



Addis Ababa University

College of Business and Economics

**Department of Public Administration and Development
Management**

**JUVENILE CRIME AND JUVENILE DELINQUENCY
ADMINISTRATION IN ADDIS ABABA: THE CASE OF YEKA SUB CITY**

By

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A thesis submitted to the Department of Public Administration and Development Management in partial fulfillment of the requirements for a Master's Degree in Public Management and Policy (MPMP)

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Department of Public Administration and Development Management

This is to certify that the thesis prepared by _____ entitled “_____”, which is submitted in partial fulfillment of the requirement for the Degree of Masters in Public Management and Policy (MPMP) complies with the regulations of Addis Ababa University and meets the accepted standards with respect to originality and quality.

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I, the undersigned, declare that this thesis is my original work and has not been presented for a degree in any other university and that all sources of materials used for the thesis have been duly acknowledged.

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Table of Contents

ACKNOWLEDGEMENTS	i
ABBREVIATIONS AND ACRONYMS.....	ii
ACKNOWLEDGEMENTS	iii
ABSTRACT	iv
LIST OF TABLES	v
CHAPTER ONE.....	1
1. Introduction.....	1
1.1 Background to the problem.....	1
1.2.Statement of the problem	2
1.3. Research Questions.....	3
1.4. Objective of the study	3
1.4.1. General objective.....	4
1.4.2. