

THE STATUS OF COMMUNITY POLICING AND ITS CHALLENGES IN ADAMA CITY, OROMIA REGIONAL STATE, ETHIOPIA

Gezahegn Gurmu,

Assistant Prof & Adm. V/president
Arsi University, Asella, Ethiopia

Abstract: *Ethiopian community policing institution was established in 2005, after 72 years of formal conventional police foundation in 1946 by Emperor Haileselassie. The purpose was to transform and to improve crime prevention and control of social disorder in the country. The major objective of the study was to investigate the satisfaction status of Adama City community as predicted from police officers procedural justice in service provision, frequency of police contact with community members in obtaining information, and performance effectiveness in peace keeping. Adama City was selected for the study as it was a city known for hot business transactions (the main road and the rail way from Addis Ababa to Djibouti cross it). The 384 study participants were determined to be residents whose age was between 15 and 64 years inclusive to avoid fallacy of maturity. The measured variables were: satisfaction status on community policing services, level of customers' contact with police officers, safety feeling, procedure of justice, and performance effectiveness. The result indicated participants' low satisfaction with community policing implementation as a result of poor procedural justice work, lack of feeling safety, and low performance of the community policing. The recommendations included: 1) building positive attitude towards community policing; 2) increasing contact of police officers with neighborhood community; 3) training on keeping procedural justice in providing community policing, skills of crime prevention and solving social disorders.*

Key terms: - community policing, satisfaction, procedural justice, safety, contact, performance

I. INTRODUCTION

1.1 Background of the study

In the traditional Ethiopian society, customary procedures were frequently used to resolve conflicts. Criminal disputes and social problems of different levels had been managed using elders and known personalities in the community even today. In Ethiopia, police service had been introduced in 1913 by Emperor Minilik II (Denney & Demelash, 2013). The police was known by the name "Yeketema Zebegna" (the City's guard). Emperor Haile Selassie formed a civilian municipal guard in Addis Ababa to ensure obedience to legal proclamations in 1942 and promulgated in 1945 after restoration of his power (Ibid). The Emperor disseminated the founding of the Imperial Ethiopian Police force in Proclamation 4/1942 in the year 1945. The national police force had evolved, by the early 1970s, into an independent agency commanded by a police commissioner accountable to the emperor. Since then, the Ethiopian police force has been carrying out the police duties. The main objective of police force was to secure the life of its citizens from crimes and social disorders (Denney & Demelash, 2013).

The practice of peace keeping by police has improved its approach in the western countries during early 1980's (Greene, 2000). In the same document, it was asserted that community policing was largely popularized in the United States and the United Kingdom from the 1980s. It was based on the platform of co-ordination and consultation between the police and the residents. The Current trends in U.S. police reform, falling under the broad label of community policing, began in the mid-1980s and continue to the present (Ibid).

Movement toward community policing has gained momentum in recent years as police and community leader's search for more effective ways to promote public safety and to enhance the quality of life in their neighborhoods (Greene, 2000). In the trends of community policing, the stress is a contextual role for the police (Wilson and Kelling, 1982). It emphasizes greater interaction with the community in resolving persistent neighborhood crime and disorder problems. It has many implications for police role definitions, strategic and tactical operations, and understanding about the limits of formal and informal social control (Kelling and Moore 1988). In Greene (2000), it asserts that community policing measures performance in terms of improvement in quality of life and involvement in problem-solving activities while the mission of the police remains the same in community policing as in traditional policing. In South Africa, the philosophy of community policing has begun in February 1990 shortly after the unbanning of the liberation movements, as they were in the vicious political violence that engulfed the country the shape of South Africa's community policing was set (Pelsler 1999). Likewise, in Ethiopia also the history of the community policing is a new approach used by the local government bodies for peace keeping and to prevent crimes. It is a recent development event in the country. Its official announcement had been in 2005 (Denney & Demelash, 2013; Mulugeta and Mekuriaw, 2017).

In order to improve the efficiency and effectiveness of its services to the citizens, the Ethiopian police force has been trying to implement the strategy of community policing as an institution. Community policing has been introduced to work jointly on activities of crime prevention. The exercise of community policing has been with the intension of improving the relations between the police and the community. The present effort to secure peace in Cities, Towns and Villages is through establishing community policing institutions. It is a strategy in which police and residents work jointly to prevent crimes and social disorders. It emphasizes the prevention of crime rather than the traditional policing method of responding to crime after it had happened.

1.2 Statement of the problem

Adama City is one of the vastly and rapidly growing industrial and business cities of Ethiopia located in Central Oromia Regional state. In Adama City, crime and social disorders were among social problems that the community members had been facing in their life. Thus, fears of crimes like theft of properties, robbery, assault and killings are among kinds of crimes affecting the quality of life of the

community. Therefore, the community policing strategy could be the remedy for the problem as this strategy involves the community in crime prevention activities.

In Ethiopia, community policing is a new approach used as a strategy to reduce and to prevent crime and social disorders in the neighborhoods. However, in the course of crime prevention, its exercise and implementation was not without complaints on the part of the community members. The writer had observed frequent abuses and misuses of the community policing. On the other hand, its effectiveness had not been studied scientifically in the city. Hence, it was intended to investigate the extent to which community policing had been effective as a strategy in satisfying the target community, sense of ownership to participate in the prevention and protection of crime together with the conventional government employed police staff. It is common to hear appeals from police officers in media saying "... we arrest the criminals with the support from the community...;" however, its effectiveness had not been studied so far in Adama City. Therefore, it was timely to conduct the study on the implementation status of community policing in terms of the indicators of the dwellers' satisfaction status and possible intervention mechanisms.

1.3 The research questions

The basic research questions used as themes of the study were drawn from the statement of the problem and were set as follows:

- 1) What was the participants' satisfaction status on community policing services?
- 2) Was there sex difference among participants on the satisfaction with community policing services?
- 3) What were the indicators of the participants' satisfaction rate on community policing services?
- 4) What were the major challenges of community policing implementation in Adama City?

1.4 Objectives of the study

The major objective of the study was to investigate the satisfaction status of the local community in the implementation of the community policing strategy in peace keeping. The specific objectives of the study were:-

- 1) To investigate the participants' satisfaction rate on community policing services.
- 2) To examine sex differences among participants in their satisfaction with community policing services.
- 3) To find out the indicators of the participants' satisfaction rate on community policing services.
- 4) To identify the major challenges of community policing implement in Adama City.

1.5 Delimitation of the study

The scope of the study was confined to Adama city community members, polices and the Police Officers. The city was selected as it was an ideal place to study the problem as crime events like killing, theft, abuse of taxes, illegal businesses, and harassment had been reported frequently.

1.6 Significance of the study

Community policing has been considered as a remedy to crime and social disorders nowadays in Ethiopia. However, its implementation was accompanied with complaints, rumors of abuse, and ineffective practice. Therefore, it is timely to study the existing challenges in its implementation. The researcher had thought investigate the participants' satisfaction status, examining sex differences on the participants' satisfaction status on community policing services, finding out the indicators of the participants' satisfaction rate on community policing services, and identifying the major challenges would help for possible intervention. Moreover, the research would be a stepping stone for other researchers who want to conduct further study in the area of community policing and peace keeping by the community participation at local residents. The result is expected to benefit all partners working on crime and social disorders as the result presents indicators of failures of community policing implementation.

II. LITERATURE REVIEW

2.1. Concepts of Community policing

Community policing has been considered as a new approach introduced to combat and prevent crime and social disorders in Ethiopia. It is a strategy in which partnership is established between police and the community in preventing the crime and other social disorders. It focuses on reducing crime rate in an area through cooperation and building trust between the community members and polices (MacDonald, 2016). Its intention goes with the opinion of Wilson and Kelling (1982) which was reflected in the idea that the ultimate purpose of community policing is to ensure better, responsive, responsible, efficient and effective police services to the community. Therefore, it is a strategy to enhance the efficiency of the regular police men.

In the course of improving the overall quality of life of the community both the police and community must work together to identify, prioritize and solve contemporary problems such as crime, drugs, fear of crime, and social, physical and overall neighborhood social troubles (Cops Office [online] 2004. Community policing is a philosophy and organizational strategy that promotes a new partnership, the police and the public. Community policing requires citizens' commitment for effective police response to individual crime, incidents and emergencies with the goal of exploring new proactive initiatives aimed at solving problems before they occur.

2.2. Objectives of community policing

The aims of community policing is to improve provision of security services by the police in collaboration with the public with appropriate tactics and procedures. It is a scheme with strategy of joint operation to identify and define potential security problems and move to correct it. The "adoption of community policing strategies is to fit the requirements of particular circumstances, mobilization of all resources available to the community in order to resolve problems and promote safety and security. The strategy shares accountability to the community and police through mechanisms designed to enhance transparency and broadening of the policing service. It is proactive policing and focuses on prevention of crime, violence and disorder based on the underlying causes than controlling and penalizing after the events.

2.3. Core components of community policing

Community policing institution works proactively to identify and solve problems (MacDonald, 2016). In order to deal with critical issues of the community, in the course of crime prevention and control of social disorder, identifying the problem and giving solution, the police have to involve the community members. The community should have to have trust in police and cooperate with positive mind set. Effective community policing depends on optimizing positive contact between police and community members and building positive attitude in both partners (Bureau of Justice Assistance, 1994).

The organizational structure of the local administrative structure had included the police institution at kebele(s) and the neighborhood community (Bruce, 2013). Common understanding of the intent and practice of community policing by the police officers and the residents has to fit into the approaches of organizing the institution at local administrative level (George and Kelling 1988). Change should have to come in the understanding and positive attitude of the community members Tillman (2000), stated areas of concern in implementing an effective community policing strategy as 1) perceptions of the law enforcement administrators about community policing, 2) the principles and strategies of community oriented policing in their agencies, and 3) believe of administrators about effective skills needed for police officers. Skogan and Hartnett (1998) state that enhancing the capacity of police departments and the local community to learn from one another is to support them to have more creative problem solving capacity. Training reinforces the changes to take place in organizational values and strategies; and help in building consensus, resolving, and unifying both inside and outside environment of the police organization (Bureau of Justice Assistance, 1994)

2.4. Theoretical concepts of community policing

The normative sponsorship theory presents that a police is expected to explore the resources the community it serves by creating good relationship and cooperation with the community members. The implication is that a police alone cannot achieve positive transformation without the support of the public (Aliyi, 2012; Tiedke, et.al, 1975). It also requires adapting the norms in which the local community supported the implementation of community policing (Tiedke, et.al, 1975).

The “Broken Windows theory” asserts that the moment planned disorderly behaviors such as drunkenness, begging, vandalism, etc. are not controlled, an atmosphere is created in which more serious crimes will be committed (Wilson and Kellings, 1982). The theory advises that any crime or social disorders, regardless of its severity or triviality, should be addressed timely (Wilson and Kellings, 1982).

In social resource theory, it is argued that social resource theory is a theory of democratic governance, empowerment, and a theory of self-help (Wong, 2008). The social resource theory begins from observing that crime represents illegality but only from the state point of view. However, for the people, crime represents one of the experiences of life, the theory represents a radical shift in theorizing community policing because it completely gave people the power in effect and made the police influence a social resource, made visible by the state by choosing within the citizens to address societal ills (Reaves, 2015).

2.5. Community policing in Ethiopia

Community policing is relatively a new institution in Ethiopia. It was introduced officially as a strategy at the national level in 2005 (Denney & Demelash, 2013). It was aimed at providing decentralized police services. Specifically, it was aimed at addressing the local community in crime prevention and social disorder control services. A pilot survey study indicated that although it is a recently introduced, community policing is practiced at local community level in Ethiopia (Greene and Kebede, 2012). In the endeavor to improve the security services of the country’s citizens, the government community policing has been included in the training curriculum designed for the police trainees of Ethiopian.

In general, community policing stimulates creative solutions in the community neighborhoods (MacDonald, 2016). As indicated in the same document, police officers working closely with the community can understand their concerns and can help break down stereotypes. Therefore, the central purpose of community policing is shifting the concern of police officers’ bureaucratic effectiveness to emphasizing on the public services and the satisfaction of the citizens (Sherman and Eck (2002).

III. RESEARCH METHOD

3.1. Research Design

The research design employed for this study was descriptive survey research method. Quantitative approach was used to investigate the relationship between Adama City community members’ satisfaction status in community policing service and its indicators and in terms of gender, age, and educational status. Adama City is located in the East Shewa Zone of Oromia, at 8.55° N and 39.27° E at an elevation of 1712 meters, approximately 100 km southeast of Addis Ababa. The city sits below an escarpment to the west, and in the Great Rift Valley to the east. Based on figures from Ethiopian Central Statistical Agency (CSA), the city had an estimated total population of 373,661 (185, 107 males and 188, 554 females) as of 2016. The typical weather is usually dry with hot air.

3.2. Participants

The target population for this study was the total number of community members who had been living at least since 2013 in Adama city. Experience year of two to five years was deemed sufficient as two to five years stay in an area was used for the right to vote during election in the country. All the 14 kebeles (Ganda’s) that had been under the administration of Adama city were included in the study. Four kebeles (Ganda’s) were excluded as they were sub urban. The 2016 CSA projected total population size was 260, 000 (129, 823 males and 130,177 females) for the residents whose age ranged from 15 to 64 years (Finance and Socio Economic Development, 2017). Based on sample size determination technique of Krejcie and Morgan (1970), the sample size was determined to be 384. Both males (192) and females (192) were equally selected using simple random sampling method.

3.3. Variables

The major objective of the study was to investigate the satisfaction status of the local community in the implementation of the community policing strategy in peace keeping. The possible factors assumed to contribute to the satisfaction status of the local community with community policing strategy were Safety, Procedure of justice, police Contact with the community and Performance effectiveness as per the strategy.

3.4. Data Collection Instruments

The tool used for the data collection was questionnaire consisting of Individual Data Form (IDF), Likert- scale type items, and additional subjective and objective types of items which were used to answer the basic research questions. The IDF helped to collect information about selected demographic characteristics of the respondents, including educational level, sex, age, number of years lived in Adama city and type of job. The Likert scale type items were designed to measure participants’ satisfaction status on community policing services, level of customers’ contact with police officers, Safety, Procedure of justice, and performance effectiveness of the police. Using pilot test data, reliability coefficients were computed using Cronbach alpha method of estimating reliability for the scale, and the result was high (value of $r = 0.86$).

3.5. Method of data Analysis

As the research design of the study was quantitative in approach, frequency distributions, standard deviation (SD) and correlation coefficients (r) were used to describe the magnitude of the variables under study. Since the analyses were made based on demographic characteristics, the categories were made based on sex, age, job, and experience in the city. In order to test the significance or non-significance of the measures, t-test and F-test were used to determine differences between groups and associations among the variables.

IV. ANALYSIS AND PRESENTATION OF THE DATA

The study investigated the participants' satisfaction status, indicators of the satisfaction, sex differences, and the major challenges affecting the implementation of community policing in Adama city. The participants' response rate of the questionnaire distributed was 97%. In the analysis of the data, procedurally, first an overview of the analysis of demographic characteristics of the participants was presented. Then, statistical analysis of the data and its description followed. Thirdly, tests of statistical significances with their interpretations were presented.

4.1 Demographic characteristics of the participants

The number of participants in terms of sex, age ranges and their distribution across their job are presented in Table 4.1. As presented in Table 4.1, male and female participants were 47.58% and 52.41%, respectively. In terms of their age range, the participants were distributed all over the age categories set. The majority of the participants were either running their private business (136) or they were government employees (180). The rest of them were either retired (28) or had no job (28).

Table 4.1: Number of participants by sex, age range and job status

		No.	%	01	02	03	04	Total	
Sex	Male	177	47.59	07	61	93	15	177	
	Female	195	52.41	21	75	87	9	195	
Total		372	100	28	136	180	24	372	
Age range in years	15 – 29	067	18.01	12	18	37	0	67	
	30 – 39	089	23.92	6	56	27	0	89	
	40 - 49	103	27.69	9	51	43	0	103	
	50 - 59	081	21.77	1	7	61	12	81	
	60 - 69	032	8.60	0	4	12	16	32	
Total		18 - 64	372	100	28	136	180	28	372

Note:- Job status is coded as: 01(no job), 02 (private business), 03 (government employee), 04 (retired)

The analyses of the data obtained from the participants on the scale items were done in relation to the demographic profile.

4.2. Participants' satisfaction status on community policing services

Since the maximum mean score on each item of the scale items measuring satisfaction status was 5, a mean score below 50% was considered dissatisfaction, while an average score above 50% and above was considered as presence of satisfaction. The mean scores in Table 4.2 imply low satisfaction of the participants with the community policing services. It might be interpreted that there was gap in reaching the objective of improving community policing services.

Table 4.2: Mean scores on the satisfaction measures on community policing services

S.No.	Items for rating community policing service	Mean Score	%	Std Dev
1	Satisfaction with police service for Traffic related contact	2.87	57	0.90
2	Satisfaction with police service for emergency call to police	3.02	60	0.90
3	Satisfaction with police service for other than emergency call	3.02	60	0.95
4	Satisfaction with police service for other contacts	3.02	60	0.92
Total		2.99	59	0.92

Further analysis was made on the magnitude of the scores on the measures of satisfaction with community policing services in terms of sex differences of the participants. Table 4.3 presents the statistical data of the analysis.

Table 4.3 Sex based Mean scores on the satisfaction measures on community policing service

S. No.	Items for rating community policing service	Sex	Mean Score	%	Std Dev
1	Satisfaction with police service for Traffic related contact	M	2.81	56	0.97
		F	2.91	58	0.85
		M+F	2.87	57	0.90
2	Satisfaction with police service for emergency call to police	M	3.02	60	0.86
		F	3.02	60	0.95
		M+F	3.02	60	0.90
3	Satisfaction with police service for other than emergency call	M	3.06	61	0.92
		F	2.99	59	0.98
		M+F	3.02	60	0.95
4	Satisfaction with police service	M	3.05	61	0.89

	for other contacts	F	3.01	60	0.95
		M+F	3.02	60	0.92
Total		M	2.99	59	0.93
		F	2.98	59	0.93
		M+F	2.99	59	0.93
t-test for difference between male and female for the total score on satisfaction measures		t-value	significance		confidence interval
		0.032	0.974	-	0.667
					0.645

As indicated in Table 4.3, t-test for difference between male and female participants in responding to the satisfaction scale items resulted in statistically non-significant value ($t=0.032$, $p > 0.05$).

The response pattern was also found similar across the age range categories. Table 4.4 presents the mean scores and standard deviation statistics of the participants on each of the scale items as well as on the total scale items.

Table 4.4 Age based Mean scores on the satisfaction measures on community policing services

Age Range	Mean Score on the measures						Standard Deviation				
	Item 1	Item 2	Item 3	Item 4	Total	%	Item 1	Item 2	Item 3	Item 4	Total
15– 29	3.11	3.26	3.20	3.23	3.2	64	0.89	0.96	0.95	0.95	0.93
30 – 39	2.84	2.87	2.89	2.88	2.87	57	0.92	0.95	1.13	1.02	1.00
40 – 49	2.81	3.08	3.07	3.09	3.01	60	0.91	0.82	0.86	0.86	0.86
50 – 59	2.85	2.89	3.00	2.97	2.92	58	0.80	0.85	0.88	0.87	0.85
60 - 69	2.87	3.03	2.93	2.93	2.94	59	1.01	0.93	0.88	0.91	0.93
Total	2.87	3.02	3.02	3.02	2.98	59	0.90	0.90	0.95	0.92	0.91

Further analysis was performed to test variations among the age groups in responding to the measures of the status of satisfaction with the community policing using one way analysis of variance. Table 4.5 presents the result of ANOVA.

Table 4.5 Statistics result for ANOVA.

		Sum of Squares	df	Mean Square	F	Sig.
Item 1	Between Groups	7.001	4	1.750	2.15	0.07
	Within Groups	298.279	367	.813		
	Total	305.280	371			
Item 2	Between Groups	7.841	4	1.960	2.43	0.04
	Within Groups	295.987	367	.807		
	Total	303.828	371			
Item3	Between Groups	4.527	4	1.132	1.24	0.29
	Within Groups	333.205	367	.908		
	Total	337.731	371			
Item 4	Between Groups	6.000	4	1.500	1.76	0.13
	Within Groups	312.674	367	.852		
	Total	318.675	371			

Among the measures presented to the participants, only Item 2 (related to services for emergency call to police) had brought statistically significant difference among the age categories. In the case of all other items, no variations were observed.

4.3. Procedural Justice in providing community policing services

Data were also collected on the extent of procedural justice of the work of polices in providing community policing services. Table 4.6 presents the mean scores and standard deviation statistics for responses to items of procedural justice in providing community policing services. As indicated in the table, the magnitude of the mean values is only slightly above the midpoint with no significant difference in standard deviation values.

Table 4.6 Mean scores and Standard deviation statistics for responses to items of procedural justice in providing community policing services

S.No.	Scale Item	Mean	Std Dev
1	Polices' proper handling of customers in solving security issues	2.52	1.15
2	Level of attention given by police to community problems	2.79	0.99
3	Police respect for customer on procedure of solving security issues	2.58	1.13
4	Trust of community members in police on crime prevention effectiveness	2.57	1.18
5	Extent of police effectiveness in giving resolution to crime encounters	2.61	1.03
6	Transparency of polices about their procedure of solving crime	2.63	1.12

	encounters		
Total		2.61	1.10

4.4. Contact of police officers with customers for community police service

The strength of contact of police officers with customers for community police service was rated in terms of frequency respondents to the scale items. Table 4.8 presents the frequency of respondents to the rate of contact scale items.

Table 4.7 Frequency of respondents to the rating scale of contact items

Item for reasons of contact with police	Scale	Frequency	Valid percent
1. The number of contact with police in relation to traffic issues for the last 12 months	1 – 2 times	74	19.9
	3 – 4 times	58	15.6
	5 – 6 times	18	4.8
	7 & more times	24	6.5
2. The number of contact with police in relation to burglary issues for the last 12 months	1 – 2 times	105	28.2
	3 – 4 times	51	13.7
	5 – 6 times	33	8.9
	7 & more times	16	4.3
3. The number of contact with police in relation to conflict issues for the last 12 months	1 – 2 times	122	32.8
	3 – 4 times	45	12.1
	5 – 6 times	34	9.1
	7 & more times	25	6.7
4. The number of contact with police in relation to other issues for the last 12 months	1 – 2 times	139	37.4
	3 – 4 times	56	15.1
	5 – 6 times	42	11.3
	7 & more times	42	11.3

The number of contact for one to two times with police officers in relation to traffic issues, burglary issues, conflict issues, and other issues for the last 12 months was 20%, 28.22%, 32.79% and 37.36% , respectively. For the respective issues, the corresponding frequency of contact for seven and more times within the 12 months was 6.5%, 4.3%, 6.7% and 11.5%, respectively. The increased number of contact indicates the frequent occurrence of social disorder. It may also imply the difficulty of resolving the problems immediately. On the other hand, the mean score on the performance measure for the effectiveness of the police was 52% which is almost at the lower margin of the positive value expected.

4.5. Factors contributing to participants' satisfaction with the community policing service

Participants' satisfaction with the community policing implementation was estimated from the measures of participants' procedural justice of the work of the police, performance effectiveness, and strength of contact of police officers with customers. Table 4.9 presents the result.

Table 4.8 ANOVA Table for Factors contributing to the participants' satisfaction with the community policing implementation

Model 1	Sum of Squares	Df	Mean Square	F	Sig
Regression	1608.151	4	402.038	66.653	0.000
Residual	2213.664	367	6.032		
Total	3821.815	371			

The prediction of the community satisfaction status with the community policing services from procedural justice, performance effectiveness and, strength of contact is statistically significant ($F_{4, 367} = 66.65, p = .000$) at 0.05 level of significance. The low satisfaction status of the community members was contributed by the low rates of practices in implementing community policing duties required. Further analyses were done to identify the factor(s) contributing more to the low satisfaction of the community members with the practices of community policing institution.

V. BRIEF SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1. Brief summary

The analyses of the data obtained from the participants on the satisfaction scale items were found to be low in magnitude. The result indicated statistically non-significant difference between male and female participants in their satisfaction status. One way analysis of variance resulted in statistically non-significant differences except for issues related to services for emergency call to police among the age groups. In investigating for possible procedural justice as indicator of satisfaction, it was found out that the magnitude of the mean values was only slightly above the midpoint with no significant difference in standard deviation values. Evaluation of performance effectiveness of the institution in community policing services resulted in the mean values with magnitude of only slightly greater than the lower margin of the positive value expected.

When the strength of contact of police officers with customers for community police service was rated, more than one-third of the respondents meet police officers at least once in the last 12 months time because of various issues. Nearer to one-third of the respondents had contact with police officers in relation to conflict issues. About one-fourth of the respondents had contact with police officers for

three to seven or more times within the last 12 months because of burglary. The implementation of the community policing service was only slightly effective as the magnitude of the mean scores on the measure was relatively high.

The prediction of the community satisfaction with the community policing services from procedural justice, performance effectiveness and, strength of contact was statistically significant. The low satisfaction status of the community members was contributed by the low rates of practices in implementing community policing duties required. Further analyses were done to identify the factor(s) contributing more to the low satisfaction of the community members with the practices of community policing institution.

5.2 Conclusions

The result indicated that the study participants (both male and female) had low satisfaction with community policing approach. The procedural justice work and the performance effectiveness of the community policing institution were also low. The community members had strong contact with police officers for different encounters of crimes for the last 12 months by the time the study was conducted. In terms of the number of the community members' contact with police officers, conflict was the highest social problem for the frequency of contact with police officers. Burglary was the next frequently encountered social problem. Traffic cases were the least social problem encountered that necessitated contact with police officers.

The low level of satisfaction of the community members with the services of community policing was the result of weak services in procedural justice, low performance effectiveness and low rate of contact observed in the community policing institute. Therefore, the challenges in implementation of community policing emanated from poor accomplishment of the responsibilities given to police officers.

5.3 Recommendations

The study had indicated low satisfaction of Adama City community because of weak services in procedural justice, low performance effectiveness in solving social problems, and low rate of contact of police officers with the community members. Therefore, in order to improve the community policing services expected from community policing institution, the following measures are recommended:-

1. More than any other time, there is suitable time for community policing services. Therefore, as an institution it has to be strengthened, and positive attitude has to be built by all stakeholders of community policing
2. Contact of police officers with neighborhood community members has to frequent to exchange information and to deliver timely services.
3. The police staff and officers have to be trained on:- 1) procedural justice in providing community policing services, 2) performance effectiveness in crime prevention and solving social problems, 3) relation with the local community members, developing positive attitude towards the local community.
4. The local community has to be oriented on the need for transparency, proactive involvement in preventing and solving crime and social disorder.

REFERENCES

- [1] Bayley, D.H. (1989). *Model of Community Policing: The Singapore Story*. Washington, D.C.: U.S. Department of Justice, Office of Justice Programs, National Institute of Justice..
- [2] Baker, B. (2013) 'Where Formal and Informal Justice Meet: Ethiopia's justice pluralism,' *African Journal of International and Comparative Law*, 21(2): 202-218.
- [3] Bureau of Justice Assistance (1994). *Understanding Community Policing: Framework for action*. Monograph. United States Department of Justice. Office of Justice Programs. Washington, DC.
- [4] Denney, L & Demelash Kassaye (2013). *Securing Communities for Development: Community Policing in Ethiopia's Amhara National Regional State*
- [5] Greene, J. R. (2000). *Community Policing in America: Changing the nature, structure and function of the police*. USA.gov | CrimeSolutions.gov
- [6] Greene, O. and Emebet Kebede (2012) 'Security and Justice Provision in Ethiopia Sector Assessment,' Report commissioned by DFID, 7 May 2012.
- [7] Kelling, George L., and Mark H. M. (1988). *The Evolving Strategy of Policing*. Perspectives on Policing. Washington, D.C.: U.S. Department of Justice, Office of Justice Programs, National Institute of Justice; and John F. Kennedy School of Government, Harvard University.
- [8] Mulugeta E, Mekuriaw D (2017) *Community Policing: Practice, Roles, Challenges and Prospects in Crime Prevention in East Gojjam Administrative Zone*.
- [9] Pelser, E. (1999). *The challenges of community policing in South Africa*. Pritoria: Institute for Security Studies. Occasional Paper No. 42. September
- [10] Skogan, W. G. and Hartnett, S. M. (1998). *Community Policing, Chicago Style*. *American Journal of Sociology*. 104(1). New York: Oxford University Press
- [11] Kelling, G. L. and Wilson, J. Q. (1982) .Broken Windows: the police and neighborhood safety. *Athlantic Monthly* 1982 Mar; 249(3):29-30
- [12] Walker S., Walker C., Mc David J. (1992) *The Victoria community police stations: A threepoint evaluation*. Canadian Police College. Ottawa.
- [13] Wilson, J. Q., and George L. K. (1989, February). "Making Neighborhoods Safe." *The Atlantic Monthly* 263(2)
- [14] Wong, K. C. (2008). *A general theory of community policing*. Xavier University, Cincinnati, Ohio
- [15] Wycoff, M. A., and Wesley G. S. (n.d.) *Police as Community Organizers—The Houston Field Test, Technical Report*. Washington, D.C.: Police Foundation; and Rockville, Md.: U.S. Department of Justice,