

Interpeace Peacebuilding in Practice

Paper № 10

Strengthening Collaborative Security Management in Ethiopia

Lessons Learned from Piloting the
Ethiopian Police Doctrine in Addis Ababa



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The Ethiopia Community Policing Project was implemented in partnership with



Ethiopian Federal Police

Interpeace's work in Ethiopia was made possible thanks to the generous financial support of



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Table of Contents

5 Introduction

5 Context

7 Approach

10 Lessons Learned

10 1. THE ETHIOPIAN POLICE DOCTRINE CAN BE IMPLEMENTED WITH THE RIGHT TOOLS AND PROCESSES

11 2. THE COMMUNITY GIS TOOL BREAKS DOWN MISTRUST AND OTHER BARRIERS TO CITIZEN-POLICE COLLABORATION

12 3. THE COMMUNITY GIS TOOL INCREASES THE VALUE AND USE OF EVIDENCE TO IMPROVE OVERALL POLICING

13 4. PROCESS BASED ENGAGEMENT IS A KEY FACTOR TO IMPROVED COLLABORATION AND TRUST

15 5. INVOLVEMENT OF SENIOR POLICE LEADERSHIP HELPS LOBBY OTHER GOVERNMENT ACTORS

15 6. YOUTH AND WOMEN PARTICIPATION LEADS TO MORE COMMUNITY-OWNERSHIP AND OUTREACH

17 Recommendations

18 Acknowledgements

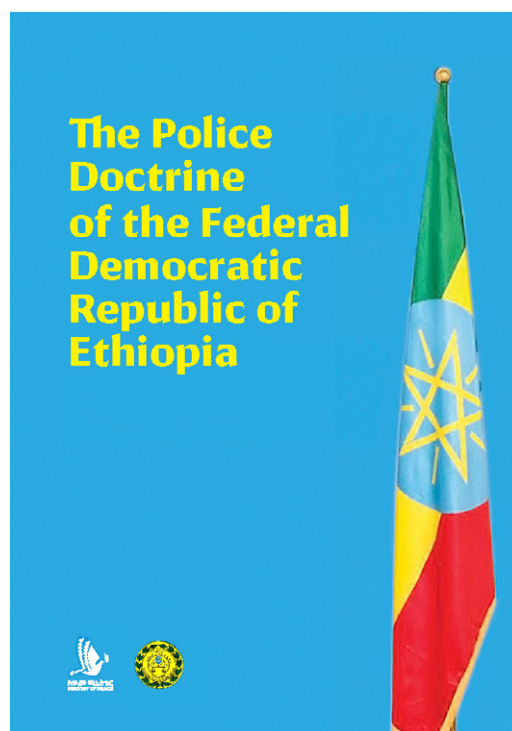
Introduction

In Ethiopia, Interpeace adapted a globally recognized community-policing approach to local realities and national policy. The intervention was developed at the request of the Ministry of Peace and in partnership with the Ethiopian Police University. It aimed to strengthen trust between communities and the police, to enhance community security, and to put into practice an ambitious and progressive philosophy for more democratic, accountable, and human rights compliant policing.¹

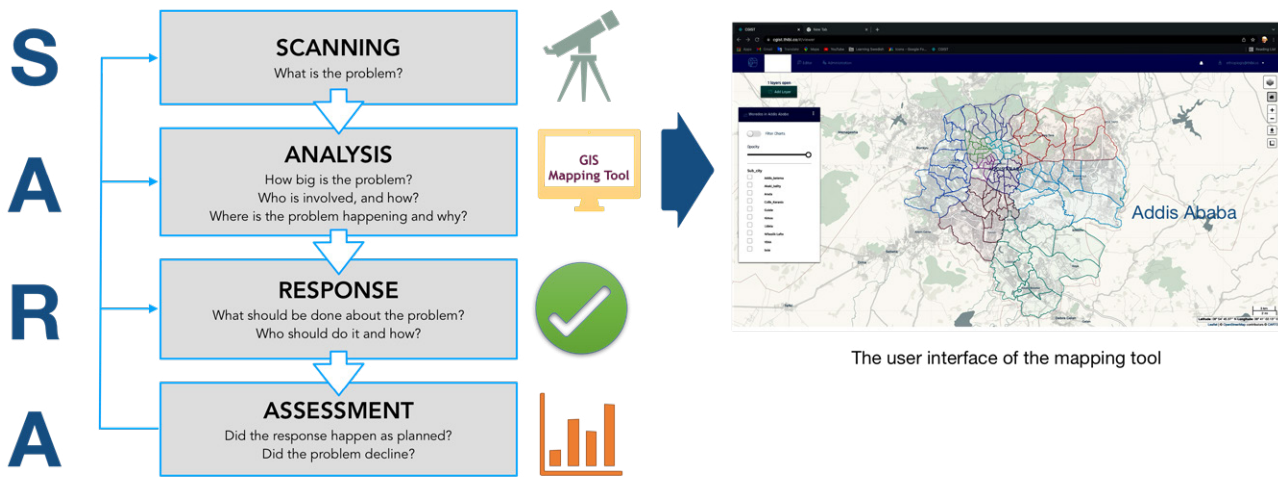
This paper outlines lessons learnt from internal and external evaluations of the first phase of the Ethiopia Community Policing Program, implemented by Interpeace and the Ethiopian Peace University between March 2021 and December 2023. It provides a summary of outcomes achieved, recommendations for scale up of a continued intervention in Ethiopia, and applicable lessons for similar community policing programs.

Context

In 2020, the Federal Democratic Republic of Ethiopia (FDRE) published its first ever Ethiopian Police Doctrine. The Doctrine was part of an institutional reform to promote peace and democratic governance. The central reform agenda stipulated in the Ethiopian Police Doctrine is to ‘Demilitarise, Depoliticise, Decentralise and Democratise’ the police and ensure police conduct is guided by four key values: police professionalism, respect for human rights, integrity, and respect for diversity. The anticipated method to achieve reform is the establishment of a community policing approach characterised by openness, fairness, community involvement, and prevention. It also describes a new approach to police accountability and oversight - making it clear that the police should operate with public consent and their performance be measured by levels of public satisfaction and confidence, rather than measuring crime levels and arrest rates. As part of the implementation strategy – the doctrine has a strategy to develop two types of community-police collaboration structures. The Independent Advisory Groups (IAGs) have an oversight function over the police and are a structure designed to work with the police to identify priority problems at the community level. This structure operates at all of Ethiopia’s administrative levels (federal, regional, zonal and Woreda level). The second structure are neighbourhood watch groups. These structures are meant to assist police with patrols and implementation of action plans to improve community security, and these operate only at the Woreda level. These structures have since been formed in many parts of the country, but without support, their effectiveness is limited.



¹ These ambitions were outlined in the Ethiopian Police Doctrine, published in 2022. This is the first ever police doctrine in Ethiopia, and the doctrine sets out an ambitious and progressive change.



SARA problem solving model

GIS Mapping Tool

In 2021, the FDRE, through the Ministry of Peace, requested Interpeace’s assistance to develop and pilot an approach that would transform the police doctrine from a philosophy to a reality. In March that year, Interpeace, in partnership with the Ministry of Peace, commenced implementation of the “Building trust between communities and the police through a problem-solving approach in Addis Ababa” project, a 27-month initiative funded by the Kingdom of Netherlands. In 2022, Interpeace entered into partnership with the Ethiopian Police University to both implement the project’s four-step data-driven and community-led problem-solving approach and embed the approach into the curriculum for police training.

It should be noted that the project was implemented during a very tumultuous period in Ethiopia’s history when there was a very violent conflict in northern Ethiopia and flare-up of conflicts in many other parts of the country. In many places in Ethiopia, security forces, including at times the police, were implicated in gross human rights abuses. This has understandably undermined public confidence in the police, and it has also discouraged donors from investing in security sector reform, at a time when it is most necessary.

Building trust between communities and the police through a problem-solving approach in Addis Ababa

Project aim: to strengthen peace and security through evidence-based, professionalized community policing

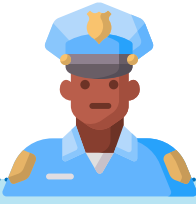
Outcome 1: Members of the police, communities, IAGs and neighbourhood watch groups use evidence-based problem-solving approach to arrive at a shared understanding of the key drivers of mistrust between communities and the police and collectively develop solutions for improving trust.

Outcome 2: A problem-solving approach and a Geographic Information System (GIS) tool, collectively developed by police, community, IAGs, neighbourhood watch communities and local authorities, increases understanding and application of the police doctrine at the Woreda level.

Outcome 3: A curriculum for the training of community police officers in the use of problem-solving techniques and the community GIS tool



5,500+ individuals engaged, of which 500+ were police officers, including 10 of the rank assistant commissioners and higher.



9 community-police collaboration structures and 24 community engagement structures created and supported.



A police curriculum created on Public Participation and Data-Driven Problem-Solving.



Up to 100% drop in targeted crime rates and 96% increase in perceptions of safety within selected communities.



97% of the inhabitants in pilot Woredas reported increased trust in the police in their area.

Approach

Interpeace designed and adapted an approach for data-driven problem solving which encourages police and the public to collaborate in the **S**canning (identification), **A**nalysis, **R**esponse, and **A**ssessment of priority community security concerns. This is known as the S.A.R.A. approach, a common police practice in many democracies. What is unique in Interpeace's approach is the design of a user-friendly Community-oriented Geospatial Information System Tool (CGIST) to help the joint analysis. The use of GIS technology is not an end in itself, but a way of breaking down barriers of mistrust between the police and communities by visualising and understanding problems in new ways and generating dialogue about the facts represented on the screen.

Programme Approach

1

Inception

1765 people surveyed on the effectiveness and trustworthiness of local community policing efforts.

88 key informant interviews with members of independent advisory groups, community policing officers, participants in the neighbourhood watch programme, elders, religious leaders, teachers, business people, youth, and individuals from the Office of Justice and Security.

4 Woreda profiles were developed, one for each of the pilot Woredas (05, 06, 08, 10).

Community and police validation of baseline results which created an opening for community and police dialogue.

2

Scanning

180 individuals engaged through first round of collaborative problem-solving workshops. Participants included members of independent advisory groups, neighbourhood watch groups, police and representatives of community structures (community-based associations, religious institutions and local government administration). The participants collectively identified a long list of their local community safety problems and started the process of analysing the nature and causes of these problems - with a view to drawing up a prevention plan in latter workshops.

4

Analysis

32 individuals (8 per Woreda) trained and supported to use the GIS tool, to conduct eight consultative meetings (2 per Woreda) and 12 interviews as well as to undertake documentary review to better understand the problems in their areas and to identify drivers.

180 individuals engaged in a second round of multi-stakeholder collaborative problem-solving workshops focused on analysis and culminating in the prioritisation of community safety issues to resolve.

3

Response

192 individuals engaged through third round of collaborative problem-solving workshops where multi-agency response plans were developed to identified community safety challenges.

4 problem solving units established and supported to facilitate the development and implementation of response plans for each Woreda as well as mobilise the community to contribute financial and material support for proper implementation of the response plans.

24 weekly Shay-Bunna Dialogues engaged 540 number of people in the wider community to enable them to better understand community policing.

14,558 residents in Woreda 5 and 8 conducted joint patrols of major crime spots in their neighbourhoods after the creation of a neighbourhood watch patrol program.

5

Assessment

195 individuals participated in the fourth round of collaborative problem-solving workshops to assess the effectiveness of response plans.

Experience sharing and learning workshop engaging 'champions' from each Woreda and 6 members of the Addis Ababa Police Commission.

6

Influencing national policing

National police symposium where baseline findings and project were presented.

MOU with Ethiopia Police University.

Development of a training curriculum on "Public Participation and Data Driven Problem Solving in Policing" has been integrated into postgraduate diploma program of the university.

Supported the **establishment of a national Independent Advisory Group.**

The pilot project involved the active participation of numerous groups, without whom the project would not have been able to achieve the significant results. These are:

Police stakeholders

Woreda Level and Sub-city Level Police: The Woreda is one of the smallest administrative units in Addis Ababa. In Addis Ababa, each Woreda has a police station headed by the Woreda level police chief. The Woreda police is the main police unit involved in the implementation of this project, and all police officers stationed in the four target Woreda's participated throughout the project implementation. The administrative division above the Woreda is the sub-city. Sub-city police commanders of the sub-cities also participated in all the workshops.

Addis Ababa Police Commission (AAPC): The AAPC is Addis Ababa's police service. Senior members of the AAPC, including the AAPC deputy commissioner and the head of community policing were present during all project workshops. At times, they played an important role in ensuring that the IAGs and Woreda police received support from other government agencies.

Ethiopia Police University (EPU): The EPU is the highest academic institution of learning in Ethiopia's police. It falls under The Ethiopian Federal Police Commission, and is tasked with the training of police officers, as well as consistently improving the use of science and evidence within the police. The EPU created an instructional material/ curriculum based on the project's learning, in collaboration with Interpeace.

Other Government Stakeholders

The Addis Ababa municipal government, Woreda administrators and other government institutions, such as government utility companies for telecommunications, water and electricity, played an active role in this project in helping communities to implement action plans, such as widening the street light network, helping communities to prevent theft of public utilities, etc.

Community stakeholders

Independent Advisory Groups (IAGs): IAGs are collaborative groups consisting of a majority of civilians and a minority of police officers which exist at the national, regional, zonal and Woreda level. They are a structure identified in the Ethiopian Police Doctrine as key to promoting police-community collaboration and police accountability. The most important structure in this project were Woreda level IAGs. The latter include the Woreda police chief and an inclusive group of volunteers, representing all ethnicities, religions, age and gender groups in the Woreda. Within the Woreda Level IAGs, Interpeace established specific problem-solving units who received additional training on the use of the CGIST.

Neighbourhood Watch Groups (NWGs): NWGs are made up of civilian volunteers who assist the police in the enhancement of community security, including through joint patrols, but also through active participation in the implementation of community-security action plans. Similar to the IAGs, the NWGs are an inclusive group that are representative of the population of the Woreda in terms of ethnicity, religion, age and gender.

Shay-Bunna are block-level community dialogue forums where members of the IAGs meet with block residents to socialize, discuss community-security priorities and validate and disseminate the priorities, analysis and action plans of the project. A total of 24 shay-bunna forums were created in the project and more than 4,735 residents from the four pilot Woreda's participated in these fora – ensuring that the priorities and action-plans were collectively owned by the Woreda inhabitants.

Lessons Learned

"This is the first ever time to witness such a level of motivation and commitment from the public to collaborate with the police in ensuring peace and safety across the four Woredas. I used to receive very negative reports about police-community interactions, particularly at the community level. Thanks to Interpeace, we are now hearing some exciting news from those project site. We have now learned two major lessons from Interpeace's trust-building program in our city. The first lesson I draw from the project is that communities have the capacity and goodwill to contribute to local peace, if we [the police] employ systematic and democratic approaches to community engagement. Second, we used to think that technology might alienate the police from the community. However, this project again proved us wrong that technological inputs can efficiently go with community policing approaches, the only thing that matters is how we use it in a way that promotes engagement of citizens. I, nonetheless, have one major concern. The project covers only four Woredas in Addis Ababa. The changes brought in the four Woredas may be insignificant as we have more than 120 Woredas in our city. Thus, continued support and engagement from Interpeace is invaluable in terms of transforming the police service across the city."

A senior commander in AAPC crime prevention and traffic control unit.

1. THE ETHIOPIAN POLICE DOCTRINE CAN BE IMPLEMENTED WITH THE RIGHT TOOLS AND PROCESSES

The community policing project implemented by Interpeace is regarded by the Ethiopian Police University, the Addis Ababa Police Commission and the public as an effective implementation method to help turn the Ethiopian Police Doctrine from a philosophy into a practice for police-community collaboration.

This is especially true for the objectives to decentralize, demilitarise, and democratise the police, and in efforts to make the police more accountable and collaborative to civilians, and more service and prevention oriented. For example, it helps to de-centralize and democratise the police by increasing the autonomy of Woreda level police to collaborate with Woreda residents and focus on priorities set by the public, not by their superiors. It helps to shift the focus of the police to crime prevention by analysing causes and addressing the factors that enable insecurity, rather than reactively investigating crimes.

In the four Woredas where Interpeace piloted the approach, 96% of participants that they experienced more safety in their Woreda.² Communities and police jointly implemented action plans that led to a significant drop in the specific street crimes they set out to prevent. In Woreda 10³, there was a 75% drop in the collective incidences of theft, robbery, pickpocketing, street vending, fraud and assault. In Woreda 6, there was a 96% reduction in collective incidences of stabbings (resulting in bodily harm) theft, robbery and purse-snatching. In Woreda 5 there was a 95% drop in theft on vehicles, vehicle parts and purse snatching using motorbikes. In Woreda 8, there was a 100% drop in theft on public infrastructure, including manhole covers, telecom, railway and electivity wires.⁴

Community policing also helps to increase police accountability by establishing forums in which communities hold Woreda-level and more senior police officers to account, but where they can also discuss solutions to in-

² These statistics are derived from the endline survey which Interpeace conducted with participants of the four Woredas where the project was implemented.

³ Woredas in Addis Ababa are all numbered.

⁴ Statistics of the drop in crime rates are derived from the Woreda level crime reports covering the period April to December 2023, which overlaps with the timeframe when the action plans were being completed.

crease collaboration. The use of the CGIST tool and the S.A.R.A. approach for evidence-based problem solving, helps to demilitarise police by introducing tools that decrease the necessity for police to use violence.

Profile: Woreda 6

Woreda 06 is one of the 14 Woredas/districts located in Kolfe-Keranio sub city. The Woreda covers nearly 3.08 square kilometers and it is a largely urban area with some segments of the population engaged in some sort of urban agriculture. Small-scale businesses, including retails, restaurants, groceries, small boutiques are the major source of income for residents in the Woreda.

Participants identified crime and safety-related concerns, such as burglary, unregulated forest, flooding, robbery, rape, attempted murder, alcohol and drug abuse, purse snatching, stabbing and gambling as the major problems in the Woreda. Community residents, in partnership with the local government administration and the police department carefully analyzed the root causes of problems and developed a response plan to improve the neighborhood.

Stakeholders in Woreda 06 undertook the following initiatives

- **Community residents mobilized financial and material resources to building fences across the forest land.**
- **Community residents lobbied the local electricity company to instill roadside lights on major crime hotspots across the forestland.**
- **Community residents worked closely with the local government administration to hire private security that assist the police in securing the neighborhood.**
- **Community members and the local government administration mobilized a slum clearance campaigns and turned the loosely regulated forest land to a public park**

These efforts generated the following impacts:

- **A 96% reduction in collective incidences of stabbings (resulting in bodily harm) theft, robbery and purse-snatching in the Woreda.**
- **Promoted the capacity of the local police department to employ scientific and evidence based approaches towards problem-solving and identification.**
- **Enhanced a sense of safety and security among community residents, particularly women and the elderly.**
- **Improved agency at the individual and community levels in relation to the police service in the Woreda**

2. THE COMMUNITY GIS TOOL BREAKS DOWN MISTRUST AND OTHER BARRIERS TO CITIZEN-POLICE COLLABORATION

The use of digital technology was an effective means to break down historic barriers between the police and local people. The mapping helped the police, and the public visualise and understand problems in new ways, and it generated dialogue about the facts represented on the screen, rather than individual perceptions of what the problems are. Problems that were important to the public were often not important to the police – and vice versa. The CGIST tool allowed all involved to gain a shared understanding, created more trust and open dialogue, and led to longer lasting actions being taken to solve the problems.

The technology was key to successfully engaging the interest, and enthusiasm, of police, community and other officials who were previously very sceptical about the program. The crime mapping activity in the four Woredas enabled the production of a digital dataset that includes 45 crime hotspots and 111 landmarks that were identified and uploaded to the CGIST. In addition, in each crime hotspot area, community and police documented the types of crime most prevalent and recorded data on the victim and perpetrator profiles, and the months, days and time of day when these crimes took place. In August 2022, community members and police officers from each Woreda reviewed and validated the information uploaded to the CGIST and conducted an analysis through which they devised action plans to reduce crime rates.

A total of 759 community members and police officers participated repeatedly in 16 participatory problem-solving workshops in the four Woredas. In the first workshops, police and community members sat apart and it was clear that there was a trust deficit between them. However, the experience of actively listening to one another, jointly mapping community safety issues and prioritising them, jointly collecting data and analysing it through the CGIST, and jointly designing, implementing and assessing action plans helped to build trust, collaboration and friendship between the police and community members.

“... the program has contributed a lot to equipping community groups with the necessary skillsets essential to address major security concerns in our community. Particularly, training in collaborative problem-solving and the application of GIS mapping tool were enlightening in terms of mobilizing people and assets in the route of solving problems systematically. Above all, the program helped us co-produce [with the local police] a police service that is under the control of the community, at least in our Woreda,”

– IAG participant from Woreda 10.

3. THE COMMUNITY GIS TOOL INCREASES THE VALUE AND USE OF EVIDENCE TO IMPROVE OVERALL POLICING

The Community GIS Tool helped police and other officials to realise just how useful the data they routinely collect could be for improving community safety. Previously, officials saw data collection as time consuming and of little value to front-line officers and the public. As a result, incident records were of poor quality or non-existent. When police officers realised that the data could help them solve problems, they became more inclined to make records that provided the data they needed to populate the GIS map, including the exact location of a crime, the exact time and date, information about both the victim and perpetrator profiles, and information about the general context in which the crime happened, for example, on certain public holidays, in areas without street light, etc.

Profile: Woreda 8

Woreda 08 is one of the administrative units within the Nifassilk-Lafto sub-city, spanning approximately 1,100 square meters and accommodating an estimated population of 9,000. It serves as a predominantly residential area, with petty businesses such as small shops, coffee houses, and local markets (referred to as *guilts*) serving as the primary sources of livelihood within the community. Furthermore, Woreda 08 hosts key public infrastructures, including the light rail system, primary electricity, and telecommunication power stations.

Various crime and safety-related concerns were identified by stakeholders, encompassing offenses such as robbery, theft of public infrastructure, fraud, theft of car parts, pickpocketing, illegal procurement of stolen materials, as well as issues related to flooding and inadequate drainage systems within the Woreda. After

Careful consideration, the stakeholders decided to prioritize addressing the theft of public infrastructure. Consequently, an exhaustive analysis of the root causes was undertaken, leading to the collaborative development of a comprehensive multi-agency plan geared towards thwarting the theft of public infrastructure.

Stakeholders in the Woreda undertook the following activities

- **Community representatives worked with the utility companies (electricity, telecom, railway and water) to cover exposed infrastructures.**
- **Community residents mobilized resources to replace metal manholes with concrete manholes to reduce vulnerability of the infrastructure.**
- **Community representatives organized, signed and submitted a petition to the local electric utility company to repair the damaged and stole roadside lights.**
- **The local government administration and the Woreda police department conduct regular check-ups, discussion and supervision on the informal metal recycling businesses to prevent them from buying stolen metals.**

These efforts generated the following impacts:

- **A 100% reduction in theft of public infrastructure, including manhole covers, telecom, railway, and electricity wires in Woreda 8 has been achieved.**
- **There has been an improvement in both access to and the quality of electricity, telecom, and railway services.**
- **The synergy and collaboration between community residents, the Woreda police department, utility companies, and the local government administration have been enhanced to address major community concerns.**

4. PROCESS BASED ENGAGEMENT IS A KEY FACTOR TO IMPROVED COLLABORATION AND TRUST

Engaging the same community members and police in each round of workshops led to increased trust among participants as they got to know each other. Many participants said that it was the first time that they had experienced a genuine dialogue between community, police and Woreda administration about community concerns. Participants mentioned that, usually, officials told the community what the problems were, rather than listening to what civilians had to say. One Woreda administrator said that it was beyond her expectations to see the police and the community collaborating in such an open way. The mindset of community police officers and the community had changed - moving from a defensive state of mind to a more open and trusting one.

For the first time, community members from the four Woredas provided feedback about their participation in community policing to the highest ranking officials in the AAPC. This represents a significant advancement in levels of trust between the police and the public. The level of openness between the police and the public was evident, with individuals openly telling police officers that their mistrust was caused by, among other things, police corruption and ineffectiveness at keeping the community safe. Instead of being met with defensiveness and hostility, police commanders admitted that conduct had not always been optimal and explained how the Ethiopian Police Doctrine and the methods piloted in the Woreda were an attempt to reform the police to address the sources of mistrust.

The follow-up actions by the police also served to consolidate this newfound openness. Woreda police attempted to revise the deployment of crime prevention officers in accordance with the response plan and

the community-watch patrol programme. Woreda police conducted foot and car patrols regularly and randomly in the identified crime hotspot areas. The Woreda police established a regular line of communication with private and public businesses, especially those disproportionately affected by crime, to extend security services beyond their businesses, hence reducing security incidents around those premises.

In addition, the Shay-Bunna forums provided an additional platform that helped in the implementation of the community policing approach. The platforms served as an essential avenue to mobilize assets (human, material, and financial) that were relevant to addressing social problems other than crime, including unemployment, and helping the needy. Communities also reported an increase in neighbourhood social cohesion, which they attributed especially to Shay-Bunna dialogues. While Ethiopia, outside Addis Ababa, is increasingly affected by ethnic divisions which reverberate in the capital, in the pilot Woredas, communities reported an increase in social cohesion across religious and ethnic lines.

"I strongly believe that the trust-building program has come to our community (Woreda 10) at the right time. We used to have strong cultural values around mutual help and support. However, for different reasons, these cultures have been eroded over the years and people have become less responsive to each other. Thanks to the trust-building program, we are now seeing notable improvement in relation to mutual help and support. The shay-bunna forums helped us a lot to critically brainstorm what went wrong in our values and practice mutual support. The forum [shay-bunna] is now serving as a major platform to discuss communal issues other than crime and disorder. This enabled us to renew our relationships and I am now more than certain that my neighbour will help me out if I need help, and vice versa."

IAG participant from Woreda 6.

Profile: Woreda 10

Woreda 10 is one of the 14 Woredas/districts located in Kolfe-Keranio sub city. Covering nearly 1.83 square kilometres, Woreda 10 is a home for more than 30,500 people. The Woreda is a predominantly urban area with some segments of the population practicing urban agriculture. Small-scale businesses, such as retails, restaurants, small manufacturing industries are the major source of subsistence for residents in the Woreda.

Crime and safety-related concerns, such as burglary, robbery, pick-pocketing, street vending, theft of car parts, lack of roadside lights, alcohol and drug abuse, lack of sufficient access to the police service, illegal settlements and insufficient were reported to be compromising peace and tranquillity in the Woreda. Community residents, alongside with the local government administration and the police department carefully analysed the root causes of problems and developed a response plan to improve the neighbourhood.

Stakeholders in Woreda 10 undertook the following initiatives

- **The local government provided land for the construction of a community policing centre in the neighbourhood.**
- **Community residents contributed financial and material support for the construction of a police centre.**
- **Community residents lobbied the local electricity company to install roadside lights on major crime hotspots across the Woreda.**
- **The local police, alongside with the community representatives, organized awareness raising campaigns to acquaint residents about the nature of crime and safety-related concerns in the Woreda.**

These efforts generated the following impacts:

- A 75% drop in collective incidences of theft, robbery, pickpocketing, street vending, fraud and assault in the Woreda.
- Improved community members access to the police services at the neighbourhood level.
- Enhanced the inclusion of citizens and community voices into the police service at the Woreda level.
- Enhanced the capacity of the police to embrace scientific and evidence-based approaches towards problem-solving and identification.

5. INVOLVEMENT OF SENIOR POLICE LEADERSHIP HELPS LOBBY OTHER GOVERNMENT ACTORS

Frequent engagement and communication by the project team with senior police leaders in the Addis Ababa Police Commission proved to be instrumental in generating commitment for the project in each of the Woredas, and the enthusiasm of leaders to roll out the project to other sub-cities and Woredas of the capital. In all 16 problem-solving workshops which happened during the implementation, AAPC send senior official to learn from the pilot and to provide support to the process.

At times, senior officials were able to secure the participation from other government actors, e.g., utility companies and the mayor's office, to help with the implementation of the community security action plans. Deputy and assistant commissioners of the AAPC and Woreda administrators provided direct assistance to the implementation of several action plans by helping the IAGs contact senior officials of utility companies and other government services – which also enhanced horizontal collaboration between the police and other government agencies.

Implementation of the multi-agency response plan is the best manifestation of individual agency as all participants have had the opportunity to forward their respective opinions toward ways of addressing problems in our neighbourhood. The procedure [the multi-agency plan] was flexible enough to allow each participant to think and come up with unique alternatives to prevent theft of public infrastructure. All of us discussed the pros and cons of each alternative and decided on the best one. In general, I strongly believe that the program has enhanced my capacity to decide on what works best for me and my family. Besides, I now feel that I am among the major contributors to all efforts aimed at promoting peace in my neighbourhood”.

IAG participant from Woreda 8.

6. YOUTH AND WOMEN PARTICIPATION LEADS TO MORE COMMUNITY-OWNERSHIP AND OUTREACH

There is a high level of buy-in from communities, police and Woreda administrators to work together to jointly address key security concerns, which, according to the project participants, had never happened before in their areas. While youth and women's participation were low in the initial stages, sustained advocacy with community members resulted in a 34% increase in women's participation and an 8% increase in youth (<30 years old) participation.

Women especially became active participants in IAGs, which brought different strengths to the project. For example, while men were generally focussed on the implementation of action plans that were jointly developed

by men and women, women played a more active role in organizing the Shay-Bunnas, which ensured that the IAG truly represented the divergence of experiences and opinions of the community, and which secured the sense of local ownership of the project amongst the Woreda inhabitants. However, despite higher levels of women and youth participation, issues around domestic and gender-based violence were not voiced as priorities, which could mean that the IAGs were not regarded as sufficiently safe spaces to voice concerns over issues with a high level of sensitivity.

Although the participation of women is still limited, the project disproved cultural stereotypes and assumptions that belittle the contribution of women beyond household responsibilities. There is a stereotype that discussing security related issues is a male domain, however, women played a central role in enhancing the safety and security of neighbourhoods, which helped to break these stereotypes.

Profile: Woreda 5

Woreda 05 constitutes one of the administrative divisions within Nifassilk-Lafto sub-city. This Woreda is home to an approximate population of 12,700 and spans an area of approximately 2000 square meters. Woreda 05 is renowned as one of the most bustling districts in Addis Ababa, distinguished by its proliferation of small and medium-scale enterprises encompassing retail establishments, automotive garages, vehicle spare part outlets, and small-scale manufacturing facilities. Furthermore, Woreda 05 is distinguished by its hosting of one of the largest cattle markets and abattoirs within the city.

During the scanning phase, stakeholders identified a range of criminal activities, including robbery, theft, purse snatching, car theft, fraud, burglary, illegal abattoirs, alcohol and drug abuse, flooding, and illegal possession and trafficking of firearms. Notably, street crimes involving motorbikes emerged as the primary concern necessitating proactive involvement from local communities and law enforcement agencies. Subsequently, stakeholders meticulously examined the underlying causes of the issue and devised a collaborative, inter-agency action plan to address street crimes throughout the Woreda.

