to deal with pre-delinquents or deviant behaviour that leads to injurious criminal activity" (Lab, 2004:22). Lab elaborates on this point by stating: "Secondary crime prevention is engaged in early identification and predictions of potential offenders, places, situations that have a higher likelihood for criminal activity. It also seeks to intervene, prior to the commission of illegal activity, along with offending, making it less attractive for the potential offenders" (Lab, 2004:25–6; 178).

Lab (2004:175, 233, 251) and Pelser (2002:3) concur in finding that secondary crime prevention involves the following:

- Predicting and identifying places, times and targets of offenders;
- Establishing community or neighbourhood-oriented prevention measures, with prediction and assessment for groups at risk;
- Aiming at specific problems, places, people or items as a factor of situational crime prevention;
- Targeting risk groups or places or sources of conflict within the community, by means of leisure and community mediation;
- Working with those at risk of offending particularly youths and the unemployed; and
- Introducing drug abuse and school prevention programmes.

Secondary crime prevention is community or neighbourhood-oriented when it aims to address particular risk factors associated with criminal motivation and community involvement in crime (Pelser, 2002:4). It may be fruitful to orient prevention activities from the viewpoint of the victim rather than the potential offender. Any technique that assists in the elimination of potential victims or targets would offer insight into the where and when of prevention efforts. It also helps to prevent crime by identifying and predicting problem areas and potential offenders and trying to prevent these proactively (Lab, 2004:177).

2.4.3.3 Tertiary crime prevention

As Bringham and Faust discuss in Lab (2004:3), tertiary prevention deals with the actual offenders and involved intervention in such a way that offenders will not commit further crime. The majority of tertiary prevention rests within the workings of the criminal justice system. The activities of arrest, prosecution, incarceration and rehabilitation all fall within the realm of tertiary prevention (Lab, 1997:22–23).

According to Lab (2004:251) and Pelser (2002:3), tertiary prevention deals with the elimination of recidivism on the part of the offender. As they suggest, tertiary crime prevention involves a number of factors, as follows:

- For the most part, it rests within the confines of the formal justice system.
- Specific deterrence involves the imposition of sanctions on the individual in the hope that this action will keep that specific individual from further engaging in crime once the punishment has ceased.
- Incapacitation typically looks at the reduction in crime attributable to the confinement period itself.
- Victims should receive victim support, compensation and reparation.
- Communities with high levels of crime are targeted and provided with urban regeneration.

Pelser and Lab agree that rehabilitation can improve an individual's outlook and self-esteem. At the same time rehabilitation should eliminate or lower subsequent levels of delinquent or criminal behaviour (Lab, 2004:291; Pelser, 2002:4).

2.5 DEFINITION OF COMMUNITY POLICING

Different scholars furnish definitions of the term "community policing" in various ways. For example:

> Community policing is a philosophy and an organizational strategy
> that promotes a new partnership between the people and the

police. It is based on the premise that both the police and the community must work together to identify, prioritize and solve contemporary problems such as crime, drugs, fear of crime, social and overall neighbourhood decay, with the goal of improving overall quality of life in the area (Trojanowicz & Bucqueroux, 1994:6).

Community policing is "a philosophy that guides police management styles and operational strategies and emphasizes the establishment of police community partnerships and a problem solving approach that is responsive to the needs of the community" (South Africa, 1997:1). Stevens and Yach find that "[C]community policing is viewed as a policing philosophy or paradigm, which specifies a new kind of relationship between the police and the public" (1995:2). For the Ethiopian Federal Police, community policing is "a policy and a strategy aimed at achieving a more sufficient and effective criminal control, reduced fear of crime, improved quality of life, improved police services and a police legitimacy through a proactive reliance on community resources that seek to change crime causing conditions; it assumes a need for greater accountability, greater concern for civil rights and liberties" (Ethiopian Federal Police, 2005:4–5).

According to Lab, community policing is a

> …diverse set of practices united by the general idea that the police and the public need to become better partners in order to control crime, disorder and a host of other problems [and] …represents a fundamental change in the basic role of the police officer, including changes in his or her skills, motivations and opportunity to engage in problem-solving activities and to develop new partnerships with key elements of the community (2004:195).

Crawford proposes that "[c]community policing is a philosophy of policing which attempts to define a new kind of relationship between police and public. It improves relations and trust among police and the local community" (1998:146) while Stevens supports this view by stating: "[c]community policing is a preventive approach through an empowered problem solving partnership

of police and the community to control crime, reduce the fear of crime and enhance lifestyle experiences of all community constituents" (2003:13). The last definition in this section comes from the United States and states: "Community policing is a philosophy that promotes organizational strategies, which support the systematic use of partnerships and problem-solving techniques, to proactively address the immediate conditions that give rise to public safety issues such as crime, social disorder and fear of crime" (Community policing defined, 2008).

In analysing the different definitions given above, one notes several ideas in common. These concepts are discussed in the following sections.

2.5.1   Philosophy and organizational strategy

A philosophy is seen as being an attitude, behaviour, way of looking at a job but also a way of looking at those a person serves. Instead of seeing citizens as the enemy and as such, not to be trusted, citizens are to be treated as "customers who should be shown a measure of respect and afforded a commitment to service" (Crawford & Burns, 2002:179). Community policing is not a tactic or a programme. It is a belief or a way of thinking and a strategy of proactive prevention of crime together with the community.

2.5.2   Sharing power in a partnership

In the community, policing citizens are viewed as partners in the process of bringing positive change within the community. As such, they have knowledge and resources that can make co-operative efforts more successful than police efforts alone. In this framework, safety is viewed as a commodity that is produced by the joint efforts of the police and the community (Rosenbaum, Lurigio & Davis, 1998:180).

2.5.3   Problem solving

As stated by Whisenand and Ferguson (2002:208), community policing is about how crime and disorder can be reduced in small geographic areas by carefully studying characteristics of problems in the area and then applying the appropriate resources. More generally, problem solving is community

participation in the identification and resolution of a problem. According to Rosenbaum *et al.* (1998:179), "it is the notion that the police and community must work together to identify and solve neighbourhood problems". Lersch finds: "In addition to the community-policing model, organizations, officers and community residents collaboratively identify problems, establish priorities, develop and enact solutions" (2002:199).

2.5.4   Geographically focused

On the topic of community policing, Whisenand and Ferguson note that it is "the assignment of a particular officer to a specific beat over an extended period, so that familiarity and trust can develop. Moreover, officers are placed in the same geographic area every time they work and will know the people and the problems in that area and develop a feeling of ownership" (2002:205). Another writer supports this concept by stating: "Police are assigned to a specific neighbourhood for a long period, to work with the community in a decentralized way, to deal with its problems and citizens. Their daily interaction with the community should alert the officers to problems and the needs of the residents" (Lab, 2004:197).

2.5.5   Proactive policing

Stevens and Yach state that in community policing "[t]he police are required to become more proactive to play a part in educational, social and physical planning in order to promote a safer environment" (1995:36).

2.5.6   Personalized policing

Community policing deals with issue of proactive policing through closer contact with the people being served. Community policing is a commitment to helping neighbourhoods solve crime problems on their own through community organizations and crime prevention programs (Skogan & Hartnett, 1997:8–9).

2.5.7 Decentralized policing

Skogan and Hartnett (1997:5) emphasize the role of decentralized policing in community policing in the following statement:

Community policing relies upon organizational decentralization and orientation of patrol in order to facilitate two-way communication between police and the public. It assumes a commitment to broadly focused, problem oriented policing and requires that police be responsive to citizens' demands when they decide what local problems are and set their priorities. It also implies a commitment to helping neighbourhoods solve crime problems on their own, through community organization and crime prevention programs.

Moreover, these writers find that "decentralization facilitates the development of local solutions to problems. It also allows flexibility in decision making at the customer contact level" (Skogan & Hartnett, 1997:6).

To summarize the above definition, generally speaking, community policing is a philosophy, a policy and an organizational strategy that guides police management styles and strategies with the aim of achieving a more effective and efficient police service and an improved overall quality of life and state of tranquillity for the community by the following:

- Establishment of community, government and police partnerships;
- Adoption of a proactive problem-solving approach;
- Participation of the public in deciding policing priorities;
- Empowerment of subordinates to decide on issues and act on their own in their respective areas; and
- Involvement of the community in policing activities in order to address the causes of crime, the fear of crime and other community issues.

2.6 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, 1997:1). 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, 1994:15). 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 neighbourhood disorder" (Lab, 2004:198).

The community policing goals suggested in the manual for the South African Police Service (South Africa, 1997:1) 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 neighbourhoods 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 analysed and appropriate solutions designed and implemented.

Based on the above literature, informants were asked whether the Awassa police have achieved the stated community policing goals or not. All the discussion groups replied in the negative. They cited the following possible reasons:

- They had not undergone training in community policing.
- There was little or no participation in policing matters.

In response to the question: "Has the Awassa police communicated the community policing goals to its officers effectively?" Fifteen (15) respondents answered in the affirmative. They believe that the Awassa police had stated what the community policing goals are (as set out in the literature on the subject) and that it had established and maintained an efficient and effective policing service. Ten respondents said that they had not undergone training. Five of them did not know the answer as they did not know whether community policing has a goal or not.

2.7 CHARACTERISTICS OF COMMUNITY POLICING

The following are important characteristics on the philosophy of community policing collected from a number of sources.

2.7.1   Service orientation

As stated in the manual for the South African Police service (South Africa, 1997:2), the philosophy of community policing is primarily concerned with promoting the concept of a client-centred service that is effective, efficient and accountable. In this regard, the police service is a service provider and the community is the receiver of the possible service. In other words, the community is the customer or client who receives this service of policing. Police are obliged to provide a quality police service which is efficient and effective.

According to Trojanowicz and Bucqueroux (1994:9), there must be equity in service delivery. This means a principle in the delivery of police service recognizes that all citizens will an receive effective police service, regardless of race, gender, ethnicity, religious belief, income, sexual preferences and other differences.

2.7.2   Community partnership

According to Trojanowicz (1990), community policing stresses the importance of active partnerships between police, other agencies and citizens, in which all parties work together to identify and solve problems. In the manual for the South African Police Service (South Africa, 1997:2) community policing needs

and encourages a new partnership between people and their police. Partnership means a co-operative effort to facilitate a process of problem solving. The main objective of a partnership is to determine, through consultation, community needs and policing priorities and to promote police accountability, transparency and effectiveness. As stated in the monograph of the BJA (1994:15): "Police have recognized the need for co-operation with the community in the fight against serious crimes and have encouraged community members to come forth with relevant information." Community partnership means adopting a policing perspective that exceeds the standard law enforcement emphasis (Skogan, 2004:xxiv). Community policing encourages agencies to develop partnerships with community groups to facilitate listening to the community and constructive information sharing. Lab (2004:201) says partnerships appear under a variety of headings and involve police in a wide range of capabilities to address specific problems.

2.7.3 Problem solving

According to Trojanowicz (1990), problem solving is "the process of engaging in the proactive and systematic examination of identified problems to develop effective responses that are evaluated rigorously." It is also an analytic process and strategy for identifying and prioritising in a collaborative manner to solve the specific problems of the community and its causes (Bullock & Tilley, 2003:143–5).

As stated by Stevens (2003:30): "Problem solving requires a partnership of neighbourhood police officers, other government agencies, residents, business owners and their employees–basically, anyone and everyone with a stake in the quality of life of the community". Moreover, it is the joint identification and analysis of the actual and potential causes of crime and conflict within communities. It also involves conflict resolution and creative problem-solving methods to address problems related to crime, fear of crime, service delivery and police-community relations (South Africa, 1997:2). Lab states that the "most important element of community policing is that officers identify the underlying causes and contributions to crime. In addition, they should seek solutions to these problems" (Lab, 2004:197).

2.7.4 Empowerment

Empowerment refers to the processes by which people organize, attain a collective objective and learn about their own personal power. An empowered community is structured in a way that provides members with the opportunity to participate in community activities, it has to be responsible to the community and its members must be willing to use that structure (Palmiotto, 2000:157). It is about power sharing. Sharing of power motivates people to get involved, get the job done, give a high performance and give top quality service (Whisenand & Ferguson, 2002:109).

As stated in the training manual for the South African Police Service, it is the creation of a sense of joint responsibility and a capacity for addressing crime, service delivery and safety and security amongst members of the community and their police. The community and police personnel are to be educated on community policing to enable all to play a constructive role in the community policing forums and make decisions of their own in their respective communities (South Africa, 1997:2).

2.7.5 Accountability

Being accountable means being answerable personally for individual acts and omissions (Stevens & Yach, 1995:30). As stated in the policy framework for community policing (South Africa, 1997:2), accountability is realized by creating mechanisms through which police can be made answerable for addressing the needs and concerns of the community they serve. Police officers must know they will be held immediately accountable for their actions and answer personally for whatever they do if the accountability of police is established or realized.

The community is also accountable by providing the necessary information, being responsive to the requests of the police and participating in every aspect of police work (Trojanowicz, 1998:1). Moreover, accountability also refers to whether or not resources are used for proper purposes and infers that the police are public servants and consequently, should provide services that meet public concerns and needs (Gaines and Kappler in Peak *et al.* (2004:170).

To summarize the above thoughts, one should first reform the way of service delivery that should include the principle of fast, efficient and effective service. Then, identify the problems that the community faces, through partnership and by empowering society to work jointly with the police to alleviate or solve the problems of crime and disorder. These are important concepts that demand the attention of police officers. Finally, ensure the accountability of police officers. This refers to the answerability for their actions and it is vital to realization of community policing philosophies.

In response to the question: "Did you have conceptual and practical understanding about the characteristics of community policing?" Twenty (20) of the 30 respondents replied in the negative. The respondents added that in Awassa, police officers have an idea or concept of community policing but in practice, these ideas have not been incorporated into the crime prevention or community policing strategies of the town.

The reasons cited by the respondents were:

- Partial understanding by officers of the concept of community policing;
- Lack of education, budget and low number of police personnel;
- Bureaucracy and inaccessible nature of the police service;
- Loose partnership;
- Lack of interest shown by the population regarding community policing;
- Population not providing information to the police; and
- Population not participating in community police (joint) meetings about safety and security matters.

Seven respondents answered the question in the affirmative and elaborated as follows:

- Neighbourhood guards hired by the community;
- Neighbourhood committees established by some of the district (the lowest administrative division) administration areas; and
- Rapid response to calls at some stations.

The occasional discussions between police and residents have led to the implementation of some of the concepts of the characteristics of community policing. The remaining three respondents said they did not know whether the characteristics of community policing were implemented or not. The probable reason they suggested is they had not undergone training in community policing concepts.

2.8 PRINCIPLES OF COMMUNITY POLICING

The following are important principles on which the community policing philosophy relies. Any police organization that wants to follow a community policing strategy must abide by these principles.

2.8.1 Change

"Change is an important principle that must be carried out before a police organization tries to implement community policing" as stated by Trojanowicz and Bucqueroux (1994:8). Change is a constant term that drives the organizational culture and individual behaviour to view the transition to community policing. Wilkinson and Rosenbaum (in Lab, 2004:195), state that community policing "represents a fundamental change in the basic role of the police officer, including changes in his or her skills, motivations and opportunity to engage in problem-solving activities and to develop new partnerships with key elements of the community".

As stated in the training manual for the South African Police Service (South Africa, 1997:10–14), for community policing to be institutionalised, changes that take community policing beyond the philosophy are necessary. The organizational changes involve changes in the following areas:

- Structure: it focuses on the way a police organization is designed and managed in order to reach goals. It involves changes such as recruitment, training, reward or promotion and the establishment of specialized units.
- Culture: changes attitude, values and norms. The goal of cultural change is to ensure that all members of the police organization internalise the principles of community policing.

- Strategy: redefines the relationship between the police and the community they serve. It focuses on the type of service that is delivered to the community and the way in which the service is delivered.

- Management: means that if the police are to change and if community policing is to work, the police will require leaders who have the ability to adapt and change faster than their subordinates.

Stevens and Yach (1995:79) propose that to implement effective change, "programs must be designed in such a way as to minimize the backlash and resistance to change".

2.8.2   Leadership

Leaders serve as role models for taking risks and building collaborative relationships to implement community policing and they use their position to influence and educate others about it. Leadership is the process of directing and influencing the actions of others (Stevens, 2003:104). Peak *et al.* (2004:60) similarly suggest that leadership is "a process of directing and influencing the behaviour of others towards the accomplishment of objectives".

The following are the definitions of leadership by different scholars:

- Leadership can be defined as the process of directing and influencing the actions of others (Stevens, 2003:104).

- Leadership means constantly emphasizing and reinforcing community policing visions, values and missions within each organization at all levels (Trojanowiz & Bucqueroux, 1994:10).

- Leadership is defined as "working with and through individuals and groups to accomplish organizational goals and moreover, it is an art of getting someone to do something" (Bennet & Hess, 2004:52).

- Leadership also implies serving as role models for taking risks, building collaborative relationships and implementing community policing, inside and outside the organization. Everyone must exhibit leadership

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within the opportunities and limits of his or her role and position to influence and educate others about community policing (Trojanowicz & Bucqueroux, 1994:9).

- Leadership proposes a willingness to lead others and not to dominate them by abusing power or it is a critical management skill that shows an ability to motivate a group of people towards a common goal. Therefore, leadership is a skill effectively and efficiently motivating others to attain policing goals (Stevens & Yach, 1995:134).

- Leadership is a process of directing the behaviour of others towards the accomplishment of some objective (Certo in Peak *et al.*, 2004:60).

2.8.3 Decentralized and personalized police service

For better implementation of community policing, police departments must create and develop a new breed of line officer, a person who is a direct or face-to-face link or contact between the police and people in the community. Ultimately, all police officers should practise the community policing approach (Abebe, 2000:11).

According to Trojaniwiz and Bucqueroux (1994), the police make contact with the people they serve in a clearly defined beat or area, so as to provide an effective and efficient community police service. It is recognised that the police cannot impose order on the community from outside but that people must be encouraged to think of the police as a resource they can use in helping to solve contemporary community concerns. Community policing is a commitment to provide a decentralized and personalized police service to neighbourhoods. These writers continue: "The police, if viewed as citizens just like their clients, can learn through emphatic listening, which services are most needed and when. The police can maintain daily direct face-to-face contact with the people they serve in a clearly defined beat area" (Trojaniwiz & Bucqueroux, 1994:10).

Community policing assigns officers to a fixed geographical area and keeps them there during the day. Police services attempt to push authority and responsibility further down their agencies organizational hierarchy to

encourage decision-making responses rapidly and effectively to local conditions (Skogan, 2004:xxiv).

2.8.4   Philosophy and organizational strategy

Community policing is a philosophy that is to say, a way of thinking and an organizational strategy, a way of how to carry out the philosophy. According to Trojanowicz and Bucqueroux (1994:1):

> The philosophy rests on the belief that people deserve input into the police process, in exchange for their participation and support. It also rests on the belief that solutions to today's community problems demand freeing both people and the police to explore creative, new ways to address neighbourhood concerns beyond a narrow focus on individual crime incidents.

2.8.5   Vision

According to the community police consortium, "a vision is a mental image of a possible and desirable future for the law enforcement agency and its community. Vision projects a positive view of a realistic, credible, attractive future state that is better than that which currently exists" (A staircase to strategic planning, 2005).

Trojanowicz and Bucqueroux (1994:9) consider that vision is:

> …the picture of the ideal image of how we want to improve public safety and quality of life through community policing. The vision of community policing should include the inspiration, motivation and authority to achieve short-term and long-term goals to implement community policing. The vision of community policing is an entirely new philosophy and management approach that influences organizational policies, procedures and practices.

2.8.6   Equity

Trojanowicz and Bucqueroux (1994:9) explain that the principle of equity in the delivery of police service "recognizes that all citizens will receive efficient,

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effective and respectful police service regardless of race, gender, ethnicity, religion, beliefs, income, sexual preferences and other differences".

2.8.7 Trust

The policy framework for community policing (South Africa, 1997), deals with the creation of understanding and trust between the police, the community and other relevant role-players which are crucial for community policing to be effective.

As indicated in the Community Policing Consortium (Police integrity, 2005), trust between the police and the community is the cornerstone of effective community policing. The incidence of corruption and abuse of power can harm the image of the police in their community. Community policing gives a name and a face to the police so that residents will feel that the police are people they can trust and work with. According to Trojanowicz and Bucqueroux (1990), the relationship of the community and the police must be based on mutual trust and respect.

Trust reduces mutual suspicions of police and residents and it provides the foundation that allows the police and community to collaborate. It must be based on mutual understanding and respect. The community-policing model needs the creation of mutual understanding and trust between the police, the community and other relevant role players (BJA, 1994:9; South Africa, 1997:3).

As indicated in the Community Policing Consortium (Understanding community policing, 2005; Police integrity, 2005), in order to build trust for an effective community partnership, the police must treat people with respect and sensitivity. The use of unnecessary force and arrogance, aloofness or rudeness at any level of the police agency, will dampen or undermine police community trust and is a barrier to the implementation of community policing.

According to the Community Policing Consortium, trust will enable the police to gain greater access to valuable information from the community that could lead to the solution and prevention of crimes, engender support for the

required crime control measures and will provide an opportunity for officers to establish a working relationship with the community (About the consortium, 2004).

2.8.8   Commitment to community empowerment

This principle is the first which demands that everyone in the police department, both civilian and police personnel, must investigate ways to translate the philosophy of power sharing into practice. It provides autonomy and freedom for police officers to take decisions on their assigned beats (Trojanowicz & Bucqueroux, 1990:1).

2.8.9   Immediate and long-term proactive problem solving

Trojanowicz and Bucqueroux (1990:1) state: "Police officials dealing in community policing, respond to calls for service and make arrests but they also go beyond this narrow focus to develop and monitor broad and long term initiatives that can involve all elements of the community, in an effort to improve the overall quality of life. Police mostly need to identify the root causes of problems and respond to them."

As Oliver (1998:5) states:

> In community policing the proactive approach to crime and social disorder gains its rightful place. It also needs an anticipation of possible crimes and possible threats to social disorder, crime trends and patterns, demographic realities, social economic and social problems and their impact on crime and that social disorder are analyzed in good time. Areas of priority are identified and joint strategic plans drawn up with inputs from the community.

2.8.10   Ethics legality and responsibility

Community policing implies a new contract between police and the citizens they serve. This contract is one that offers hope of overcoming widespread apathy, while controlling the action or behaviour of vigilantism and restraining any impulse towards it (South Africa, 1997:3; Trojanowicz & Bucqueroux, 1990:2).

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This new relationship is based on mutual trust and respect and suggests that the police can serve as a catalyst in challenging people to accept their share of responsibility for their overall quality of life. Moreover, there should be a shared responsibility and decision-making as well as sustained commitment from the police and the community with regard to safety and security needs (South Africa, 1997:3; Trojanowicz & Bucqueroux, 1990:2).

2.8.11   Expanding the police mandate

The police are the only social control agency open 24 hours a day, seven days a week and 365 days a year. The police must maintain an ability to respond immediately to crises and crime incidents. However, in community policing, the police role is changed. Therefore, community policing can make a greater impact on making changes such as "today this holds the promise of making communities safer and more attractive places to live in tomorrow". The mission of the police is also broadened from the mere combating of crime, and security within the community to the emphasis on crime control. In addition, the police attempt to solve social problems within the community and to improve the overall quality of life of the community (Oliver, 1998:3; Trojanowicz & Bucqueroux, 1990:2).

2.8.12   Helping those with special needs

Community policing stresses exploring new ways to protect and enhance the lives of those who form part of the most vulnerable groups that need special attention. These include juveniles, the elderly, minorities, the poor, the disabled and the homeless. It both assimilates and broadens the scope of previous outreach efforts such as crime prevention and police community relations (South Africa, 1997:3; Trojanowicz & Bucqueroux, 1990:2).

2.8.13   Reaffirmation of the authority of the police

Oliver finds that "in community policing the community, through local community representatives, confirms the sources of police authority. This participation of the community ensures consensus about the role and legitimacy of policing" (1998:4). It has a great effect on the success of community policing.

2.8.14 Process of community consultation

Community policing is used to help the police to determine community priorities together with the community through consultation. These all need trust, careful planning and execution since consultation is getting the best information possible in order to make sound decisions. The police consult the community about options and recommendations to solve problems, since problem solving should be based on a consultative approach that constantly seeks to improve responsiveness to identify and prioritise community needs (South Africa, 1997:3; Stevens & Yach, 1995:119).

2.8.15 Problem oriented strategy

This strategy is developed with the emphasis on the handling of crime prevention factors. Each crime committed in an area is investigated and the most practicable and proactive methods are applied to solve the problems. Creativity and innovation in applying methods and techniques constitute a central principle. Oliver (1998:5) points out that in this approach, "methods include specialized patrols, satellite stations, allocating members to specific areas and more flexible shifts."

2.8.16 Balanced action

Community policing is a more effective and efficient policing system. A continual balance is maintained between proactive and reactive actions to crime and disorder (Oliver, 1998:5). Naudé and Stevens (1988:154) comment on this balance, as follows:

> It is often asked whether police actions in respect of the offences are proactive or reactive and whether such offences can be prevented by means of normal routine policing or only by means of police trapping, informants, observation and participation. Policing in this context should be proactive as well as reactive to ensure that offences are combated effectively.

2.8.17 Information management

Community policing sees the community as a source of information. It must be utilized because without the information from the community, the work of the police is doomed to failure. Community policing creates a daily contact with the community to realize that the police officer is a friend and in turn, enabling the police officer to get to know his community. In this way, police ensure that members of the community voluntarily provide valuable crime related information. Communication must be timely, comprehensive and direct (BJA, 1994:27; Oliver, 1998:6).

2.8.18 Career generalist

A principle of community policing is that it needs police officers able to perform a variety of tasks within the police service. It enables police officers to become career generalists as opposed to specialists, by equipping them to accept responsibility and authority for a wide range of activities (Oliver, 1998:6). A police officer is necessarily a career generalist who becomes acquainted with local members of the community with every aspect of development (Stevens & Yach, 1995:134).

2.8.19 Open communication

Openness in all aspects of police work is essential in a democratic society. It recognizes that relationships between the police and communities must be based on mutual trust and respect. This will be possible only where there is open communication and where policing is seen to be by and with the consent of the people (Stevens & Yach, 1995:6). Therefore, to introduce community policing into a police force, requires an agreed set of values and beliefs about policing and every employee must be committed. This commitment will not be achieved easily and requires a process of education, consultation, open communication and persuasion. How this is achieved and what is to be included will be some of the vital foundation steps in bringing about the required change.

The exact process will need to be determined at the same time but there are some core beliefs and values that must be included and these are set out below (Abebe, 2000:4–5):

- Respect for and protection of human rights;
- Transparency and openness in relation to activities and relationships, both inside and outside the organization;
- Demonstrated commitment at all times to deliver the best possible policing service;
- Empowerment of all employees to take appropriate decisions, which facilitate the delivery of quality police service;
- Willingness to seek for, listen to and act upon public opinion regarding policing priorities;
- Understanding that community policing informs, guides and sustains all policing activities;
- Participation of all police officials in community policing and problem-solving initiatives;
- Education, capacity-building and good skills of all police personnel and members of the community to enable constructive participation in addressing the problems of crime;
- Resolution of conflict between and within community groupings in a manner that enhances peace and stability;
- Awareness of, respect for and tolerance of the language, cultures and values of diverse peoples; and
- Enhancement of accountability of the police to the communities they serve.

The above are important principles of community policing noted by Abebe (2004), as well as by a number of other scholars. They guide police personnel with regard to community policing.

In response to the question: "Are Awassa police personnel familiar with the above-mentioned principles of community policing?" 15 respondents answered in the affirmative. They also furnished the following comments:

- Few had workshop training;

- Guards were hired by the community; and

- Neighbourhood programmes in some parts of the town indicate the knowledge of community policing principles.

Ten informants replied in the negative. The reason cited here is that since the training is not thorough, police officers do not fully understand the community policing approach. Five respondents said they did not know about the principles of community policing. They are from the Defence Force and did not undergo such training.

The next question asked is the following: "Are all community policing principles implemented in Awassa policing?" All the respondents answered in the negative. These reasons were given:

- Lack of training (10 interviewees)

- Lack of budget (15 interviewees)

- Low number of police officers (5 interviewees).

All six focus groups were asked the same question as the personal interviewees. They all replied in the negative and the probable reason cited here is a lack of awareness training.

2.9 STRATEGIES OF COMMUNITY POLICING

The strategy of community policing is defined as "ensuring the needed changes occur to guarantee vision attainment" (Whisenand & Ferguson, 2002:48).

The following are important strategies of community policing (South Africa, 1997:4; Goldstein cited in Stevens, 2003:107):

- Promotion and enhancement of inter-police agency co-operation (or with other bodies performing policing functions) and the fostering of

inter-departmental co-operation in respect of solving crime related problems;

- Promotion of a partnership with the community to enhance public safety, reduce fear of crime and improve the quality of life;

- Placement at the core of the relationship of problem-solving strategies linked to social problems that might lend themselves to eventual crime;

- Commitment from police managers and supervisors to develop new skills through training which incorporate problem solving, networking, mediation, facilitation, conflict resolution and community involvement;

- Identification and mobilization of those community organizations that can assist in combating and preventing crime;

- Decentralization of police services to ensure effective decision-making and accountability at all levels;

- Encouragement of officers to assume responsibility for addressing safety and security problems within the areas of their responsibility, promotion of initiatives, creativity and pride in achievement and promotion of self-disciplined and motivated personnel; and

- Commitment to honest, open and effective communication between the police and the community.

To summarize the discussion on community policing strategies, the following can be made. Firstly, problem solving is one of the strategies that attempt to solve social problems including crime and fear of crime. Secondly, community partnership involves the community in all activities of the police. In the third place, change management involves all the necessary changes of the police organization such as changes in organizational culture, structure, management and overall strategy of the police organization.

Finally, getting started, applying and realizing community policing strategies depends upon and requires commitment to these above community policing strategies. Moreover, according to Stevens (2003:2), it is believed that community-policing strategies give rise to crime control, reduce the fear of crime, communicate the concept of community policing to all, namely to both

police officers as well as the community and enhance the community's quality of life.

In response to the question: "What are the strategies of the Awassa police regarding community policing?" of the personal interviewees these are the responses:

Eleven said:

- Assigning patrol officers to work with the community on specific beats for a lengthy period; and
- Deploying police officers in high crime areas.

Nine said:

- Educating the community in the concept of community policing;
- Creating a partnership with the community of Awassa.

Five answered that crime prevention is based on community policing. The remaining five respondents could not give an answer and they explained this as follows:

- There is a poor conceptual understanding of community policing; and
- They have had inadequate training on the detailed theory of community policing.

Rather than simply relying on the informants' information, the researcher tried to study the Awassa town strategic plan formulated by the planning and supervision department (Awassa City Police, 2005:4–5). This document suggests tackling crime in Awassa through the community policing approach by delivering an efficient, effective and quality police service to the Awassa community.

2.10   NATURE OF COMMUNITY POLICING

To fully understand and know community policing, it is better for police officers, the community and media workers to know and understand what community policing is not, in order to identify its exact and true nature. The following sections try to show what is not applicable to the nature of community policing in a brief, clear and easily understood manner (Trojanowicz & Bucqueroux, 1994:10).

2.10.1   Community policing is not a tactic, technique or programme

Community policing is not a limited effort to be tried once and then withdrawn later but instead, it is a new philosophy of delivering a full service to the community. Moreover, it is a new way of thinking and acting on the part of the police officer. It is a completely new way of policing, bearing in mind that the whole police service is familiar with the philosophy and principles of policing (Trojanowicz & Bucqueroux, 1994:10).

2.10.2   Community policing is not public relations

According to Trojanowicz and Bucqueroux (1994:10), "[i]mproved public relations with organizations and communities are a welcome by-product of community policing but this is definitely not the primary purpose. Community policing is not a program aimed at improving the image of a police service, although it does play a part in this regard".

2.10.3   Community policing is not community harassment

The above-mentioned authors (Trojanowicz & Bucqueroux,1994:10) state on this topic: "Merely because a police activity takes place in the community does not make it community policing. Community policing requires working with the community as equal partners in identifying, prioritizing and solving problems of crime and disorder" (Trojanowicz & Bucqueroux, 1994:10).

2.10.4   Community policing is not anti-technology

Community policing can benefit from new technologies such as computerized call management systems. Internet, fax machines and other technological advancements should enhance interaction with the community. However,

police must take care in the handling and controlling of the above technologies, as a failure to do so, may either lead to them being abused or information being lost or destroyed. On-going, continuous training with the new technology should be given to police officers (Trojanowicz & Bucqueroux, 1994:10).

According to the Community Oriented Policing Service (COPS), increased use of emerging technologies enhances and supports proactive problem analysis and intervention at the patrol level, while also supporting the investigation functions and improving case closure rates (Emerging technologies, 2005).

2.10.5   Community policing is not soft on crime

Police officers who are involved in the system of community policing make more arrests, since the community makes more information available to them. Rather than being soft on crime, community policing is a more effective method of fighting crime. At the same time, it should be noted that community policing regards law enforcement as one alternative from a wider range of problem solving (South Africa, 1994:16; Trojanowicz & Bucqueroux, 1994:11).

2.10.6   Community policing is not flamboyant

As stated by Trojanowicz and Bucqueroux (1994:11), everyone knows that there are no easy solutions to the causes of crime and it will take time before all these problems are solved. One should not see community policing as an immediate cure for all the ills of society resulting in overnight change. Rather, it utilizes all its efforts by tackling chronic problems that require long term, community building and community-based problem solving techniques. This is because crime-related social problems are deep, complex and serious. They require careful identification, prioritisation and solutions by police and the community together. Hence, it needs strong and wise decisions, commitment and patience until the desired goal can be achieved.

2.10.7 Community policing is not paternalistic

Trojanowicz and Bucqueroux (1994:11) point out that community policing "shifts the role of the police from the 'expert' with all the answers to a 'partner' in an effort to make the community a better and safer place in which to live and work". In traditional policing, police officers consider themselves as the sole providers of the policing service but they have failed to meet this requirement. They have shouldered the blame for their poor control of crime and the poor relationship with citizens. All persons, citizens and police officials are victims of crime. Thus, the police should not bear this burden alone. It is the community that actively participates and the police officers show their willingness to involve them and share power with citizens, in order to meet their safety and security needs.

2.10.8 Community policing is not cosmetic

Community policing deals with real problems. It can never be a cosmetic or superficial programme. It should rather mould each police officer into a generalist who concentrates on solutions to crime and disorder in the community. This approach is the only one that will create the opportunity for a practicable and dramatic decrease in crime and disorder (Trojanowicz & Bucqueroux, 1994:11).

Community policing is a desire to bring policing closer to citizens whose lives and properties are supposed to be protected and it stresses the importance of active partnership. To meet this requirement, police officers work day and night to address the real problems of the citizens continuously by identifying their root causes. It means avoiding superficial solutions or a one-off campaign to stop problems of crime when they are in progress.

2.10.9 Community policing is not a top down approach

Community policing shifts more power, authority and responsibility to the lower patrol officers. Two scholars explain this as follows:

> By shifting power to the bottom of the management pyramid, it means that ideas are more likely to work their way up from the bottom. It rejects the view of a 'top down' approach to policing and

decision-making is decentralized to ground level. This ensures that the community, as well as the police officer at the lowest rank of the line function, has some say in the matter (Trojanowicz & Bucqueroux, 1994:11).

In the past, the upper command monopolised the power of decision-making and service receivers had no say in the matter. Lower line officers could do nothing and this has been a problem in the police service for a long time. However, this may all change through the application of the community-policing model. It provides greater autonomy in decision-making to line officers. Moreover, it is an excellent opportunity for service providers, as well as receivers. When we come to Awassa policing, most patrol officers bring suspects in minor cases to the police station. However, although the lower ranking officers have the right and responsibility to query minor arrests, catch suspects and decide on steps to be taken, they do not exercise this right.

The reason is that they lack knowledge, skill and confidence in their profession. They need to be trained or educated to uplift their skills to carry out their responsibilities effectively, as has been suggested by the respondents and discussion participants.

2.10.10 Community policing is not just another name for social work

Community policing requires an expansion of the role of the police because it focuses on problems from the community's point of view. Helping to solve people's problems has always been an integral part of policing (Trojanowicz & Bucqueroux, 1994:1).

Community policing merely formalises and promotes community building and community-based problem solving that includes a strong law enforcement component. In order to combat crime effectively the causes of crime must be addressed. It is a fact that the police, even though they constitute society's most important crime prevention institutions, have very little control over the social factors that cause crime.

For this reason, traditionalists feel that the police should rather concentrate on utilising manpower and other resources in their fight against crime and leave the social work to social workers. Yet by saying this, they are ignoring an important fact, namely, that most police officers are kept busy most of the time with community service and not purely with crime-related problems. A great deal of their time is spent in carrying out services or functions such as controlling crowds in public places, protecting politicians during public appearances, being guides for people who are lost and other duties.

The fact is that the police are the only organization at the disposal of community safety and security each and every day. Through the philosophy that community policing is not another name for social work but rather, a way of assisting the community to solve their own problems in partnership with police, the police should acquire assistance from other appropriate agencies to address specific problems and make police resources available to assist the community in problem solving (South Africa, 1997:15; Trojanowicz & Bucqueroux, 1994:1).

2.10.11 Community policing is not just about results

As Trojanowicz and Bucqueroux state (1994:11), community policing is about both means and ends. The goal is to ensure that the process promotes fairness, civility, openness and collaboration, so that everyone has an opportunity to share in both the successes and failures. In addition these authors state: "Institutionalizing community policing requires many things and is a long process. Immediate and short-term results cannot be expected" (Trojanowicz & Bucqueroux, 1994:18).

Community policing requires a rethink in hiring and selection, training, performance evaluation, promotion and the implementation of new policies. It will take time to change the organizational culture of the police. People should be skilled in community-based problem solving and community building. It is a long-term approach during which the police must show commitment to empowering the community so that it can begin to solve its own problems. In order to carry out the community policing approach successfully and get the desired results, it should be seen as a long-term process and effort. Police

must show patience and perseverance in order to achieve the final goal of community policing (South Africa, 1997:15; Trojanowicz & Bucqueroux, 1994:11).