Stakeholders in the Woreda undertook the following activities

- **Community members in the Woreda signed and submitted a petition to the sub-city transport authority to install speedbumps across the major crime hotspot and block the escape route of motorbikes.**
- **Community members worked closely with the local government administration to facilitate job opportunities for the unemployed youth in Woreda and deploy them to provide parking services.**
- **Community members lobbied the local electricity to maintain damaged roadside lights and install new ones across the crime hotspots**
- **Community members and the local police department put up roadside signage reminding drivers not to park their cars unattended.**

These efforts generated the following impacts:

- **A 95% drop in theft of vehicles, vehicle parts and purse snatching using motorbikes in Woreda 5**
- **Strengthened social cohesion and trust among citizens and community groups in the Woreda.**
- **Enhanced trust and collaboration between community residents, the local police department, utility companies and local government administration.**
- **Build the capacity of communities and police officers to employ evidence-based and scientific approaches in the course of identifying and addressing community concerns at the grassroots level.**

Recommendations

1. THIS PROJECT CAN BE EXPANDED TO OTHER WOREDAS AND SUB-CITIES IN ADDIS ABABA USING THE SAME APPROACH, OUTSIDE OF URBAN AREAS, APPROACH SHOULD BE ADAPTED TO LOCAL CONTEXT.

The existing problem-solving units, consisting of individuals who received training to collect, upload and analyse data with the GCIST tool, can be instrumental in peer-to-peer education. For scale up across Addis Ababa it would be beneficial to engage civil society and establish a city-level IAG who can support the work of Woreda level IAGs. In addition, the Ethiopian Police University can provide additional training for Woreda level police officers across the city, using the curriculum developed in this project. For scale-up outside Addis Ababa the project should incorporate an inception phase to conduct research and hold adaptation workshops to ensure that the project approach is redesigned to fit the local context.

2. SCALE UP AT NATIONAL LEVEL WILL REQUIRE PARTNERSHIP WITH CSOs AND POLICE UNIVERSITY.

The technical assistance and mentorship required a significant time investment during the pilot – but it was essential to the project’s success. For a scale-up to the national level, Interpeace will have to work with partners to ensure that we can continue to provide sufficient mentorship. Considering low levels of trust in the police, especially in places that have suffered from police brutality in the past, civilian engagement in the technical support and mentorship is important. This could be provided by regional and/or zonal IAGs, or by trusted civil society. The Ethiopian Police University can help in providing specific training to police officers. The CGIST has proven to be particularly useful in helping to cultivate a data-driven problem-solving mindset. While the tool is user friendly – people require training in the type of geo-spatial data that needs to be collected, how to collect geo-spatial data, how to upload it, and how to analyse it. This tool needs to be able to cover the whole of Ethiopia and it needs to be stored centrally, preferably under the custody of the Ethiopian Police University – who can use it for training purposes.

3. EXPANSION WILL REQUIRE CULTIVATION OF STRONG RELATIONS WITH HIGHEST LEVEL OF REGIONAL POLICE SERVICES

Political engagement with the highest-ranking officers in the regional police forces and with the political leadership in Woreda, zonal and regional administrations will be important to secure support for the project, which proved to be instrumental to mobilise support in the implementation of action plans.

4. EXPANSION OF CURRICULUM TO POLICE ACADEMIES AND CIVILIAN EDUCATIONAL INSTITUTIONS ACROSS THE COUNTRY

The *'Public Participation and Data Driven Problem Solving in Policing'* curriculum, which is currently part of the standard curriculum of the Ethiopia Police University thanks to this project, will need to be expanded to all police academies across Ethiopia. This requires extensive trainer of trainers to ensure that the quality of the course is to the required standard. Also, by expanding the problem-solving approach to all regions – there is an opportunity for police officers in training to receive practical experience in the implementation of the model, which is critical to its success. Furthermore, the curriculum should also be adapted for civilian academic institutions and potentially even for secondary education – to ensure that civilians, including young people, become familiar with the Ethiopian Police Doctrine and with problem-solving methods to improve community safety and security.

5. IMPORTANCE TO ENCOURAGE WOMEN AND YOUTH PARTICIPATION AND PROVIDE ROOM FOR WOMEN-ONLY FORUMS

When designing similar projects in future, a gender and inclusion assessment should be conducted to identify barriers to women's and youth participation in decision-making platforms. Findings will inform project design to ensure that higher numbers of women and youth take part. Active engagement with women's and youth organisations can help to mobilise support. In addition, the project can also experiment with women and youth only problem identification forums to see whether this would help to shift the focus to security and safety issues which disproportionately affect women and young people. We would also encourage women only forums, including female police officers and social workers, to discuss and action issues such as SGBV, intimate partner violence and other forms of domestic violence and safety issues which disproportionately affect women.

Acknowledgements

This report was written by Ermias Kebede, Stephen Otter, Theo Hollander, Rachel Litoroh, Abel Abate and Minas Feseha. The authors would like to thank all of the members of the Independent Advisory Groups, Neighbourhood Watch Groups, police and representatives of community structures whose commitment and efforts led to the success of the project and whose wisdom informed the lessons learned presented in this report.



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