2.10.12 Community policing: an unsafe practice

Since community policing makes it possible for line officers to come up with new and creative solutions and to implement these together with the community, senior management should accept the fact that mistakes will be made. There is always the possibility that anything new can fail and for this reason, community policing accepts the fact that each line officer may make mistakes. The most important factor is whether the line officer can be relied upon to do more good than harm (Trojanowicz & Bucqueroux, 1994:12).

This question was asked: "Do police officers in Awassa have a theoretical understanding of what community policing is about or not?" Among the 30 personal interviewee respondents, five respondents answered in the affirmative. They motivated their response as follows: Community policing is not a programme that is applied on a once-off basis but rather, it is a philosophy covering the full spectrum of the policing service. Fifteen respondents answered in the negative and motivated their answers as follows: There was either a lack of training or officers had not received training in community policing.

Ten respondents could not give an answer. They reasoned that community policing is not their business. They work in the supportive and crime investigation department. For the same question, participants in all six focus groups answered the question in the negative. The reason they gave was that none of them had received training in community policing or had heard about the issue in the media.

2.11 ELEMENTS OF COMMUNITY POLICING

In order to understand community policing, one should take note of the following core elements, which constitute the community-policing philosophy. They are summarized as follows by Cordner (in Segrave & Ratcliffe, 2004:2–4).

2.11.1 Organizational elements

As stated by Segrave and Ratcliffe (2004:3), there are a number of essential elements that help to execute the community policing approach. These elements are discussed in 2.11.1.1 to 2.11.1.5.

2.11.1.1 Philosophy adopted

Segrave and Ratcliffe (2004:2) suggest that the philosophical elements are crucial to community policing implementation, as without an understanding and commitment to the central tenets of community policing, both the implementation and the potential benefits to be gained will be limited.

According to Segrave and Ratcliffe (2004:3) the philosophical elements include:

- The community as the key priority for police work;
- The community playing a pivotal role in identifying crimes and other safety issues; and
- The broadening of the role of the police.

Segrave and Ratcliffe (2004:3) add that the philosophical element is a "broad objective of a policing model that is reflected by the mission statement, policy and procedures, performance evaluation, training programs and other systems and activities that define organizational culture and activities of a particular police service".

2.11.1.2 Decentralized decision-making and accountability

Field officers are given greater authority to solve problems but at the same time, held accountable for their actions.

2.11.1.3 Fixing geographical accountability

According to Trojanowicz and Bucqueroux (1990:1), police organizations must create and develop a new breed of line officers to act as a direct link between the police and the people in the community, since community policing requires

daily, direct, face to-face contact with the people they serve in a clearly defined area.

Suitable police officers should be assigned to a fixed geographical area for a long period, in order to foster close communication and create a partnership between the police and the community.

2.11.1.4 Utilization of voluntary resources
Community policing encourages the use of citizens to assist the law enforcement agency in every aspect. Voluntary participation of citizens in community policing initiatives is really appreciated.

2.11.1.5 Enhancers
There are a number of enhancers and facilitators, including updated technology and information systems, which help or support better resources and police personnel development.

2.11.2   Tactical elements
Elements that are considered as a basis for the community policing approach are presented below in paragraph 2.11.2.1 to 2.11.2.3.

2.11.2.1 Enforcement of the law
Law enforcement is the cornerstone of any law enforcement organization. The police are expected to identify laws that need to be amended, changed or enacted, together with the community. This all helps the police organization to address underlying causes of crime with the assistance of the community.

2.11.2.2 Proactive focus
Crime-oriented law enforcement focuses not only on response to calls for services but also on collaboration with the community in prevention and problem-solving activities. In addition, the focus of the police is broadened from a reactive focus on serious crime and an over-emphasis on law enforcement, to a proactive focus on the prevention of crime and the solution of community problems (South Africa, 1997:7).

2.11.2.3 Problem solving

Police officials, as professionals, must work with the community to address the underlying problems that contribute to crime and disorder by identifying and analysing problems, developing suitable feedback mechanisms and assessing the effectiveness of these responses. Instead of merely waiting for individual calls for service, the police, with the help of the public, should continuously identify and try to solve recurring problems (South Africa, 1997:7).

As stated in Lab (2004:196), community policing deals with crime problems under a specific topic. For example, problem-oriented policing attempts to identify the underlying causes that contribute to crime and to seek out solutions to those problems.

2.11.3 External elements of community policing

The external elements encompass the two aspects that are discussed in paragraphs 2.11.3.1 and 2.11.3.2.

2.11.3.1 Public involvement and community partnership

At first, community policing requires co-operation among the police and the other members of the community including individual citizens, citizen groups, business associations, legislative bodies or other local agencies and community development offices. These institutions must all be involved in identifying and solving all sorts of community problems (Lab, 2004:196), and as also stated in the manual of the BJA. According to the manual: "Citizens are seen as partners who share the responsibility for identifying priorities, developing possible strategies to solve problems and implementing responses. Partnership means adopting a policing perspective that exceeds the standard law enforcement emphasis" (BJA, 1994:15).

2.11.3.2 Partnership with government and other agencies

In community policing, government and other agencies are called upon to recognize their abilities to respond and address crime and social disorder issues. In order to succeed, the police must establish partnerships with other

government departments, citizens, community leaders, business owners, schools, non-governmental organizations, other service providers and other criminal justice agencies. They are all considered equal partners. They all work together in order to improve the quality of life in the community (South Africa, 1997:7). Lab emphasizes the importance of participation of concerned government and other agencies in policing. He states: "The police cannot solve crime problems on their own or address the increased calls for assistance from the public. There must be a need to build better relationships with the concerned bodies and citizens and increase the involvement of citizens in crime prevention and crime policy" (2004:194).

2.12 VISION, MISSION AND VALUES OF COMMUNITY POLICING

Before trying to implement the philosophy of community policing, it is advisable to know and understand clearly the vision, mission and the values on which the community policing approach relies. First of all, the vision, mission and the value statements of community policing should be widely disseminated both inside and outside the police organization. This helps to gain public support and facilitate police accountability.

Thus, police officers should understand the needs of the residents in their neighbourhood, through experience and better serviced crime control issues through quality police services (Trojanowicz & Bucqueroux, 1994:9; Stevens, 2003:11).

2.12.1 Vision of community policing

Vision ensures the constancy of mission and value. According to Whisenand and Ferguson (2002:48–9): "Mission is a vision statement that articulates the fundamental reason for the organization's existence: what are we here to do together? In addition, vision describes the operational value of how we intend to be guided on a day-to-day basis as we pursue our vision".

Trojanowicz and Bucqueroux (1994:9) find that vision is the "picture of the ideal, the image of how we want to improve public safety and quality of life through community policing". A similar viewpoint is expressed by other scholars: "The vision of community policing is a picture of the future you seek

to create, described in the present tense as if it were happening now. It shows where we want to go and what we will be like when we get there" (Whisenand & Ferguson, 2002:48).

The vision of the Awassa police (Awassa City Police, 2005:2), as stated in the strategic plan, is that with the help and full participation or involvement of the community in crime-fighting activities, the town would be a safer and more secure place in which to live. The residents could also move about freely without tension or any fear of crime and disorder. In response to the question: "Do the Awassa police have a written vision statement?" all 30 personal interviewees answered in the affirmative.

The following question was asked: "Do the police in Awassa meet or fulfil the requirements of its vision?" All 30 personal interviewees replied in the negative and furnished the following reasons for the impracticability of the vision. Among the 30 respondents, 12 replied:

- Not every officer strives in his daily activity to achieve or fulfil this vision.
- The vision statement is left on paper with no practical effort to enforce it.

Fifteen respondents stated that there is

- Lack of morale and motivation; and
- No commitment.

The remaining three respondents said police were not being trusted to achieve their goal. This was left to officers.

Participants in the focus groups responded to the same question in the negative. The probable reason suggested here is they did not know whether or not the Awassa police have a written vision statement.

2.12.2 Mission of community policing

The mission of community policing is similar to that of crime prevention and the mission of the police. It is to control, prevent and fight crime through a strategy of wide public support. Moreover, the mission is the fundamental reason for the organization's existence (Whisenand & Ferguson, 2002:203). The specific mission of the police according to the NCPI (2001:22), and similarly according to Skogan (2004:149), encompasses the following:

- Suppression of crime;
- Apprehension of offenders;
- Recovery of property;
- Regulation of non-criminal conduct (such as traffic control and sanitation);
- Solving a problem and involving the community in the process;
- Making arrests and getting criminals off the streets; and
- Miscellaneous services (such as emergency aid, driver licensing and a wide variety of assistance to citizens including police community relations).

The mission statement of the Awassa police written in the survey document (Awassa City Police, 2007:30), indicates that its mission includes:

- Preventing and controlling crime;
- Investigating crime;
- Controlling and managing traffic safety;
- Enforcing law and order; and
- Providing an efficient and effective service to the community.

The respondents were asked: "Do the Awassa police fulfil its mission?" Eight replied in the affirmative and supported their responses as follows:

- Daily activities of patrols to prevent crime are conducted.
- Activities to investigate crime are carried out.

- The community has been educated on the negative effects of crime.

Twelve respondents replied in the negative. The probable reasons cited by these respondents were that there are serious and ever-increasing incidents of violent crime and fear of crime. Five other informants said that the mission statement had not been properly communicated to officers. The remaining five informants said there was a lack of the knowledge and skills required in order to convey the content of the mission statement to officers.

2.12.3 Values of community policing

According to Whisenand and Ferguson (2002:49), values describe how we intend to operate on a day-to-day basis as we pursue our vision. A set of governing values might include how we want to behave towards each other, how we expect to regard our community and the lines that we will and will not cross. Values are best expressed in terms of behaviour.

A number of scholars describe the behaviour of police in terms of values (Whisenand & Ferguson, 2002:203; Lab, 2004:55; BJA, 1994:25–6). According to these scholars, police should act in the following ways:

- Protect the lives and property of fellow citizens and enforce the law in an impartial manner;
- Fight crime both by preventing it and by aggressively pursuing violators of the law;
- Maintain a higher standard of integrity than is generally expected of others because so much is expected of them;
- Value human life, respect the dignity of each individual and render services with courtesy and civility; and
- Broaden the commitment by police officers to the needs and requirements of the community regarding public safety and security.

The same scholars define values as the beliefs that guide an organization and the behaviour of its employees. They note that a clear statement of beliefs

and goals gives direction to the organization and helps ensure that values are transformed into appropriate actions and behaviours. The entire organization must be committed to the values embodied by such mission and vision statements.

A common theme among the above-mentioned researchers is that community policing relies on the establishment of a clear and unambiguous link of values to behaviours such as trust, co-operation, collaboration and the show of initiative. Also, discretion (carefulness) in judging, the communication and dissemination of messages to others, ingenuity, respect and leadership are all controls that should guide the behaviour of an individual.

In summary, values are designed as beliefs and principles by which the police department fulfils its responsibilities. They represent the department's commitment to and social contract with the community.

Important values are reflected in behaviours according to Oliver (1998:159), who states that police should:

- Preserve and advance the principles of democracy.
- Place the highest value on preserving human life.
- Make crime prevention the number one operational priority.
- Involve the community in delivering police services.
- Believe in accountability to the community served.
- Commit to professionalism in all aspects of operations.
- Maintain the highest standards.

Lab finds that "formalized values serve as institutional pledges to the community" (Lab, 2004:55).

In response to the question: "Are values standardised and incorporated into the working styles of the Awassa police?" Fifteen (15) respondents replied in the affirmative that some of the value statements are written into the strategic plan of the Awassa police. A further 15 respondents replied in the negative

commenting that no officer was familiar with this value statement because they had had no training in it.

2.13   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 emphasises 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 maximise 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, Thibualt, Lynch and McBrande (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".

The respondents of this study were asked: "Were the necessary implementation procedures followed in Awassar?" Fifteen answered in the negative. The possible reason was a lack of knowledge and understanding concerning the implementation procedures required for community policing.

Ten respondents answered in the affirmative. They cited as examples:

- Guards hired by the community;
- Neighbourhood watch programmes in some places;
- Training of officers; and
- Informing officers of the requirements necessary to implement community policing.

The remaining five respondents did not mention implementation procedures as they had not undergone training.

2.14 BENEFITS OF COMMUNITY POLICING

The following are the benefits of community policing. It is described as community and police specifics 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 (Ziembo-Vogl & Woods, 1996:1).

The benefits of community policing suggested are summarised 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.

2.14.1 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, customised police service, community organization.
- It is mobilised and empowered to identify and respond to concerns.
- It experiences a reduction in problems and issues of concern as they are prioritised 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.

2.14.2   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 fulfil their duties and the importance of an alliance between the police and the public; and
- A recognition of the inter-relationship among police functions.

2.14.3 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: "Have the Awassa police achieved the above-mentioned benefits of community policing?" the following responses were given: eight respondents answered in the affirmative, whilst 12 answered in the negative. The latter group supported their answer as follows:

- Serious crime has continued, as has the fear of crime.
- The important benefits that were expected from a community policing approach have not yet been realised.
- The police in Awassa have not been committed enough, nor been a role model, in order to show the above benefits of community policing.
- The town police itself did not have a thorough knowledge or an understanding of the ultimate advantages or results of community policing before it came into effect.

Ten respondents did not respond to the question as they lack training.

The question was then asked: "What is the reason for the lack of benefits?" Fifteen respondents commented that there was lack of top-level commitment from officers and the other 15 noted the poor participation of the community and the police.

2.15   EVALUATION OF THE COMMUNITY POLICING INITIATIVE

Evaluation is a systematic assessment of various aspects of a programmed review. Therefore effort, efficiency, operations, effectiveness of performance,

adequacy of performance and the like can all be subject to evaluation (Hagan, 1997:389).

According to Oliver (2004:327–8), in the evaluation of community policing the following stand out:

- Evaluation is a tool to determine whether the delivery of police service is the best it can be and whether the citizens are satisfied with the service.
- Evaluation is necessary to determine if programs and certain practices are beneficial to the implementation thereof.
- Evaluation allows the police to prevent lasting mistakes.
- Evaluation must be utilized to assess programs, the environment and citizen satisfaction.

Community policing needs to be continuously assessed and re-evaluated to determine its successes and failures (Palmiotto, 2000:257–8). According to the BJA (1994:37–8), police officers could be evaluated in the following ways:

- How well they know their beats;
- How well they supervise problem solving and partnership with the community;
- By evidence of their insight, initiative and creativity; and
- By the motivation behind their actions.

Well-defined and suitable career paths for all personnel should be considered in the performance appraisal or evaluation. Rewards should be consistently given.

The respondents of this study were asked if the Awassa police evaluate community police initiatives. Eight respondents answered in the affirmative while 15 respondents replied in the negative for the following reasons:

- Lack of regular and standardised evaluation criteria;

- Neglect by the upper command; and
- Insufficient knowledge of the benefits of evaluating community policing initiatives.

Seven could not respond to the question as they lack information on the issue.

2.15.1 Criteria for evaluation

According to (Palmiotto, 2000:257), there are three important criteria for measuring or evaluating the success of community policing initiatives. These criteria are effectiveness, efficiency and equity and are discussed in paragraphs 2.15.1.1 to 2.15.1.3.

2.15.1.1 Effectiveness

The true mark of effectiveness will concentrate on the delivery of police services and customer satisfaction. Oliver (2004:337) finds: "The measures of effectiveness include concentrating on solving community problems, how the community and the police work together in a partnership and the level of customer satisfaction".

With regard to effectiveness, Messe (cited in Palmiotto, 2000:257) suggests that it is important to measure the outcome expected from the community policing strategy. The dimensions of effectiveness include reducing nationwide crime, decreasing citizens' fear of crime and improving the quality of life of communities. The success of the strategies to solve neighbourhood problems should also be assessed.

2.15.1.2 Efficiency

Efficiency is measured by evaluating whether the community policing strategy has obtained the best results from the available resources, and whether resources are being used to their fullest, in order to solve neighbourhood and community problems. Included here is the use of technology, use of community organizations, prioritising service calls, redefining job descriptions and co-ordination of problem-solving activities (Palmiotto, 2000:257).

2.15.1.3 Equity or fairness

Equity or fairness is used to assess every community-policing programme and its results (Palmiotto, 2000:257). Moreover, equity involves equal access to police services, equal treatment under the constitution and equal distribution of police services and resources among communities (Palmiotto, 2000:257).

The above-mentioned criteria are important to evaluate the success or failure of the community policing approach. To this end, the respondents were asked the question: "Have the Awassa police established the above-mentioned criteria to evaluate the success of the community police approach?" Ten respondents answered in the affirmative and motivated their answer by saying that officers were evaluated every month regarding their performance.

Fifteen respondents answered in the negative with the probable reasons suggested by the respondents being an inadequate awareness of the community police approach, an inconsistent implementation programme and a lack of knowledge of evaluation procedures.

2.16   SUMMARY

An attempt has been made to review the theoretical aspects of community policing from different sources. The literature study has been made to understand the community policing approach. In this chapter, important concepts of the community policing approach are defined, critically analysed and related to the actual context of Awassa policing to evaluate and compare what is done in practice. The community policing concepts discussed include crime, causes of crime, crime prevention, the definition, characteristics, principles and the basics of the implementation of the approach suggested by scholars. Methods used to evaluate the success and failure of community policing are also reviewed.

Finally, the important benefits that were derived from the community policing approach by the police as well as by the community have been presented.

CHAPTER THREE
FACTORS THAT AFFECT THE IMPLEMENTATION OF COMMUNITY POLICING

3.1 INTRODUCTION

Crime causes a humiliating effect on human life. Crime is a serious social problem that directly reduces the quality of the life of individuals and the community (O'Block *et al.*, 1991:8). In order to prevent this social event, the ability to predict, anticipate its occurrence and then to actively stop it from happening or all activities which reduce, deter or prevent the occurrence of specific crimes, is needed (Pelser, 2002:1). Pelser adds that crime and disorder, together with other social and economic problems, has become a major concern or agenda for police officials, as the police are the only organization that attempts to prevent crime-related problems. As Morgan (1996:1) also states, the primary function of police is concerned with preventing crime and catching criminals. So police play a major role in crime prevention (Lab, 2004:65).

However, it is difficult for the police alone to prevent the ever-increasing crime related issues, as police officers themselves have come to realise that they can no longer deal with social problems alone. As they do not have the necessary resources to address all contemporary problems, there must be the support of the community and political leaders in all requirements of the local police. Furthermore, officers understand that they alone cannot hope to reverse the growing cycle of violence, drugs and property crime in particular, that threaten to overwhelm many of our most vulnerable citizens (Radelet & Carter, 1994:v).

This fact indicates the need of involving the community, the local government and the police to work together to tackle the ever-increasing crime situation. It is necessary to establish a good relationship to create a partnership and solve community problems related to crime and this requires a new philosophy of community policing. Owing to this fact, community policing is a major agenda for police organizations the world over. Community policing is based on the concept that officers and private citizens work together in creative ways to

help solve contemporary community problems related to crime, fear of crime, social, physical disorder and neighbourhood decay (Crawford & Burns, 2002:179). Moreover, community policing is concerned with issues that affect the quality of life in an area, such as physical and social decay (Crawford & Burns, 2002:180).

To prevent crime successfully there must be community involvement or partnership. As mentioned by Lab (2004:201): "The community is a cornerstone of the programme and the police need to initiate a series of beat meetings to meet neighborhood residents and encourage meaningful interaction between the officers and citizens".

In this section, the literature gained from different sources is compared and evaluated with the views of respondents on safety and security issues. Finally, an analysis has been made to assess some of the attitudes, opinions, experiences and reactions to safety and security needs on the part of the community in Awassa. Moreover, the level of participation and the role the community plays in the implementation of community policing are analysed. Also, an attempt is made to identify the factors that affect the implementation of community policing in the Awassa community.

In addition, the chapter also deals with the attitude, commitment and ethics of officers, as well as their organizational capability to implement the community-policing approach. The Awassa police officers' conceptual understanding and knowledge of the elements, principles, strategies and characteristics of community policing are also examined. The chapter also deals with the successes and failures of the implementation of community policing.

3.2 ASPECTS IN THE COMMUNITY AFFECTING COMMUNITY POLICING

Since the community is a cornerstone for effective implementation of community policing, factors that affect the implementation of community policing on the part of the community, are presented in this section.

3.2.1   Involvement of community crime prevention committee

Community crime prevention means "a neighbourhood or a smaller area where people organize themselves into groups or networks to prevent local crime and other problems" (Rosenbaum *et al.,* 1998:35). Stevens states (2003:19): "The fundamental philosophy of community crime prevention is that the most effective means of combating crime and improving the quality of neighbourhood life involves individual residents in proactive efforts to reduce or preclude the opportunities for crime".

Tilley (2005:758) reflects on the role of neighbourhood watch programmes:

> Moreover, community crime prevention involves citizens involved in neighbourhood watch programs taking ownership of their neighbourhood. Neighbourhood watch programming is one of the most effective partnerships between the community and the police. Also, the information provided by neighbourhood watch members is used to solve and prevent crime and community crime prevention involves the participation of the community members in identifying priority issues and development of preventive responses, engaging in efforts to reduce crime or a mixture of these.

In response to the question: "Is there a community crime prevention programme in Awassa?" Different focus group discussions were held and members replied that there is no organized community crime prevention programme in the town. The possible reasons suggested for this are as follows:

- Most residents leave security issues to the police.
- Most residents are either reluctant or hesitant to participate.
- There is a lack of knowledge on the benefits of self-security and the importance of shared responsibility to prevent crime.

A very small number of participants suggested that in a few "kebeles" (district or lowest part of government organization) there are crime prevention committees responsible for watching their residential areas during the night.

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However, these groups are not effective as they do not communicate with the police and they do not carry out their crime prevention activities regularly.

As mentioned above, the implementation of the community crime prevention programme in Awassa is very poor. Respondents were asked: "Why are citizens reluctant or hesitant to become involved in helping with neighbourhood crime prevention?" Most suggested that it is because of a lack of willingness or interest by the community and a lack of commitment on the part of the community.

3.2.2   Police-community relations

According to Oliver (2004:31), police-community relations is a long range, full scale effort to acquaint police and the community with each other's problems and stimulate actions aimed at solving those problems. Both parties must be involved in identifying and solving all sorts of problems. Lab (2004:196) explains the importance of police-community relations to community policing implementation as follows: "Community policing requires co-operation among police and the other members of the community. Police-community relations are an attempt to resolve the abhorrence or anathema between law enforcement and citizens by opening lines of communication."

Radelet and Carter (1994:52) strengthen the above concepts by saying that to fulfil the requirements of community policing, there must be a good relationship between the police and the community. The community must show its willingness or interest to be involved in police activities. The police on its part should improve its service delivery to foster a good relationship. In the Awassa policing area, the relationship between the police and community, whether it is good or bad, was evaluated and compared with the existing literature.

In response to the question: "Do the police and community in Awassa have a good relationship or not?" Fifteen (15) of the 30 personal interview respondents answered that the relationship between the police and the community was poor. Ten respondents described it as weak or loose while

only five respondents said it was a good relationship. The possible reasons given for the poor or weak relationship are as follows:

- Lack of willingness and interest of the community to participate in police activities and in their own security matters;
- Lack of response to police calls;
- Suspicion of corruption on the part of police officers;
- Loathing of police misconduct;
- Failure of community to provide crime-related information to the police; and
- Police perceived as arrogant and brutal rather than as potential partners.

In addition to these reasons, some respondents indicated that there is a groundless hate towards police officers because the community think that the police always use force and apprehend citizens without reason. There is also the past negative image of the police by the community.

Those who found the relationship good gave as an example, the fact that some community crime prevention committees in some "kebeles", volunteered to watch their neighbourhood as well as those home-watch guards hired by the community. This shows that a good relationship exists between police and community.

3.2.3   Efficiency of school crime prevention programmes

School problems are used as indicators of possible future delinquent or criminal activity both in and out of school compounds. Teachers and others in schools have a great deal of contact with society's youth and are in a position to identify problems as they emerge. The role schools play in delinquency and the specific aspects of the educational process are important for discussing delinquency and this must be examined. Interventions regarding the harmful aspects found in schools should receive special attention (Lab, 2004:233). The school programme provides a full-time police service within the educational system. The objective is to promote and assist the school district

in providing a safe learning environment, which will improve relationships between law enforcement and the youth of today (School resources, 2005).

School engagement programmes place value on the process of consensus building and collaboration, as well as identifying and involving all levels of stakeholders to develop a common vision of school safety. School-based policing officers who take the trouble to go into the schools have many opportunities to interact positively with the youth, not to mention teachers and other school staff (School based, 2007).

Moreover, "youth violence prevention at schools or police partnerships by physically assigning police officers to schools, have been at the forefront of police intervention and collaboration. It is a vital program to prevent youth violence in school compounds" (School safety, 2005).

To the question: "Are there school crime prevention programmes in Awassa?" all respondents agreed that there is no school crime prevention programme in Awassa. To the question: "Do you think that schools are contributing to existing crime and disorder in the town?" all respondents replied in the affirmative. Respondents were also asked the following question: "What factors in school do you think contribute to delinquency?" The replies are as follows:

- Lack of moral and ethical education;
- Incompetence and misconduct of teachers;
- Lack of role model teachers, administrators, students, parents and agencies who meet to make decisions on problems;
- Lack of attention of the concerned bodies to avert incidents at school; and
- Lack of knowledge and understanding of a school's contribution in shaping an individual's behaviour for good or ill.

Although schools are places where the behaviour of youths is shaped, in Awassa school crime prevention programmes do not get attention.

3.2.4 Attitude and level of participation of different parties Involved

An attitude is a personal view about something or someone. It can be an opinion or general feeling about something (Stevens, 2003:84). Stevens (2003:13) further comments on the concept of attitude: "Moreover, an attitude can be an opinion or a general feeling about a view that we probably hold. It may be something that we either like or dislike. It includes an emotional component (that is the way one feels about something), a cognitive or evaluative component (what one knows or believes) and a behavioural or action component".

On the other hand, to promote safety and security issues, Segrave and Ratcliffe (2004:1) find that "effective police operations are dependent upon public support". The community is the foundation upon which community policing is built and community participation or involvement is the cornerstone of community policing (Walker, Walker, & McDavid, 1992:6). In addition, the manual for the South African Police Service (South Africa, 1997:8) points out that community involvement is the lasting answer to the problems of crime, disorder and fear.

The following question was presented to the focus groups: "Are all the Awassa community members involved in community policing initiatives?" Seventy percent (70%) of the participants said "no" and 29% said "yes". The other 1% of the participants said that they did not know whether all the community members were involved in community police initiatives or not. From the above data, one can deduce that most respondents consider that the level of involvement or participation of the Awassa community in community policing initiatives is very poor or weak.

The participation or levels of involvement of some parts of the community of Awassa were presented as the following:

- Neighbourhood-watch committee 60%
- School community 20%
- Media workers 25%
- Business community 25%

- Residents 45%.

As stated by the respondents, the above-mentioned residents participated or were involved in community policing initiatives. The other residents either do not know about the activities of community policing or were not involved in community policing initiatives. Most participants of the focus group discussion indicated that not enough had been done to involve the Awassa community in the on-going initiatives of community policing. The frequently cited reasons by the participants of the discussion for the non-involvement of the Awassa residents in the community police initiative are:

- Lack of knowledge and understanding of community policing philosophy;
- Fear of retaliation by criminals;
- Fear of police abuse;
- Little understanding of existing laws;
- Hatred for police due to their misconduct;
- Weakness of police to share power;
- Neglect in safety and security matters; and
- Leaving all crime prevention duties to the police.

From the above data, one can see that in Awassa, most of the community have not participated in community policing initiatives. The interest or willingness of the community is weak and their involvement level is very low. In response to the question: "What is their attitude towards community policing?" most respondents replied that it was difficult to determine the attitude of the community, namely, whether it was a positive or a negative attitude. The reasons given were that most residents were not involved in community policing initiatives and those who had been invited to participate were absent.

The other respondents suggested that the community of Awassa does have a positive attitude towards community policing. The residents needed to

undergo training in community policing but the evidence reveals that most residents in the Awassa community, did not get any sort of training in this regard. Hence it is difficult to measure the attitude of the Awassa community towards community policing.

3.2.5   Involvement of the business community in crime prevention

The business group has a crucial role in the implementation of community policing, as community policing promotes partnership with the community to enhance public safety, reduce fear of crime and improve the quality of life (Stevens & Yach, 1995:35).

This question was asked: "What is the role and responsibility of the business community in crime prevention?" The respondents stated the following:

- Provide timely feedback;
- Provide the necessary information about their business compounds; and
- Ensure the security of their business compounds.

In response to the question: "Does the business community play as significant a role as expected?" all respondents replied in the negative. The possible reasons are as follows:

- Lack of willingness to participate;
- Lack of attention to their businesses;
- Neglect of safety and security issues; and
- Fear of retaliation by criminal elements.

The final reason is because some of the business community fear potential criminals according to some respondents. In Awassa, business areas have been neglected either by the police or by business people themselves. These are areas that need great attention. As statistics of the town show, a high crime rate is registered around business areas. So it indicates that police and

the business community must give attention to starting a business area initiative with regard to community policing.

3.2.6   Role of the media

According to Trojanwicz (1996:1), the media play a significant role in propagating the concept of community policing. In order for it to be successfully implemented in the community, all forms of media should be involved, from the press and public television to the community newsletter.

In this connection, Radelet and Carter (1994:57) state:

> Police executives are establishing strategies to work more co-operatively with the media and are opening doors, where possible, to media inquiries and interviews. As a result, a more trusting bond, based on give and take, is developing to enable both sides to meet needs unique to their own responsibilities. This closer relationship is occurring, while the media focus will always address the more sensational and intriguing issues (that is how an audience is drawn), a co-operative relationship will permit portrayal in a more realistic light.

Moreover, as stated in the BJA's manual (1994:42), the media must be involved early in the implementation process to successfully market the idea or concept of community policing. In response to the question: "Are all media workers involved in the community policing initiatives?" All respondents replied in the negative. The possible reason mentioned was that there was a lack of training in the concept of community policing.

3.2.7   Role of the community

Citizens play a direct role in crime prevention. The community must play a more prominent role in community policing for it to be successful. People should assist the police with the detection and reporting of possible crimes and disorders (Redefining police-community relationships, 2005).

Stevens and Yach (1995:132) state: "Efforts are made to build on the self-defense units and community judges and apply self-governing values and standards to these community responses to the justice system". Since crime is a societal problem, society has a great role and responsibility for crime prevention (Lab, 2004:22; Berger in Oliver, 2004:244). According to Oliver (2004:244) and Palmiotto (2000:88), the possible roles of the community are:

- To be the eyes and ears of the police;
- To form patrols, confront criminals and disorderly individuals and drive them from the community;
- To be involved in crime prevention and quality of life activities; and
- To address the underlying causes of their crime problems.

Palmiotto (2000:88) describes the role of the community as being "central to crime prevention, a stage on which institutions such as families, schools, labour markets, retail establishments, police and corrections can perform. They must all confront the consequences of community life". Communities represent a vital source in community-police relations (Cox & Fitzgerald, 1991:173; Stevens & Yach, 1995:132), in developing some concepts of community policing. These authors consider that communities might play a leading role in their own safety and security.

In response to the question: "Have the communities of Awassa played their role in community police implementation?" all respondents replied in the negative and stated that the community of Awassa did not play the role expected of them. The members of the focus discussion group believe that if communities become involved and start to deal with their own problems, whether through community organizations or some other structure, they will play a direct role in crime prevention.

According to the focus group, the suggested roles expected of the Awassa community are:

- To monitor the police;

- To evaluate actions;
- To take the initiative to consult the police on their own safety and security issues;
- To participate voluntarily in policing and community policing initiatives;
- To plan and execute together with police, the safety and security needs of the community;
- To respond to police calls in a timely and effective manner;
- To make necessary resources available to police functions; and
- To have knowledge, understanding and awareness of laws and regulations and adhere to them.

Finally, the discussion group members commented that the Awassa community does not play the roles listed above. All participants agree that the community of Awassa has not made a maximum effort to look to its safety and security. They have left everything to the police.

3.2.8 Feedback to police calls

Crime prevention is no longer a matter for the police alone but also a task involving local authorities, the probation service, businesses and most importantly, community leaders and elected officials (Stevens & Yach, 1995:135).

The policy framework for community policing (South Africa, 1997:8) deals with the crucial involvement of communities. There must be a partnership between the community and the police that helps to get the community involved in performance evaluation and formal supervision of the community police officers. However, timely feedback from the community is part of the accountability process, since community residents will be evaluated in terms of their contribution to the success of community policing. As stated by the Community Policing Consortium (Redefining police-community relationships, 2005), citizens play a direct role in crime prevention. The community must respond to police calls.

This question was asked: "Does the community of Awassa respond to police calls in a timely manner?" All respondents replied in the negative. The reasons mentioned include:

- Neglect of safety issues;
- Apathy;
- Some may be suspected criminals;
- Lack of attention on the part of residents; and
- Police misconduct.

As suggested by the respondents, the community in Awassa does not respond to police calls in a timely manner, because of police misconduct and lack of knowledge of the importance of the community's involvement in safety and security issues. It is believed that community members have been called upon as witnesses to provide information about crimes committed and to attend community-policing forums to discuss safety and security issues. The community of Awassa is sceptical about the police calls for help and assistance and moreover, the Awassa community do not inform the police of crimes in progress or respond to police calls for help quickly.

3.2.9   Experience of the Awassa community

In this section, the experience of the Awassa regarding community policing is presented. The experiences of the community of Awassa are assessed in terms of the community's knowledge of or skill in crime prevention.

The respondents of the study suggested that some residents in a neighbourhood should patrol or guard their own residential area on a voluntary basis while others felt that they should hire neighbourhood-watch guards who were paid by the community. Others said that they ought to leave safety and security issues to the police. Moreover, the participants noted that some community members in Awassa hide criminals and crime-related materials.

As the response of some discussion participants of this study indicates, the experience of that part of the Awassa community that has attempted to

maintain its own safety and security through neighbourhood-watch programmes, together with the police, is an excellent sign and most promising for the future. However, the hiding of criminals and crime-related materials in some parts of the town is discouraging, as was mentioned by the focus group members.

Personal interviewee participants commented on the experience of the Awassa community's responses to police calls. This question was asked: "How do you evaluate the response of Awassa residents to police calls?" Twenty interviewees said it was not promising because they did not provide timely feedback. Seven respondents replied that the response was good. Three respondents said they did not know whether the response of the Awassa community to police calls was good or bad. The reason suggested by the respondents is the apathetic attitude of the community. Residents become active only when they are victims of crime but those who are not victims, do not provide any information to police. In addition, members of the community do not want to expose the violators because of fear of retaliation by criminals.

3.2.10   Community-police joint forums

The police alone cannot effectively control crime and address the causes of crime. To combat crime and disorder effectively, a partnership is the most effective method of policing, one in which the community is actively involved in planning with the police, in order to address policing problems. Structured consultation between the police and the community about local priorities, problems, policies and strategies is essential. A community-policing forum is one of the most effective mechanisms for joint planning and problem solving (South Africa, 1997).

Moreover, according to Oliver (2004:245), the community must have a voice in the forum itself that defines community policing, where the benefits are supposed to be delivered and must have a serious stake in implementing solutions as well as identifying problems.

On this topic, the question was asked: "Is there a regular community policing forum in Awassa?" Fifteen respondents answered in the affirmative, ten in the

negative and five did not respond to the question. Those who agreed motivated their answer by explaining that neighbourhood-watch programmes and guards hired in a few districts are the result of community police forums.

Those whose response was in the negative motivated it by explaining that in some parts where critical crime problems exist, there is a forum at which these issues can be discussed and solved. This applies only to existing problems in a given area and does not indicate a structured community-policing forum that involves the whole community. Those who gave no answer did not undergo any training.

All six groups concurred that when there is a critical crime problem, the police were called upon to discuss the matter but this does not indicate a structured community-policing forum.

3.2.11 Multi-ethnic and multi-cultural forums

Communities are of diverse nature and often have different ethnic groups, minorities, and interests and pursue disparate goals (BJA, 1994:3). According to Dempsey (1999:200), "each ethnic group strives and struggles to overcome life's challenges to acquire part of the country's dream-the-dream to be free to live, work, worship and pray as it sees fit". According to Stevens (2003:44), culture is a shared lifestyle. Moreover, it has fundamental characteristics such as symbols, language, values, norms, material goods and goals that distinguish it from other concepts. Cultural pluralism is when more than one culture exists in a given society, whereas ethnocentrism is defined as judging another group or culture by one's own standards (Stevens, 2003:50).

Here one problem can generate misunderstanding and conflict between two different cultural group members, especially if individuals feel their stand is the only correct one. Schaefer and Lamm (1995:80) support this by referring to one ethnocentric person as saying "our culture is the best". Therefore, it is explained as a tendency to assume that one's culture and way of life are superior to all others. The ethnocentric person sees his or her own group as the centre or defining point of culture and views all other cultures as deviations from what is normal.

Police officers provide a service to culturally diverse communities and to judge whose standards prevail and which is right or wrong, is difficult. Moreover, the cultural mix can cause problems. When internal cultures conflict, it can be a destructive and demoralising event, as there may be a misunderstanding between two cultural groups which can lead to conflict and taken to extreme physical confrontation. Keeping the above-mentioned barriers in mind and as is mentioned in the first chapter, the region of Awassa is multi-ethnic and each group has its own culture, language and other practices.

Thus, Awassa, the capital of the region has 56 and more nationalities, each with its specific multicultural and traditional practices. The respondents of the study were asked whether this might have its own effect on the implementation of community policing initiatives or not. This question was asked: "Do multi-ethnicity and multiculturalism affect the implementation of community policing?" All respondents answered in the affirmative. The probable reason they suggest was that since the town of Awassa comprises a multitude of different groups whose views and problems are varied, for example in culture, language and traditions, this factor may greatly affect the implementation of the community-policing approach.

3.2.12 Other aspects in the community

Other factors in the community that inhibit the implementation of community policing, as suggested by the respondents, are presented in the following paragraphs.

Most respondents at the station and area level have shown that not enough has been done on the part of the Awassa community to ensure effective implementation of the community-policing approach. The reasons most cited by the respondents for the negative view of police activity and general factors that affect the implementation of community policing initiatives in Awassa include:

- Lack of community commitment since not all residents are involved and those who are involved are not paid;
- Lack of interest and willingness by residents; and

- Lack of knowledge regarding the benefits of participation in their own safety and security issues.

Most Awassa residents have failed to commit themselves to peace keeping and partnership activities. This state of affairs is to be regretted. The community of Awassa is not sufficiently organized to protect the lives and property of residents from thieves or to become involved in the on-going initiatives so as to provide safety and security in every neighbourhood.

Some respondents suggested that this is because the community of Awassa still hides information and fails to inform the police of crimes in progress, because of fear of retaliation by criminals. The community comes to the police only when they are victims of crime, otherwise they fail to provide information. The respondents described the community of Awassa as "pig-headed, ignorant, apathetic and not well organized to support police activities in the town".

The probable reasons cited by the respondents were a lack of knowledge by communities about their rights and the system itself. Most respondents suggested that the community of Awassa lacks the necessary knowledge and understanding of the existing proclamations, constitutional laws, regulations, directives and procedures, on which policing activities are based. They added that communities corrupt the police so as to get illegal service, hide criminals and stolen property and do not give support with the necessary resources.

Respondents also suggested that the Awassa police suffer from a lack of necessary materials such as communication facilities and adequately furnished, accessible offices. Generally, the budget allocated is too low to meet the safety and security needs of the town. All the respondents suggested that the community must help or provide support with the necessary resources or materials to meet their safety needs.

3.3 ASPECTS IN THE POLICE THAT AFFECT COMMUNITY POLICING

In this section, factors that affect the implementation of community policing on the part of the police organization are presented. These aspects may be organizational, that is they include the number of officers, their theoretical understanding about community policing concepts and the quality, logistics, budget, laws and procedures that guide the police organization or which govern the police. These have been reviewed, assessed, evaluated and compared with practice. Moreover, the practical application of community policing concepts is evaluated. Focus group discussions and personal interviews were conducted to identify these factors in a police organization.

3.3.1   Conceptual understanding of community policing

As stated by Trojanowicz and Bucqueroux (1994:1), community policing is encourages people and the police to forge new partnerships to address the issues of crime, fear of crime and disorder in their communities. However, police organizations rush into community policing implementation without a full theoretical understanding of the community-policing approach. So the movement to community policing faces enormous challenges. Trojanowicz and Bucqueroux (1994:1) highlight the fact that "people jump on board without a full appreciation of what community policing is and without the know-how to make it work".

In Awassa, the knowledge of police officers in the theoretical aspects of community policing such as definition, principles, characteristics, nature of community policing and elements of community policing are examined or evaluated in the light of respondents' perspectives.

3.3.1.1 Officers' definitions of community policing

Police officers were clear about the theoretical aspect of community policing and how they defined the approach should be noted in advance. Police officers in Awassa were asked about the definitional clarity, whether they clearly understood and defined the approach or not. In response to the question: "How do you define the community-policing approach?" among

respondents in the personal interview, 20 respondents could answer in a similar way to the literature. These responses include the following:

- Reducing crime;
- Educating the public on the impact of crime;
- Preventing crime;
- Getting the support of the community;
- Creating a partnership;
- Supporting the police mandate to the community;
- Sharing power with the community;
- Involving the community in police activities;
- Policing business people;
- Working together with the community;
- Having a guiding philosophy for the department; and
- Having an approach that prevents crime.

Four respondents gave answers slightly different from those in the literature. Their answers include a programme, a style, a tactic and making crime prevention work or a job done by the community. Three officers did not specify what community policing is. They defined it as something other than a philosophy. Various answers included an attitude, a shift from the organizational model to a partnership, an orientation, a co-operative effort and a perception. The other three respondents did not give an answer. The reason might be that they have not had any sort of training in community policing, although they have served in the police for the last 20 years or more.

3.3.1.2 Additional concepts of community policing

All respondents of this study failed to define other concepts such as principles, characteristics and elements of the community-policing approach. They even failed to define some of the above-mentioned concepts of community policing.

The main reason why the respondents could not define community policing is because most of them are long-serving police officers and they have forgotten what they were taught in the training institution. Further reasons might be the following:

- Awassa police officers did not undergo training in the philosophy of community policing.
- Even those leaders in the police who manage community-policing initiatives in Awassa, have not had thorough training in the philosophy of community policing.
- The two- or three-day workshop training given to police leaders was insufficient for them to understand the philosophy of the community-policing approach.
- There is a lack of commitment by both lower-ranking and higher-ranking officers.
- The contribution of the public to policing is undermined.
- The dynamic nature of the definition of community policing is ignored; and
- Knowledge of community policing on the part of proponents and practitioners is limited.

3.3.2   Officers' views and perceptions

Information gained through focus group discussions and personal interviews sheds some light on officers' views, perceptions and the experience of police officers on the community-policing approach and they are presented in this section. Moreover, officers' conceptual understanding of the roles and responsibilities, their attitude towards community policing, willingness, interest and level of participation in community policing initiatives, are examined and assessed.

3.3.2.1 *Roles and responsibilities of officers*

The primary role and responsibility of the police is to prevent and detect crime (Morgan, 1996:1). The principal function of the police is directed toward the security of a person or property, the safeguarding of the public peace and the

detection of crime (Leishman, Loveday & Savage, 2000:124). Similarly, Dempsey (1999:112) confirms the role of the police stating that a policeman is a crime fighter, peacekeeper and social service provider. The roles and responsibilities of police as Dempsey (1999:116) notes are summarised as follows:

- Preventing crime;
- Arresting and prosecuting offenders;
- Recovering stolen and lost property;
- Supporting the sick and injured;
- Enforcing non-criminal regulations; and
- Delivering services not available elsewhere in the community.

In response to the question: "What is the role and responsibility of police officers?" all respondents gave similar responses to those in the literature mentioned above. They consider that the police should do the following:

- Play a role in educating the community;
- Be an example to others, be a role model for socially acceptable behaviour;
- Behave in an ethical way;
- Provide efficient and effective crime prevention;
- Give priority to proactive crime prevention; and
- Develop fast, effective and efficient information exchange mechanisms.

Most respondents of the focus group and personal interviewees mentioned enforcing the law and maintaining order. However, individually, very few respondents identified or defined the role and responsibility of individual officers. They motivated their shortcoming in this regard by stating that they did not get any sort of training in police science because they were employed as musicians, sportsmen and in other posts. Theoretically, officers defined and discussed their roles and responsibilities as set out in the literature but

practically, they failed to meet the actual requirements. An aggravating factor here is the assignment of untrained officers.

3.3.2.2 Attitude of police officers

According to Jerry (2009), attitude means one's mental position relative to something. Or it is a psychological response that expresses an individual's preference for an entity. In this study it also refers to the position, feeling, or manner of police officers towards community policing.

The attitude of Awassa police officers towards the community policing philosophy were measured, analysed and evaluated. To the question: "What is the attitude of police officers towards community policing?" most respondents suggested that they have a good or excellent attitude towards the community-policing approach. They said that if community policing were successfully implemented, it would help to alleviate or reduce the fear of crime and problems of crime. Above all, most police officers are interested in participating in this initiative.

Some respondents suggested that barriers to organizational factors such as lack of motivation and management shortfalls in practice might distort officers' interest and alter their attitude toward the community policing philosophy. This may affect the success of the approach. Moreover, the discussion participants all agreed that problems related to or dependent on a particular situation might have an adverse effect. Prevention initiatives are delayed by factors such as poverty, illiteracy, domestic and sexual violence, drug addiction, unemployment and sub-standard housing. In the practical context, these factors discourage officers and lower their morale thereby directing their attitude negatively towards the community-policing approach.

3.3.2.3 Willingness or interest of officers

The willingness or interest of officers is seen in their excitement, dedication or motivation as they become accustomed to the philosophy of community policing. Respondents were asked this question: "How do you rate the willingness or interest of police officers towards the community-policing approach?" Replies to the question were obtained in personal interviews and

focus group discussions. Most respondents who were asked personally and those who participated in focus groups, said that Awassa police officers are willing to share their powers with the community whom they serve. The respondents believe that involving the community in community policing initiatives will assist in reducing crime and disorder. They agree that they have goodwill towards and interest in the community-policing approach.

Some of the respondents said that the willingness or interest of Awassa police officers was weak, very low, not promising or simply bad. The officers think and feel that the community may take over the police authority or its power. They may then lose their authority to enforce the law and maintain order. Community policing involves the community in every action, including sharing the crime prevention work with the police. The responses of the respondents on the willingness or interest of police officers in the community-policing initiatives are presented as follows:

- Good interest in the community-policing approach (57%)
- Weak or poor interest (25%)
- Not promising (10%)
- Suspicious of the community-policing initiatives (7%)
- Did not know or could not answer (1%).

From the above data, it is possible to learn that according to the respondents, most police officers in Awassa have a good interest in the community-policing approach. A total of 57% commented that officers have a good interest in community policing.

The other respondents (25%) said that the willingness or the interest of police officers to participate in the community-policing approach is weak, bad or poor. About 10% of the respondents noted that officers were not interested and 7% of the respondents were suspicious of the community-policing initiative. Very few of the middle-level police mangers and patrol officers lack willingness and interest in the community-policing philosophy.

The most important reasons cited by the respondents for the negative attitude or lack of willingness or interest towards community policing on the part of officers are:

- Lack of commitment on the part of police officers;
- Lack of knowledge and understanding of community policing philosophy;
- Police officers' misconduct;
- Lack of necessary resources and budget;
- Lack of skilled manpower; and
- Lack of the necessary support or help from the community.

Moreover, some respondents provided the reason why they argue with other officers about their lack of interest in the community-policing approach. This reason is that before trying to implement the community-policing approach, there must be a number of changes. For example, changes in culture, organization, management styles and so on, are crucial. Moreover, the budget allocation for police selection, training and recruitment should first be changed before thinking about community policing.

The respondents strongly believe that if officers lack willingness to accept community policing, it is difficult to implement the philosophy. Because a single act of misconduct of an officer may distort the overall police image, officers should be careful of how they conduct themselves in community policing. If resistance comes from even a single officer it will cause great harm to the implementation endeavour.

3.3.2.4 Level of participation
Community engagement encourages agencies to develop partnerships with community groups to facilitate listening to the community and sharing constructive information (Skogan, 2004:xxiv).

Involvement means putting time and energy into socially approved activities such as night watch and helping children, the elderly and disabled with

activities. It needs the commitment and involvement of all concerned parties. Community policing requires collaboration and participation of all police officials and other members of the community. Hence, all members should actively participate in this initiative. The response to the question: "How do you rate the level of officer's involvement in the community-policing initiative?" is discussed below.

The results of the personal interviews and focus group interviews show that in the Awassa police community-policing initiatives, not all officers who work in the town are involved. However, the Awassa police have attempted to assign each officer to a permanent beat across the city and provide short-term training on the freedom to make decisions. This will be beneficial to the community by situating a police service in their neighbourhood and involving the community. However, officers will still bring suspects to the station in simple cases and will not apply their discretionary powers in their assigned areas.

As mentioned by the Community Policing Consortium, crime prevention encompasses all actions dealing with the fear of crime, criminal activities and the effects of crime (Redefining police-community relationships, 2005). Therefore, the police alone do not have the required efficiency nor are they the sole player in the area of public safety. The partnership involving the community will be beneficial to everyone. If not all the concerned parties are involved the initiative may lead to failure.

The levels of involvement of police officers working in different departments are presented below. In response to the question: "Are all police officers and civilians working in the Awassa police involved in community-policing initiatives?" all respondents replied in the negative. The probable reason suggested by the respondents was that those involved are working in the crime prevention department, whilst most officers working in the other departments were not involved.

The researcher went to the next question to ascertain how many members of departments were involved in the community policing initiative. This question

was asked: "How many Awassa police officers are involved in community-policing initiatives?" The respondents answered as follows:

- Crime prevention department
- Crime investigation department
- Supportive services
- Traffic safety management
- Civilian none.

Community policing needs the involvement of all to tackle the problem of crime that harms the lives and property of all. The concerned parties should show their interest and willingness to be involved in community policing initiatives. The police are the experts who take the overall lead in safety and security issues. Unless all the concerned parties are active participants, it is impossible to talk about community policing. All the respondents agree that participation is crucial to the realisation of community policing. When we come to Awassa policing, the participation of all concerned bodies is very weak or poor.

3.3.3   Practical application of the community policing concepts

In this section, some of the practical community policing concepts, problems during the process of application, theoretical aspects of the concepts of community policing integrated with the practical aspects and the response of respondents, are presented.

3.3.3.1 Application of change

Community policing requires reassessment of the organization's hierarchical structure, recruiting, training, promotion system as well as the recognition of police action. To implement effective change, programs must be designed in such a way as to minimize backlashes and resistance to change (Stevens & Yach, 1995:79). As stated by the BJA (1994:33), "community policing requires changes in operations, including decentralization of functions and facilities, role change for most personnel, new training, revised schedules and an

altered call-response system. All these changes require careful consideration and co-ordination through proper timing".

According to the policy framework for community policing (South Africa, 1997:10–14), change in officers' behaviour, attitude and the way they deliver the policing service must take place in advance. Since the implementation of community policing is to be institutionalised, there must be the necessary changes including structure, culture, strategy and management style, which take community policing beyond the philosophy and into the hearts and souls of the police agency.

In this regard, the respondents of the study were asked: "What are the necessary changes needed in the Awassa police to implement the community-policing initiative?" Not all the respondents specified the changes necessary to take community policing beyond a philosophy and into the heart and soul of the police agency. The respondents failed to specify the changes needed before the implementation of community policing.

The need for change in the organizational culture and in individual behaviour for the transition to community policing is an opportunity to improve the way police services are delivered. Institutionalising community policing requires the necessary changes and rethinking on hiring and selection, training, performance evaluation and promotion. It takes time for people at all levels of the department to become skilled in community-based problem solving and community building. The probable reason if that there might be lack of training in the community-policing approach.

3.3.3.2 Service orientation
The police are a service provider that must provide an efficient and effective service to the community. As stated by Stevens and Yach (1995:37), police services should be available regardless of race and gender. Moreover, police should also demonstrate a clear commitment to fair and non-discriminatory treatment of all members of the public. Since people want a speedy service, if they have to wait too long, they lose confidence in the police organization. Moreover, Stevens and Yach (1995:37) consider that "the police service

should be available to suit the convenience of customers and must be accessible to all who need it".

In response to the question: "What is your understanding of the Awassa police service delivery?" the respondents stated that the status of service that the Awassa police deliver to clients is ineffective and inefficient. In addition, it is provided in a poor manner and without a sense of accountability. The police service takes a long time to accomplish even a single and very simple task.

In response to the question: "Do you think that the Awassa police should provide a policing service that is fast, efficient, effective and less costly?" most respondents indicated that the police service delivered in Awassa is inefficient, ineffective and slow. Respondents added that perpetrators, witnesses, victims and their relatives have to wait at police stations for lengthy periods of time, which affects their productivity. The police service in Awassa demands extended time to get different police services. The respondents all agree that people want a speedy delivery of police service. If they have to wait too long for a simple service, they lose confidence in the police organization.

This state of affairs may have an effect on the partnership. If there is no partnership worth mentioning, then community policing is simply a joke. Respondents commented that the police service must be delivered in such a way that it is efficient, effective and based on the interests of clients. In order to create a good relationship or become partners with the community, policing services should be efficient, effective and excellent.

The respondents' comments on the police service delivery level at Awassa police stations are summarised as follows:

- It takes a long time to get a simple service.
- There is a lack of commitment.
- There is a lack of the skills required to carry out policing.

To conclude, the service delivery of the Awassa police is insufficient and ineffective. Respondents and discussion participants gave the following reasons why police take a long time to provide a simple police-related service:

- Police stations are not accessible to all residents.
- There is no speedy response to emergency calls.
- Police personnel are not sufficiently skilled to provide an effective police service.
- There is unethical behaviour on the part of some police officers.

Examples of unethical behaviour given by respondents include the use of force, alcohol consumption, and chewing "chat" while on duty.

3.3.3.3 Partnerships

As stated by the Community Policing Consortium, a partnership is any action designed to create durable working relationships (Redefining police-community relationships, 2005). The need and importance of partnership policing cannot be over-emphasised. For it to succeed, police should form an alliance with those who are best placed to help them. In this regard, it is better to get the support of churches, community elders, schools, community, media workers, elected officials and above all, the residents. In support of this it is stated by Stevens and Yach (1995:104) "everyone has a part to play in translating the theory of community policing into practice." To protect their own lives and property and in order to have the necessary support and involve the law-abiding community effectively, partnerships and neighbourhood-watch programmes are essential.

Forming partnerships with individuals and organizations in the community is essential to the success of community-policing initiatives. Partnerships help build trust and break down the "us" versus "them" perception that can prevent a department from effectively connecting with the community and interacting with various service providers in addressing community needs and combating crime. Moreover, community partnerships recognise the value of bringing the people back into the policing process. According to Morash and Ford, "all

elements of the society must pull together as never before if we are to deal effectively with the unacceptable level of crime claiming our neighbourhoods" (2002:156).

As stated by the Community Policing Consortium, "local governments, social agencies, schools, churches, business people and all who work and live in the community, have a stake in its development. They will share responsibility for finding workable solutions to the problems that detract from the safety and security of the community" (Redefining police-community relationships, 2005). Therefore, partnership with the entire community is crucial to support society, since this participation and involvement of citizens allows the police to build a new bridge of trust with everyone in the community.

The respondents said that to promote partnerships, all groups should realise that they could no longer deal with social problems alone. Most police officer respondents said: "We have no choice, we need partners." All respondents similarly define a partnership as involving the community and working together with the community. As stated by the Community Policing Consortium, a partnership helps keep communities safe and is an action designed to create durable working relations (Redefining police-community relationships, 2005).

In response to the question: "What is a partnership?" all respondents, both personal interviewees and group discussion participants, clearly defined it as set out in the literature. In response to the question: "Are partnership activities applied in Awassa?" the respondents suggested that since community participation is a cornerstone of community policing, the initiatives to be developed should be based on the assumption that community members will be both willing and able to respond positively. Yet, evaluations of past initiatives have found that responses vary considerably. Some groups of the community may be fearful or unappreciative, show an increased hatred of police brutality and the unethical conduct of some officers. Owing to the above-mentioned factors, the partnership activities of the Awassa police have not been successful.

The level of partnership and activities related to it in the Awassa police services, are summarised from information gained from personal interviewees and focus group discussions. The level of the partnership situation in the Awassa police service is presented as respondents have suggested. The level of partnership activity is defined as follows:

- Strong and good: 7% of respondents.
- Partial partnership: 37% of respondents.
- Weak or poor: 52% of respondents.
- Not yet realised: 3% of respondents.
- Do not know: 1% of respondents.

As can be seen from the data, most respondents said the partnership activity in the Awassa police is poor. Those who replied that it was weak suggested that the communities of Awassa were reluctant to participate in community policing forums. Respondents also commented that some residents of Awassa hide criminals and do not provide crime-related information to police. Many residents such as youths and church leaders are not included in community-policing initiatives. Moreover, gangs and suspects are not involved. Respondents also commented on police brutality, unethical conduct and weakness in providing police services in the town.

For these reasons, in Awassa there are either no partnerships or the partnership activity is weak. However, 7% of the respondents stated that there are good partnership activities in Awassa. These respondents furnished some examples of partnership activities such as:

- Neighbourhood crime prevention committees;
- Recently hired neighbourhood guards paid by the community in some parts of the town;
- Volunteers gathering for community-policing forums;
- Beat officers who are assigned to work with the community; and
- Suggestions on police performance through suggestion boxes, which are also the result of partnership activities.

To conclude this section, the respondents suggested that the police cannot do their work without the support and assistance of the public and the public cannot have peace and order without the police. The police-community relationships must be two-way partnerships. Moreover, crime prevention and the solution to crime problems can only be accomplished by a partnership between police and the community. So the respondents remarked that the police should make a maximum effort to form partnerships. In support of this, Rosenbaum *et al.* (1994:20) state "law enforcement depends on citizens' co-operation to successfully apprehend criminals and solve crimes".

3.3.3.4 Respect for human rights

As stated by Stevens and Yach (1995:9) "community safety is a fundamental human right". It means that people have the right to go about their daily lives, whether at home or at work, without being attacked and abused or having their property stolen. Moreover, they have a right to bring to justice those who commit crime.

The Constitution of the Federal Government of Ethiopia, in which Articles 25 and 37 state the right to equality and the right to justice respectively, ensures the above conditions. Similarly, the Constitution of the SNNPRSS, Article 18/1 states: "everyone has a right to protection against cruel, inhuman or degrading treatment or punishment" (SNNPRS, 2001) and in Article 16, "everyone has the right to protection against bodily harm" (SNNPRS, 2001). Respondents were asked about the level of respect for human rights shown by Awassa police officers. This question was asked: "Do officers in Awassa respect human rights?" Based on the above theoretical concept of human rights, the respondents of this study gave different answers for the principles of human rights. Twenty-five of the 30 interviewees replied that the police in Awassa do not respect and protect human rights. The possible reasons mentioned are:

- Lack of knowledge and understanding of the human rights declaration;
- Failure of the police to abide by the rules and regulations; and

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- Lack of accountability.

In Awassa there were a number of incidents of police misconduct mentioned by respondents. Hence because of this fact, the respondents all commented that their protection and fundamental human rights are being violated. The misconduct leading to a violation of an individual's human rights includes police brutality and unethical actions. According to the respondents of this study some of the human rights violated in Awassa include the following:

- Some suspects are imprisoned unlawfully and police detain suspects for a longer period than permitted.
- Force is used including abusive speech, commands to go home, field stops, threats or the use of physical force.
- Some police engaged in crime-prevention activities use unnecessary force.
- Police treat suspects unfairly.
- Police lack skill in police science and neglect their duties.
- Police lack interest in their work.

Because of the above-mentioned reasons there is no respect for and protection of human rights. Lack of interest was the major reason according to respondents. It is thus possible to say that police attempts to respect fundamental human rights are poor and this factor affects the implementation of community policing. All respondents remarked that police violate human rights conventions. So the application is weak and poor.

3.3.3.5 Level of accountability

One of the basic principles of community policing is that the police must be accountable to the legislature, supervisor and to the community they serve (Stevens & Yach, 1995:67). Accountability is a primary mechanism in terms of making the police accountable for what they do (Leishman, *et al.*, 2000:213). In response to the question: "How do you rate the level of accountability in Awassa policing?" all respondents replied that it was very low or poor. The most common reasons cited by the respondents are:

- Lack of skill in police science;
- Lack of educational qualifications;
- Lack of commitment to the existing laws; and
- Lack of understanding of the concept of accountability and the community-policing approach.

The second question asked regarding accountability was as follows: "Are the police in Awassa accountable to the laws and to the community they serve?" Among the 30 respondents of police personnel interviewed, 22 responded that police in Awassa are not accountable for their wrong or unlawful doings, either to the community or to the existing laws. Another four respondents said that the officers are accountable for their actions to the community they serve and to the existing laws. The remaining four interviewees could not give an answer or suggest anything on accountability.

The reason might be, as is learnt from the background information, that the officers have served for the last 20 years and more but have not received any sort of training in the philosophy of community policing. So they do not know what accountability means. They do not consider themselves accountable to the community, as the police in Awassa have not involved the whole community in crime prevention schemes. Hence, no evaluation of police activities and performances are possible because of a lack of formal supervision by the Awassa police.

The majority of respondents said that the Awassa police do not recognise accountability. They cited reasons such as that some police officers are corrupt, lack interest in serving the police organization and neglect their responsibilities. The appointment of officers as station heads and other vacant posts are highly suspect with nepotism rife. As a result, unskilled or unqualified officers or police members are being benefited because no merit system has been established.

All the respondents suggested that in Awassa, police officers use excessive force, act unethically, misconduct themselves, take benefits from customers, beat or scold the suspect and take bribes for the service they deliver.

However, no police officer has been taken to court for rude or unlawful actions. The respondents added that the non-realisation of accountability in the Awassa police service inhibits the public from participating in policing matters.

From the above data it is possible to conclude that the majority of respondents agree that the police in Awassa are not accountable for their actions, values, mission statement and different laws. The police are not taken to court for their misconduct and crimes committed and almost all officers are involved in such misconduct. Nobody has the courage to expose or investigate members and to bring them to court. It seems that they conduct themselves in mutually agreed ways. Police officers do not realise that even a single incident of police misconduct can harm the public image of the police. Therefore, because of the above-listed misconduct of the police in Awassa, the principle of accountability or answerability is defeated.

All respondents added that to promote the realisation of accountability in the town is very difficult because of the above-listed incidents or constraints. Focus group discussion participants, during the discussion, all agreed that there is no accountability in the town. The discussion participants similarly commented on police misconduct (as mentioned above by personal interviewees) since police in the town are not brought to court for their misconduct and unlawful actions. Thus, it is unnecessary to talk about the principle of accountability.

The respondents agreed that before discussing the implementation of community policing, the above problems must be addressed and the accountability of police to the community, as well as to the superiority of law, must be respected.

3.3.3.6 Leadership

Leadership should be visible, committed and supportive. It should include teamwork, trust and openness, giving authority to staff, recognition and reward of staff and generally valuing people within the organization (Leishman

et al., 2000:269). Leadership proposes a willingness to lead others and not to dominate through power.

The question was asked: "What do you know about leadership?" The respondents suggested that the successful implementation of a department-wide change to community policing, depends on strong leadership from the top. The chief official plays the most important leadership role by setting an example of good management to police managers all the way down the chain of command.

The next question was "What do you think or suggest about the leadership activity of the Awassa police?" The following are the standards or the leadership situations of the Awassa police, suggested by the respondents as they were summarised and presented. Among the personal interviewees, 45% of respondents said that leadership in the Awassa police is creative and an agent of change. It shows a willingness to lead others effectively and efficiently to attain policing goals.

The remaining 55% said that the leadership in the Awassa police dominates others by abusing its power.

From the above data, one can learn that most of the police chiefs who are working in Awassa show the following characteristics:

- They are not creative enough to perform policing activities.
- They are not creative enough to solve pressing crime problems.
- They are not change agents to bring innovation to police organizations.
- They possess a low level of willingness.
- They do not lead efficiently and effectively to attain policing goals.
- They abuse their power.

The respondents explained that ethnic bias and coercive action result in people not being ready to accept change. No merit system has been established. These are seen as barriers to the effectiveness and efficiency of police leaders in Awassa.

A further question was "Do leaders in Awassa have the necessary skills?" Regarding leadership skills, 20 respondents suggested that in Awassa, police chiefs do not:

- Exhibit leadership internally and externally for the commitment to changes required in implementing community policing;
- Implement the philosophy of community policing by collaborating with other departments;
- Understand and accept the depth of change and the time required to implement community policing;
- Express commitment to risk taking within the organization;
- Deal with internal resistance or backlash; and
- Deal with members who were unwilling or unable to implement the community-policing philosophy.

Leadership activities in the town are not fulfilling the requirements of leadership roles and qualities mentioned above. The respondents of this study said that town zonal police headquarters assign the police placed at police stations. The assigned officers are simply performing the orders of their superiors rather than enforcing the law and executing it according to the rules and regulations. Most officers of the station await the orders of their zonal chiefs. Their leadership quality is thus poor.

Since no merit system has been established in the town, the assignment and promotion of officers is not based on clear and well-formulated standardised regulations. The station heads are subjectively assigned at the will or interest of the zonal heads. So the assigned officers do not support or execute the community-policing philosophy. They do not have a clear commitment and conceptual understanding of the community-policing approach. The respondents all agree that most leaders in the town do not have the necessary ability and skill to lead the town police. They lack the necessary skills in police science, community policing and leadership qualities. Three of the respondents could not give an answer. They gave as a reason the fact that they did not have any sort of training in the philosophy of community

policing. These respondents did not explain their perceptions on leadership activities.

3.3.3.7 Application of vision, mission and values

An organization should be evaluated in terms of its achievement and the accomplishment of its vision, mission and values. The police organization should be expected to formulate and communicate the underlying vision, mission and values central to community policing. The vision, mission and values should be clearly communicated to all employees.

To the question: "Do Awassa police have a written vision, values and mission statement?" 25 of the 30 interviewees answered in the affirmative. The other five respondents said that they did not know whether the Awassa police have a written mission, vision and value statement. Those who replied in the affirmative commented as an example that in the town, there is a three-year strategic plan, which clearly and precisely states the vision, mission and values of the town police. They are really related to community policing. However, in this regard, officers assigned to the beat and department heads have not been trained in these vision, mission and value statements of the town police. The statements of vision, mission and value are on paper only.

3.3.3.8 Transparency

Transparency means that the activities of police are open to inspection by the community (Stevens & Yach, 1995:67). In response to the question: "Are police in Awassa transparent?" 20 respondents said that there is no transparency. They provide as a reason, the fact that the police in Awassa have not formulated a working plan together with the community. Most police stations do not advise or consult the community on the safety and security plans of the town police. The police plan and run the police force on their own without consulting the community. So because of this fact, most respondents agree that there is no transparency in Awassa.

The other seven respondents said that there was transparency in Awassa and they provided as a reason for their response, the fact that there are beat officers who are responsible for a fully-fledged police service. This includes

educating, consulting and solving problems that appear on the beat together with the residents, identifying problems and the safety and security needs of the residents. The other three respondents could not give an answer or they did not know about transparency. The reason might be they did not have any training in this regard.

To conclude the above responses, police in Awassa are not transparent. That is they do not plan with the community, execute their plans with the community and consult them on safety and security issues. Their activities are not checked or audited by the community. The police are also not brought to court for their rude or unlawful actions.

3.3.4 Effectiveness of community policing implementation

The effectiveness of the community-policing approach should be evaluated. Evaluation of effectiveness should be consistent. In this instance, it is important to know whether the Awassa police service has evaluated its implementation of community policing. The question may be asked: "Have officers attempted to come up with good results of community-policing implementation or not?" Another point is whether the implementation endeavour is sufficient, that is to say, whether maximum or insignificant efforts have been made. So this question was asked of respondents: "Has enough been done to ensure the effective implementation of community policing?" The following table shows the respondents' response.

Table 1: Percentage distribution of respondents by their responses to CP implementation endeavour

Response	Interviewee (%)	Focus group (%)
No	55	57
Yes	40	21
Do not know	5	22
Total	**100**	**100**

As can be seen from Table 1 about 40% and 21% personal and focus group respectively replied in the affirmative, namely, that in Awassa enough had been done to implement the community-policing approach. They motivated their response as follows:

- Police officers have been educated in the concept of community policing.
- Some voluntary community members have received workshop training for one or two days.
- Beat officers have been assigned to certain beat areas.

Respondents provided these examples as evidence that enough had been done on the part of the Awassa police to implement the community-policing approach.

Most respondents, 55% and 57% of personal interviewee and focus group participants respectively, said that in Awassa, not enough had been done to implement the community-policing approach. The most common reasons cited by this group of respondents are:

- Lack of personal and physical resources;
- Lack of support from supervisory structures; and
- Lack of general community participation.

Another common reason given is the view that community policing in Awassa is the function of a station head or a beat officer who is assigned to a defined area. The respondents see management's shortfalls as a reason for their belief that not enough has been done to implement the community-policing approach. This has been reinforced by a generally negative view of the ability of the Awassa police service to facilitate local police responsiveness.

3.3.5   Factors related to the role of police officers

There are a number of factors that affect the implementation of community policing in Awassa. Some of the obstacles that are inhibiting the implementation of community policing are identified as:

- Lack of conceptual or theoretical understanding about community policing;
- Unethical conduct or police misconduct;
- Lack of commitment;
- Lack of skill in police science and community policing; and
- Lack of proper training.

3.3.6   Organizational factors

An organization is a special-purpose group designed and structured in the interest of maximum efficiency (Schaefer & Lamm, 1995:151). According to Thibualt *et al.* (2004:61) "an organization is the thorough arrangement and sub-division of activities to secure economy of effort through specialization and co-ordination of work, thereby leading to unity of action".

Moreover, the term "organization" suggests the degree of co-operation between the individuals and groups within it. Indeed, an organization in which co-operation is non-existent can hardly be described as an organization at all (Macrae & Pitt, 1989:3). To achieve its goals successfully, it is better to organize the police service by ensuring a sufficient number of personnel, logistics, communication and transportation facilities, as well as laws and procedures.

In this section, the Awassa police organization is assessed and evaluated in terms of its capability to manage the community-policing approach. Its personnel in terms of quality and quantity, its existing logistic capacity, transportation and communication facilities and encompassing laws are assessed and presented.

3.3.6.1 Organizing by personnel

As stated in the Community Policing Consortium, hiring and retaining police officers to perform the functions of community policing appropriately, is a challenging and a pivotal goal for law enforcement agencies. Efforts to manage human resources in such areas as recruitment, selection, training, evaluation and promotion should get due attention in order to organize police staff (About the consortium, 2005).

To effect the deployment of personnel, it is better to analyse the work. The following assessment is about whether or not the Awassa police are organized by having a sufficient quantity and quality of police officers.

(a) Number of personnel (quantity of officers)

The number of staff personnel in crime prevention programmes should be determined by the workload requirements. According to the NCPI, "staff should be employed or assigned full time to a crime prevention program and their working hours should be established as appropriate for specific tasks of crime prevention as opposed to the general task of any agency" (2001:172).

The appointment of personnel includes developing job descriptions. Each job should be clearly defined and filled by a qualified employee. To achieve organizational goals, it is better to co-ordinate all organizational units and make them perform most efficiently to meet the purposes of the organization. The number of personnel should be proportional to the community to be served. In response to the question: "Is the Awassa police staffed by enough police personnel?" all respondents of this study, both the focus group and personal interviewees, replied in the negative. All agreed that one patrol officer intended to serve more than 1 000 residents, is insufficient. Respondents commented that it is unacceptable for one officer to cover these large patrol areas.

As all the respondents remarked, this may negatively affect or inhibit the implementation of community policing, since it shows a low number of police officers. This number is not proportional to the community to be served.

(b) Quality of police officers

Quality refers to the service delivered by police officers. It is the culture of an organization that is changing its emphasis from force to service. It is about ensuring that those police and civil staff who provide help and assistance to the public are well supported and thereby able to give the best service possible to those who need it (Leishman *et al.*, 2000:267). To provide a quality service, employees should have the necessary skills, background and training to accomplish the task that the description calls for (Thibualt *et al.*, 2004:68).

However, to measure the quality of personnel is difficult but the researcher has attempted to evaluate the existing personnel in light of their police training, academic background and work performance. To the question: "How do you evaluate the quality of Awassa police officers?" most respondents (personal interviewees and discussion participants) said that Awassa police officers are not well qualified to provide the necessary police service. They provide the following reasons for their answers:

- Lack of educational qualifications;
- Lack of skills training in police science as well as short period of police training; and
- Lack of interest in police work and commitment to the police profession.

3.3.6.2 Organization by logistics

The police agencies do not have the necessary resources to address contemporary problems of crime and disorder. To do it, there must be the support of political leaders and the community in all the requirements of the local policing needs (BJA, 1994:29). In response to the question: "How do you explain the demand and supply of the necessary logistics in the Awassa police?" the respondents suggested that the Awassa police is a poorly organized government organization and they qualified this comment as discussed below.

Offices with the necessary equipment, such as convenient offices and suitable furniture, are lacking. Another problem area is transportation. This is a basic means of reaching clients on time where police services are needed. Without transportation, it is difficult for the police to work effectively, or to respond to public calls and to prevent crimes in progress. So, an organization that wants to implement the community-policing approach should provide transportation. The respondents were asked whether the Awassa police have the necessary transportation facilities in order to carry out their duties or not. All respondents replied in the negative. The reasons suggested include a lack of necessary transport facilities such as cars, bicycles and motorcycles and inadequate communication facilities.

According to Oliver (2004:321), communication is a key ingredient for any successful organization. Essential communication skills for community policing is solely dedicated to teaching officers about the importance of communication. Open lines of communication among local government, private organizations, businesses, community groups and those community committees formed under neighbourhood watch, are essential. Moreover, communication tools and materials are necessary.

In response to the question: "Do the police in Awassa communicate effectively with residents?" most respondents replied in the negative. The possible reasons suggested by the respondents are that officers lack communication skills and undermine the benefit of public support. There is also a lack of communication materials or tools such as long-term and short-term walkie-talkie radios, Internet, fax, telephone services, uniforms and related facilities, weapons and other equipment.

3.3.6.3 Organizing by budget

Budget includes preparing the annual financial plan and operating expenses, salary and equipment purchases and other items. Budgets are only useful in a gross management sense. In order to deal efficiently with the budgeting process, the practitioner manager must learn how this process works beyond the level of crime prevention (NCPI, 2001:174).

The question was asked: "Do Awassa police get sufficient budgets to perform their policing activities?" All the personal interviewees and focus group discussion participants agreed that the police in Awassa are not well allocated or provided with a budget sufficiently large enough to perform their duties. Respondents added that because of budget inadequacies, the police are unable to go into the community to work together and successfully accomplish their activities.

3.3.6.4 Organization by police-related laws and procedures

In this section, an attempt has been made to evaluate the existing police-related documents such as regional police proclamations, regulations, directives, circulars and procedures. They were all analysed in terms of their applicability and relevance to crime prevention.

As it is stated in Stevens and Yach (1995:134), achieving the values of democratic policing needs to be supported in structure, systems, policies and procedures. Trojanowicz and Bucqueroux (1994:29) suggest that the "implementation plan of community policing must include a careful review of all existing policies, practices and procedures".

In this section, these police-related regulations, procedures and practices with an eye towards identifying problems to the community-policing approach are discussed. An attempt is also made to study and review the existing procedures, directives, policies, practices and regulations of the regional police. Interviews with police officers on the implementation or application of these policies and procedures in the town police and the relationship of these policies, practices and procedures to the community-policing approach, are assessed and evaluated.

The town police now have their own procedures, regulations and directives. However, they are obliged to obey, put into practice or implement the regional all-encompassing procedures, practices, community-policing implementation guidelines and regulations, as directed by the regional police commission. Some of these police-related laws, procedures, directives and policies are reviewed in the light of their relevance to community policing.

(a) Regional police proclamation

An attempt has been made to examine the regional police proclamation in light of its suitability to the community-policing approach. Proclamation no.38/2001 of the regional police, approved by the Council of Regional Community Representatives, provides the police with full authority to prevent and investigate crime.

In the proclamation the powers, duties, objectives, rights and obligations of the regional, zonal and district police organizations are clearly stated in its articles and sub-articles. Article 9, sub-article 4 of the proclamation states the police have the powers and duties to "carry out joint crime prevention activities by creating sustainable co-ordination with regional, zonal and special district authorities" (SNNPRS, 2001). None of the articles in the proclamation promote the implementation of the community-policing approach. Even the application of the proclamation seems very poor.

The respondents were asked: "Was the regional proclamation applied by the Awassa police in a fully-fledged manner?" All the respondents agreed with the suggestion given by the researcher in the previous paragraph, that the application of the regional police proclamation has been poor.

(b) Regional police regulation

The regional police regulation has been examined as a document to check whether the regulation has been reviewed in the light of the community-policing approach or not. The regulation was examined for its content and suitability to the community-policing approach.

In this regard, an attempt was made to examine the regional regulation no.14 of 2002 (SNNPRS, 2002). In the regulation, part 2 articles 4–8 refer to the recruitment and selection, training, assignment and transfer of police officers. However, the police have not followed it. The applicability of the regulation is weak or poor.

However, the regulation, rights, responsibility and obligation of officers are clearly stated but not well reviewed in the light of the community-policing

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approach. Moreover, as with the proclamation, its application is also very poor. All the respondents agree that its application is poor and is not reviewed in the light of community policing.

(c) Directives and other procedures

The researcher tried to search for some of the directives and procedures that help police to carry out their work but he could not find any. The respondents were asked why there were no directives and procedures to guide police activities. All the respondents replied that since the police force had been only very recently re-established regionally in a decentralised way, the rules, policies, regulations and directives which direct police actions, had not yet been formulated. Some of these directives are still in draft form and not ready for implementation.

In response to the question: "Has the absence of directives, procedures and policies influenced community policing implementation?" all respondents replied in the affirmative. The respondents were asked how it has influenced the implementation of community policing. They replied that in order to carry out policing, it is essential to have guidelines, procedures, policies and directives. If they are absent, the police organization experiences problems in achieving its goal. So to successfully accomplish policing, there must be pre-formulated directives, procedures, policies, guidelines and laws. These should all be reviewed in the light of the community-policing approach.

3.3.7 Other factors identified

In this section, factors in the police that are not covered in the above topics are presented. Factors such as research and development, participation of women police officers, police ethics, and stress and management shortfalls are assessed, evaluated and integrated with the literature and the responses of respondents.

3.3.7.1 *Management shortfalls*

According to the BJA (1994:31–32), "the police organization is called upon to display exemplary leadership in the move to community policing. Moreover,

the management must instil in the agency a new spirit of trust and co-operation that will be carried over into the relationship between the agency and its community policing partners".

In response to the question: "How do you evaluate the management style of Awassa police station heads?" all respondents remarked that police officers, as well as civilian heads assigned to the stations, have not received the attention of the concerned bodies. Most of the assigned heads lack the necessary qualification in police science. The town zonal headquarters make assignments. Zonal chiefs and the justice and security bureau also evaluate their performance.

Most of the suggested inadequacies of the town police heads are summarised as follows:

- They lack skills in police science and other management and related fields.
- Most of them are inaccessible and out of touch.
- Some of them are autocratic or defensive.
- They fail to be role models to their officers.
- They fail to consult with junior officers.

In addition, there is a lack of a clear and standardised merit system to appoint officers to vacant posts.

The following section explains the attitudes, experience and opinions of Awassa police officers towards service delivery. In response to the question: "How would you comment on the attitudes, experience and service delivery of Awassa police officers. All respondents made the following comments:

- The attitude of officers towards the community-policing approach and crime prevention is not good.
- The existing service delivery is not fast, efficient or effective. It is also not customer oriented or based on the needs of the customer.

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- Some officers seem to have a good attitude but their experiences are not good.
- Some officers display unethical behaviour that may damage the application of the community-policing approach and the image of the community.
- The morale of officers is low and attributed to poor working conditions and low pay.

3.3.7.2 Research conducted

To implement community policing, it is advisable to survey all relevant factors in order to identify barriers. Regarding assessment or research, the question was asked: "Have the Awassa police conducted research to assess organizational capabilities?" All the personal interviewees said that no research had been done to assess whether or not Awassa police had the necessary capacity to execute the community-policing approach. The respondents all remarked that before trying to implement the community-policing approach, it is important to carry out an assessment of socio-cultural and socio-economic peculiarities to identify what variant of the community-policing approach is suitable for the given area.

In response to the question: "Have the Awassa police assessed the community-policing implementation successes and failures?" all respondents said that there had been no assessment or survey conducted regarding the implementation of community policing. The respondents commented that there should be a check-up or audit of the implementation of the new approach. The reasons cited by the respondents for the general inability of the Awassa police to conduct research prior to implementation as well as post-research or assessments were the lack of skilled officers to carry out the survey and the lack of a research and development department.

3.3.7.3 Participation of women officers

Female officers have exhibited satisfactory work performances and are in good standing in the profession. Women officers are found to respond to calls as their male counterparts do (Dempsey, 1999:321). As stated by Stevens

and Yach (1995:38), women's participation in policing, whether as active participants from the community or as members of the police, is essential in the development of effective community policing. However, women officers are limited in the amount and type of experience that they are able to gain (Leishman *et al.*, 2000:237). Moreover, Stevens and Yach (1995:79) strengthen this view by suggesting that women are considered an afterthought in the police organization and under-represented in many specialist departments of the police organization.

To the question: "In the Awassa police are women police officers properly represented?" all respondents have given responses similar to those in the literature. Their answers include the fact that the ratio of male to female shows that there are few women. In addition, none of the women in Awassa are in senior positions. Men make all the decisions. As can be seen from the manpower statistics, women make up only 10% of the police officers in Awassa.

3.3.7.4 Police ethics and misconduct

The implementation of a sound agency policy requires the administrator to have a solid grasp on the ethical standards to be imposed on the organization (Abebe, 2000:14). Police ethics covers a broad range of police behaviour. Ethical standards are as important or essential to police organizations as they are to other professions. Police ethics have a great role to play in the implementation of community policing. The community expects its police to be a competent resource to the community, reflective of the community, honest, professional, reliable, and accountable (Cox & Fitzgerald, 1991:91). The following paragraphs discuss police ethics and misconduct.

(a) Police ethics

Police ethics is a "broad range of police behaviour and misbehaviour" (Miller & Braswell, 1993:157). Ethics are as essential to the police as they are to a physician or lawyer (Cox & Fitzgerald 1991:191). Ethics play a major role in the implementation of community policing.

As stated above, the community expects its police officers to be competent, resourceful, honest, professional, reliable and accountable. Law enforcement officers have a fundamental duty to serve mankind, to safeguard lives and property, to protect the innocent against deception, the weak against oppression and intimidation and the peaceful against violence or disorder and to respect the constitutional rights of all men to liberty, equality and justice (Perry, 1998:20).

(b) Police misconduct

Police misconduct is either a criminal act or a violation of the departmental rules (Palmiotto, 2000:69). The violation of police ethics affects the public image of all officers (Miller & Braswell, 1993:157). When the police are involved in misconduct or even when the community suspects that the police have committed acts of misconduct, the community loses confidence in the police because the community expects its police officers to be beyond reproach (Palmiotto, 2000:68). When the police lose the community's respect and trust, the department cannot be an effective tool in criminal apprehension and crime control. Without community support, it is believed that victims and witnesses will not come forward to the police. This is crucial because even victims and witnesses are willing to participate in the legal process and contribute to the arrest and prosecution of offenders.

Police misconduct may be unethical or amoral without being criminal and it does not have to result in personal gain. It may be a reflection of the community, the police department or an individual police officer (Palmiotto 2000:69). Respondents were asked: "What misconduct is observed among Awassa police officers?" Respondents of this study gave the following examples of unethical behaviour or misconduct of the town police:

- They use force during investigations and in apprehending suspects or offenders.
- Some officers, especially crime investigators and traffic safety controllers, are corrupt and suspected of taking bribes.

- Their absence from duty undermines the crime prevention field and is indicative of a lack of interest and motivation shown by all personnel.
- They take alcohol and chew "chat", some being suspected of drug dealing.
- Some do not wear full uniform and mix the uniform with other clothing.
- They abuse power by apprehending suspects unlawfully.

3.3.7.5 Police-community joint forums

As stated in the policy framework for community policing (South Africa, 1997), police work involves providing service to the community, and the establishment of a supportive police-community relationship is very important. The police should engage and share responsibility with the community in the overall task of policing. For this to occur there must be a structured consultation between the police and the community. Thus, community-policing forums are community-police joint meetings that discuss local problems, policies, priorities and strategies.

Moreover, according to (Pelser, 2002:65), community needs are expressed through community-police forums. Cognisance must be taken of elected councillors who have a democratic mandate from the people in their areas and should participate in the identification of community needs. Local government is also a key to the sustainability of community safety forums.

In response to the question: "Is there a structured community-policing forum in Awassa?" All respondents said that there was no regular community-policing forum in the town. Respondents added that sometimes when danger comes and the crime rate is high, the town police call upon residents to discuss the existing problems of crime and disorder, rather than to ensure that regular joint meetings and discussion forums are held. The reasons provided by the respondents for this state of affairs are as follows:

- Apparent weakness of the town police officers;
- Disinterest of some residents in being involved; and
- Lack of knowledge of the benefits of police-community joint forums.

3.3.7.6 Police stress

Stress is a force that is external in nature that causes both physical and emotional strain upon the body. The negative effect of stress on the police organization is that it reduces morale and causes problems in public relations (Peak *et al.,* 1999: 256). Most of the time, police officers are not satisfied with their profession. They appear to be worried about their work. The factors leading to stress in police work, as suggested by the respondents are poor training, substandard equipment, low pay, lack of opportunity, role conflict, exposure to brutality, fears about job competence, safety and lack of job satisfaction.

This question was asked: "What are the factors that cause police stress?" The respondents in Awassa furnished the following reasons:
- Poor pay;
- Police brutality;
- Poor living conditions;
- Lack of safety;
- Lack of job satisfaction; and
- Fear about job competence.

The respondents suggested that stress affects not only police work but also the health of police officials.

3.3.7.7 Police culture

Culture is a shared lifestyle. The manner in which one feels about oneself, either good or bad, is included in culture (Stevens, 2003:44). Police culture is defined as an occupational culture because it provides a shared and transmitted lifestyle, consisting of material and non-material elements (Stevens, 2003:98).

In response to the question: "What should be involved in police culture?" the respondents replied that police culture involves the following shared characteristics:

- Verbal communication

- Gestures

- Standards

- Similar initial training

- Uniforms

- Working styles.

3.4   POLICE INTEGRATION WITH STAKEHOLDERS

As has already been mentioned, the police alone do not have the necessary potential and resources to combat crime and disorder. There must be a partnership activity involving all groups. Lab (2004:209) stresses the importance of the integration of stakeholders: "[t]he police needs to join other criminal justice agencies, community groups and citizens to combat the underlying causes of crime." Among these groups are law courts, prosecutors, correctional services and neighbourhood guards that all have a direct role to play in safety and security issues.

As stated by participants in the focus group discussions, magistrates, prosecutors and the police have to work jointly to ensure the efficient and effective administration of justice and to carry out and implement community policing. However, the reverse is true for these important stakeholders. They do not work together with the police in the Awassa zonal police headquarters. A discussion of the integration of the Awassa police with its stakeholders is presented in the following paragraphs.

3.4.1   Courts

The courts can play a role in programme development. The court must be aware of community problems and a representative of the court in the planning process, can improve efficiency and effectiveness. An informed court can continue its role as the neutral arbiter overseeing government activities (Hashim, 2004:12).

In response to the question: "How do you evaluate police integration with courts?" the discussion participants commented that there are no joint forums

to discuss the problems of the justice system. Magistrates are expected to work closely with prosecutors, who in turn work closely with the police but magistrates are a neutral body appointed by the state, on the recommendation of the judicial service, to decide on matters in the case of conflict. They arrive at decisions according to the principles of fairness and impartiality, while upholding constitutional and fundamental human rights.

In Awassa, the culture of fairness, effective and efficient service delivery of police, by upholding constitutional laws and fundamental human rights convictions, is not evident. It takes a long time for even a single case to be investigated and a decision to be reached. The question was asked: "What are the factors in the court that influence the implementation of community policing?" The respondents answered as follows:

- Lack of clear procedures to establish accountability;
- Inadequate number of judges;
- Excessive number of cases, resulting in many postponed hearings;
- Absence of a speedy judicial process;
- Lack of ethical standards of judges, support services and workers; and
- Inefficiency of the courts to attend to cases.

The above problems hinder the efficient and effective administration of justice, particularly pertaining to the successful implementation of community policing. All the discussion participants agree that magistrates should be taught about community policing, just as police officers are. They have to play a direct role in the implementation of the community-policing approach.

In response of the question: "Do the courts or judges provide the necessary support to the Awassa police regarding the implementation of community-policing initiatives?" Fifty-seven (57%) of the respondents found that none of the judges support the police in community-policing endeavours. The other respondents replied that they did not know whether or not the participation of the courts was necessary for the implementation of community policing. Some respondents said, however, that courts have the responsibility to perform their

duties impartially and respect the rights of all communities. They can help police in different aspects of crime prevention.

However, in the case of the Awassa police, interviewees agreed that most courts are suspected of partial and unjust decisions. The interviewees, as well as the discussion participants, suggest that the performance of judges strongly influences the implementation of community policing.

3.4.2 Role of prosecutors

The relationship between the police and the prosecutor has always been an important component of efficiency (Woods & Zeimbo-Vogl, 2004:10). In response to the question: "What is the role of prosecutors in implementing community policing?" all the respondents said that prosecutors play a key role in ensuring the effectiveness of the criminal justice system. They have a responsibility to respect and enforce constitutional human rights and freedom and operate as per the criminal law and procedure.

To the question: "Are Awassa prosecutors carrying out their duties according to the role expected and the law?" all personal interviewees and discussion participants answered in the negative. The reasons cited by the respondents are:

- Prosecutors do not have any sort of training.
- Cases come to prosecutors after a long period of preparation.
- Some prosecutors are suspected of taking bribes.
- Prosecutors do not want to co-operate with the police and lack interest in helping the police regarding law enforcement.
- There is an absence of modern filing systems.
- Prosecution is slow.

All the respondents agreed that the problems encountered by prosecutors might inhibit the prosecutors' participation in implementing community policing.

Finally, respondents were asked: "Do prosecutors fulfil their responsibilities?" All the respondents replied that they do not fulfil their responsibilities properly. All respondents agreed that prosecutors take a long period to charge some suspects.

3.4.3   Role of prisons

The prison service contributes a lot to the implementation of community policing whether or not this role is expected of them. The respondents were asked: "What is the role and responsibility of the prison service?" The suggested answers of the respondents are:

- Provide corrective services according to the constitution;
- Respect human rights and freedoms stated in the constitution; and
- Correct prisoners and rehabilitate them through proper education.

The follow-up question to the respondents was: "Do prison services in Awassa fulfil their responsibility?" All the interviewees and focus group discussion participants answered in the negative stating that corrective services were carried out according to the authority provided to them by law. The problems suggested by the respondents as a reason are a lack of skilled personnel in the prison service and a lack of communication and transport facilities.

To the question: "Do prison services provide any help to the police in Awassa regarding community policing?" most respondents said that no help was provided. They provided the following reasons:

- There is no regular exchange of information.
- There are no joint meetings to discuss mutual problems.
- There is a lack of supervision and follow-up with the prisons to evaluate any change in behaviour.

On the other hand, some respondents agreed that there was help from the prisons. These respondents motivated their answer by stating that the prison service does the following:

- Looks after the prisoners well;
- Corrects and rehabilitates prisoners; and
- Helps police in crime prevention.

3.4.4   Neighbourhood guards

Recently in Awassa, selected neighbourhood-watch guards who are paid by the residents have been seen in some parts of the town. All personal interview and focus group discussion members believe that these home-watch guards or neighbourhood-watch guards really help police in crime prevention. Further, they allay the fears of the residents and ensure their safety and security, since they know of all crime-related problems in their own given area.

The respondents added that the police provide guards with short-term training. Guards are also identified by their uniform. The respondents considered this to be a good attempt or initiative, one that should be continued and followed by other residents or neighbourhoods.

The respondents' comments on guards include these observations:

- Guards lack training in some concepts, for example, laws, fundamental human rights, democratic rights and basic crime prevention principles.
- Guards lack police supervision.
- There is a lack of guards in all the "kebele" administrations.
- The random hiring of guards in a neighbourhood opens the way for thieves and other perpetrators of crime to leave well-patrolled areas and move into un-patrolled areas.

3.5   SUMMARY

To conclude the chapter, it is necessary to raise important points of the discussion. In this chapter, factors that influence the implementation of community policing in the community, as well as on the part of the police officers, have been identified. The factors were identified via focus group discussions and personal interviews.

Finally, the factors identified as organizational incapability and the attitude of police officers and communities towards the community-policing approach have been presented. The information gained has been evaluated, analysed and compared with the existing literature.

CHAPTER FOUR
FINDINGS AND CONCLUSION

4.1 INTRODUCTION

This research was born out of the need to identify the factors that influence the implementation of community policing. In this case, the theoretical aspects of community policing form the centre of the study and can be used to compare, contrast and evaluate the practical application of the approach. To this end, an attempt has been made to identify all factors that influence the implementation of community policing. Here discussion, analysis and finally conclusions are made in order to eliminate the existing factors that affect the implementation of community policing.

It has been learnt from experience and the response of the respondents, that police officers in Awassa have not properly implemented the community-policing approach. Their attempt has been without the full theoretical understanding and appreciation of the community-policing philosophy.

To tackle these shortcomings, 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, two research questions were formulated namely:

- What does community policing entail?
- Which factors in the community affect the implementation of community policing in Awassa?
- Which factors in the police affect the implementation of community policing in Awassa?

In an attempt to address these research questions, the researcher gathered information from the literature by authors of national and international origin. The researcher also held personal interviews and focus group discussions with participants at their convenience, to obtain knowledge from practice. These interviews and discussions have been held to enhance the validity of

interpretation by drawing on the experience of those most involved in the research setting itself.

4.2 FINDINGS

4.2.1   Findings regarding research questions
The following findings are related to the research questions.

4.2.1.1 Research question one: What does community policing entail?

(a) Operational definition

After studying a range of literature, the researcher was provided with an operational definition of community policing. In this research it was established that community policing is a philosophy and policy aimed at achieving more effective and efficient crime control, reducing fear of crime and improving the quality of life that guides police management styles and strategies to bring about police legitimacy, a greater need for accountability of police, a greater public share in decision making and a greater concern for civil rights and liberties. Finally, community policing provides a quality of life and a state of tranquillity for the community by requiring:

- Partnership with the community and concerned institutions;
- Adopting a proactive problem-solving approach;
- Participation of the public to decide on policing priorities; and
- Assuring accountability of police officers.

(b) Empowerment and delegation of subordinates to decide upon matters

Most of the respondents do not have a clear knowledge and understanding of the community-policing approach. Police officers have a lack of conceptual understanding as well as definitional clarity of community policing.

Not all respondents had a clear theoretical understanding of what community policing is and they did not specify what constitutes the community-policing approach. Very few of the participants in the personal or focus group

discussions defined the community-policing approach in a manner similar to that in the literature. Their answers include:

- Community policing is a policing tactic.
- Community policing is a policing style.
- Community policing is an approach to policing.
- Community policing is a programme of policing.
- Community policing is an activity of a partnership.
- Community policing is leaving the policing task to the community.

In summary, most respondents did not define or know about the community-policing approach. This indicates that officers, as well as community members, have not undergone proper training.

4.2.1.2 Research question two: What are the factors that affect the implementation of community policing?

There are a number of factors that inhibit or influence the implementation of community policing in Awassa. These factors have been identified as factors that influence the police as well as the community. The following paragraphs discuss these factors.

(a) Aspects in the community affecting community policing

It was established that the identification of factors that affect parts of the community are:

- Lack of commitment, participation and interest to be involved in policing;
- Hosting criminals and hiding stolen property and suspects;
- Bribing or corrupting officers to get illegal service or escape from illegitimate actions;
- Direct participation or involvement in disorder and crime in some sectors of the community;
- Lack of a positive attitude toward the police;

- Lack of feedback to police calls for consultation and community-policing forums;

- Hesitation in providing information and the required support with the necessary facilities;

- Lack of knowledge and understanding of existing laws; and

- Situation of an "us" versus "them" syndrome whereby the community leaves all safety and security issues to the police in the belief that the duty of crime prevention is the responsibility only of police officers.

The following is an example of the attitude of the Awassa community. If an incident occurs, some of the residents suggested: "It is an issue which requires the police to solve the incident". Most of the community do not involve themselves in solving the existing problems or they exclude themselves from assisting the police.

(b) Aspects in the police affecting community policing

In this section, factors that influence the police regarding the implementation of community policing, have been investigated. This includes the identification of factors that influence the implementation of the community-policing approach, either on the part of police officers or the organization. The following list sets out these factors:

- 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 guiding rules, procedures and practices;

- Lack of integration with stakeholders such as courts, prosecutors, correctional services, public sector and community crime prevention committees.

In addition, these shortcomings hinder the implementation of community policing:

- Lack of research and development;
- Unethical police behaviour or misconduct;
- Police stress and management shortcomings;
- Perception that women are an afterthought in the police service with a disproportionately small number of women compared to men in service.

(c) Aspects in the government affecting community policing

In this section, an attempt has been made to identify factors relating to the regional government or the zonal administration. However, nowadays, policing demands a close partnership between all parties. The government has the sole responsibility for controlling crime and ensuring the safety and the security of its people. To address this, there must be a well-organised police service in terms of manpower and resources. These include professional police officers, logistics, an adequate budget and continuously reviewed laws, procedures and policies in the context of the existing technological advancement.

In this research, the researcher identified the factors that affect the implementation of community policing on the part of the government as:

- Failure to allocate an adequate budget needed to perform policing duties;
- Lack of timely decision-making regarding policing matters; and
- Failure to formulate timely guidelines, procedures and policies required for the implementation of community policing.

To sum up, suggested supplementary factors that affect the implementation of community policing include:

- Lack of a common purpose among police leaders, police officers and the community;

- Poor communication among levels of command, military ranks and bureaucratic reporting structures of the police and community relations;

- Low morale of the police due to poor working conditions and low pay;

- Management shortfalls whereby managers fail to consult junior officers or staff;

- Lack of commitment, interest and willingness to be involved in the community-policing approach; and

- Lack of conceptual understanding of the theory of community policing on the part of police officers.

The organizational incapability to carry out community-policing initiatives is due to factors such as:

- Low number of police officers;

- Lack of necessary police science skills of police officers;

- Lack of logistical support;

- Insufficient budget;

- Unethical behaviour and misconduct of police officers;

- Lack of necessary guidelines such as policies procedures and practices;

- Poor integration with stakeholders; and

- Absence of women in senior posts or decision-making positions with all decisions being made by male officers.

Generally, the researcher established that there are failures of representation in the police service regarding gender, ethnicity, culture, sexual orientation, and equity. Since women are under-represented and some officers are suspected of corruption, there is neither fairness nor a representative police service in Awassa.

4.3 SECONDARY FINDINGS

The following findings have been made in terms of certain other relevant points that the researcher came upon during the research.

4.3.1 Purpose of community policing

The findings of the research established that the purpose of community policing is:

- To ensure that the community is consulted on its need to be involved in order to develop and implement a system of policing that reflects community values and which facilitates community involvement to address risk factors and to resolve problems;
- To fast-track joint planning and joint responsibility between the police and the community, as well as police accountability to the community through structured consultation; and
- To mobilise all resources available to the community and the police to resolve problems, promote security and to positively encourage the adoption of policing strategies to fit the particular requirements of the community served.

The respondents have a general understanding of the purposes of community policing. However, they have not yet seen the purposes in a practical context in Awassa.

4.3.2 Aims and objectives of community policing

Before police officers rush into community policing, it is advisable to understand the aims and objectives of the community-policing approach. The established aims and objectives of community policing are presented in the following paragraphs.

4.3.2.1 Aims

The aims of community policing are:

- To determine the appropriate range of services that the police will provide to the community through a process of consultation;
- To determine how those services will be provided in a sense of appropriate tactics and procedures;
- To jointly identify and define potential problems and move to correct them; and
- To establish formal on-going mechanisms for consultation and joint planning.

4.3.2.2 Objectives

The objectives of community policing are:

- Adoption of policing strategies to fit the requirements of particular circumstances;
- Mobilisation of all resources available to the community in order to resolve problems and promote safety and security;
- Accountability to the community and police officers through mechanisms designed to enhance transparency; and
- Broadening of the policing focus from crime control to proactive policing that is based on the underlying causes of crime, violence and disorder.

4.4 RECOMMENDATIONS

At the beginning of this research, it was stated that the set purpose was to evaluate the current community-policing projects in Awassa, with the specific intention to determine factors that are affecting the implementation of community policing and then to improve this model. In order to discover new information, the researcher intends to explore the international arena for a better understanding of what community policing is. This can only be achieved if police officers have sufficient knowledge, as well as a proper understanding of community policing.

The researcher, therefore, recommends that more research be conducted in the following areas to improve the community policing implementation process in Awassa.

4.4.1 Recognition of socio-cultural peculiarities

Activities in community policing should be undertaken within the context of the socio-cultural characteristics of a specific community and within the following parameters:

- The purposes, strategies, objectives and principles of community policing;
- The benefits of community policing and the safety and security status of the town;
- The mandate to implement community policing and the duties of the police;
- The various methods that help to implement the community policing approach;
- The appropriate crime prevention approach which is valuable for a given area; and
- High crime areas and various strategies which are helpful in implementing community policing to be considered during assessment or whilst conducting research.

4.4.2 Training

The researcher has established that there is a lack of knowledge due to insufficient training of community-policing concepts in different aspects addressed earlier in this research. It is therefore recommended that the following topics be incorporated into the training curricula of the Debub Police College, either in the basic or in the in-service training, since the police lack theoretical understanding of community policing. All police officials, as well as civilian personnel, should undergo training in the concept of community policing in the following areas:

- The meaning, purposes, elements, principles, strategies and benefits of community policing;
- The implementation of community policing;
- The evaluation of community policing;
- The mandate to implement community policing; and
- The role and responsibility of police as well as the community to implement the community-policing approach.

In support of the need for or importance of training, Oliver (2004:321) states that "in order to adequately prepare for the move to community policing, training must be provided to every member of the police departments — both line officers and management — as well as to local government, the business sector and members of the community". If training is effective, it should be communicated in order to reinforce changes taking place in the organization.

It is through training that skills should be integrated to supplement law enforcement techniques. Communication skills and leadership skills should also be developed. Hence, all police officials should possess skills in the techniques of problem solving, motivation and team building. Training also involves the entire agency and the community to help the police organization sharpen its service-oriented operations.

4.4.3   Equality of opportunity

The police service in Awassa must be dedicated to the realisation of equal opportunities for all with the view to address the following:

- Personal rules
- Ethics
- Morality
- Sense of justice
- Social responsibility
- Commitment to fair play.

4.4.4   Role of the public

In relation to the police service, members of the public should place a high value on the following:

- Consultation about their own safety and security;
- Responsiveness to calls;
- Respect for human rights and the existing laws;
- Provision of support to any actions of the police; and
- Fairness and ethical leadership.

Police must provide a quality policing service to their customers since quality means meeting customers' expectations. To meet the standards of a quality police service, priorities and standards of service delivery are needed. To meet these standards, police and the public should agree to consultation with local people. In that way, there will be a shared identification of problems as well as shared ownership of solutions. As a result, the service delivered should be effective, efficient, based on the needs of the customer and cost effective.

The researcher has established the essence of community policing. It is a return to the day when safety and security are participatory in nature and everyone assumes responsibility for the general health of their community. In support of this, Miller and Hess state: "Not just a select few, not just a local government administration, not just the safety forces but absolutely everyone living in the community must be involved in safety and security issues of their own" (2005:5).

4.4.5   Representative police service

In order to ensure the success of community policing, there must be a drive to ensure a representative police service and fair treatment of all staff, regardless of their background, ethnicity, culture, gender, sexual orientation, disability, class or language.

4.4.6 Values

Generally, to incorporate community policing into a police service, requires an agreed set of values and beliefs about policing to which every police officer is committed. This commitment will not be achieved easily and requires a process of education, consultation and persuasion. How this is achieved and what it includes will be one of the vital foundations in bringing about the required change. The exact nature of the process should be determined at the same time but there are some core beliefs and values that must be included and these are set out below:

- Respect for and protection of human rights;
- Transparency and openness, in relation to activities and relationships, inside and outside the organization;
- Demonstrated commitment at all times to deliver the best possible policing service;
- Empowerment of all employees to make appropriate decisions while facilitating the delivery of a quality service;
- Willingness to seek for, listen to and act upon, public opinion regarding policing priorities; and
- Support by the regional government in formulating laws, procedures and policies in relation to community policing.

4.5 CONCLUSION

The aim of the research was to determine the factors in the community and the police organization that influence the implementation of community policing in order to establish the community-policing model. Besides differences in application, community policing is the chosen way of policing in the contemporary world. We cannot deny the fact that the police could not do their work without the support of the public and the public cannot have peace and order without the police. Therefore, the police-community relationship must be a two-way partnership.

Because the police cannot shoulder the burden of crime prevention alone, it is important at this time for police officers to seek closer co-operation with the

community. Therefore, community policing is the major vehicle for police to tackle the ever-increasing rate of crime and disorder. For the community-policing approach to be effective, it requires partnership, problem-solving mechanisms, and the active participation of members of the public. It also requires the police to decide on policing priorities, empowerment and the delegation of duties to subordinates as well as to members of the community.

The researcher hopes that this research will empower police officers, as well as the community, with the knowledge of the theoretical aspects of community policing and the present practical situations regarding Awassa policing. The researcher anticipates that police officers will use the research to enhance their performance and ability to prevent crime more effectively in order to resolve crime and disorder.

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Interview schedule

The following information was made available to respondents prior to the commencement of the interview according to the code of ethics for research of UNISA (*UNISA policies and procedures for post graduate studies*, 2002:131).

Objectives of the research

The objectives of this study are:

- To evaluate the current community policing projects in Awassa with the specific intention of determining the factors affecting the implementation of community policing;
- To explore the international arena to discover new information for a better understanding of what community policing is: and
- To suggest new ideas to address factors affecting the implementation of the community-policing approach.

Method of research

The empirical research method was chosen for this research since it helped the researcher to experience the world as knowable and potentially measurable and avoided abstract reasoning.

Duration of the study

The study has taken five years to complete, from February 2004 to December 2009.

Dissemination of results

An attempt would be made to disseminate the results via the Internet or as hard copy to those in need of it.

Respondents

The anonymity and privacy of respondents have been safeguarded throughout the process. Interviewee and focus group discussion participants remained anonymous throughout the study even to the researcher. All materials and interview results from the respondents were kept under security. Prior to the study each respondent gave his or her full consent to his or her participation in the study. Respondents were expected to participate actively in the research procedure. No harmful incidents occurred during the course of this study. The researcher has the necessary qualifications to carry out this research.

Finance

The Federal Police University College of Ethiopia and the SNNPRS Police Commission covered all expenses.

TOPIC

ASSESSING FACTORS THAT AFFECT THE IMPLEMENTATION OF COMMUNITY POLICING IN AWASSA, FEDERAL DEMOCRATIC REPUBLIC OF ETHIOPIA

Research questions

1. What does community policing entail?
2. What factors affect the implementation of community policing?
3. How should these factors be addressed?

SECTION A: BACKGROUND INFORMATION

Part one: Background of the police

1. Are you a police officer?
2. Are you a patrol officer?
3. Are you a community-policing (CP) officer?
4. Are you involved in the crime prevention field?
5. How long have you served in crime prevention?
6. Did you receive basic training in crime prevention?
7. Did you receive basic training in CP?
8. What is crime?
9. What are the causes of crime?
10. What is crime prevention?
11. What are the models of crime prevention?
12. What are the strategies of crime prevention?

Part two: Background of the community

1. Are you resident in Awassa?
2. How long have you resided in Awassa?
3. Have you ever been involved in CP activities?
4. What do you know about crime prevention?

5. Is there a CP forum in your area?

6. Have you ever participated in a CP forum?

SECTION B: RESEARCH QUESTION ONE

What does community policing entail?

1. What is the definition of CP?

2. What is the purpose of CP?

3. What is the goal of CP?

4. What are the characteristics of CP?

5. What are the principles of CP?

6. What are the vision, mission and values of CP?

7. How often do the community and the police meet each other to discuss existing crime-related problems?

8. How do you evaluate the community's participation during a CP forum?

9. Motivate your answer for question 8. If the community provided constructive (forward-looking) and workable solutions, how would the police handle them?

10. Do Awassa police have a CP plan?

11. If the answer to question 10 is "yes", motivate your answer.

12. If the answer to question 10 is "no", motivate what is the probable reason.

13. Do Awassa police assess CP implementation schemes?

14. If your answer to question 13 is "yes", how often and how has it been conducted?

15. If not, what is the reason for question 13?

16. What do you think about the benefits of CP?

17. Motivate your answer to question 16.

18. How would be the CP implementation be evaluated?

19. Motivate your answer to question 18.

20. What are the strategies of CP?

21. Are all the characteristics of CP implemented properly in Awassa?

22. Motivate your answer to question 21.

23. Are the Awassa police personnel familiar with the principles of CP?

24. Motivate your answer to question 23.

25. What are the strategies of Awassa police regarding CP?

26. Do police in Awassa have a theoretical understanding of the nature of CP?

27. Do Awassa police have a written vision statement?

28. Do police in Awassa fulfil its mission?

29. Motivate your answer to question 28.

30. Have Awassa police achieved the necessary benefits of CP?

31. Motivate your answer to question 30.

32. Have Awassa police evaluated CP implementation initiatives?

33. Have Awassa police established criteria for evaluating CP initiatives?

34. Motivate your answer to question 33.

SECTION C: RESEARCH QUESTION TWO

What factors affect the implementation of community policing?

Part one: Factors in the community

1. In your opinion are all CP initiatives in Awassa successful?

2. If your answer to question 1 is "yes", motivate it.

3. If your answer to question 1 is "no", motivate it.

4. Do all in the community participate in the CP initiatives?

5. Motivate your answer to question 4.

6. How do you evaluate the attitude of the Awassa community towards the CP approach?

7. Motivate your answer to question 6.

8. How do you assess the community-police relationship in crime prevention?

9. If your answer to question 8 is "good", motivate it.

10. If your answer to question 8 is "bad", motivate the probable reason.

11. What are the roles and responsibilities of the community in crime prevention?

12. What are the factors in the community that influence the implementation of CP?

13. Motivate your answer to question 12.

14. Is there a community crime prevention programme in Awassa?

15. Motivate your answer to question 14.

16. Is there a crime prevention programme in Awassa?

17. Do you think that schools contribute to the existing crime and disorder in the town?

18. What factors in schools contribute to delinquency?

19. What is the role and responsibility of the business community?

20. Does the business community play as significant a role as expected?

21. Are all media workers involved in CP initiatives?

22. Does the Awassa community respond to police calls with timely feedback?

23. How do you evaluate the Awassa community's experience in the implementation of CP?

24. Does the community of Awassa play its role in CP implementation?

25. Is there a regular CP forum in Awassa?

Part two: Factors in the police organization

1. What is the attitude of police officers to the CP approach?

2. Motivate your answer to question 1.

3. What are the roles and responsibilities of police officers?

4. Motivate your answer to question 3.

5. How do you rate the willingness or interest of police officers towards CP?

6. How do you rate the level of officers' participation in CP initiatives?

7. Are officers in Awassa able to define CP?

8. What are the necessary changes needed to implement CP?

9. What is your understanding of the Awassa police service delivery?

10. What is partnership?

11. Do officers in Awassa respect human rights?

12. Motivate your answer to question 11.

13. How do you rate the level of accountability in Awassa policing?

14. Are police in Awassa accountable to the community they serve?

15. Motivate your answer to question 14.

16. What do you know about leadership?

17. Do Awassa police have a sufficient number of police officers?

18. How would you evaluate the quality of Awassa police officers?

19. How would you explain the demand and supply of the necessary logistics?

20. Do Awassa police have transport and communication facilities?

21. Do the police in Awassa communicate with residents efficiently?

22. Are Awassa police allocated a budget sufficient for policing activities?

23. What suggestions could you make regarding the application of the regional proclamation?

24. How would you evaluate existing laws, procedures and policies related to the police?

25. How would you evaluate the integration of the police with stakeholders?

26. Motivate your answer to question 25.

SECTION 2: INTERVIEW QUESTIONS FOR FOCUS GROUP

1. How would you assess Awassa police CP programme?

2. Motivate your answer to question 1.

3. What do you think of the roles and responsibilities of different parties in CP implementation (such as media workers, community and police)?

4. How would you evaluate the attitude of different parties to the CP approach?

5. Motivate your answer to question 4.

6. What are your suggestions on the following?

   - Quality and quantity of police in Awassa
   - Service delivery
   - Salary paid

- Promotion, transfer, retirement standards
- Skills training, training time, recruitment and selection criteria
- Accountability
- Ethical situation of the town police.

7. Motivate your answer to question 6.

8. What are the existing factors that affect the implementation of CP in Awassa?

9. What are the reasons for the existence of these factors?

10. What measures should be taken to solve problems arising from these factors?

11. Motivate your answer to question 10 and name the measures to be taken by the police, the community and the government to solve the existing problems.

12. How should these factors be addressed?

13. Motivate your answer to question 12.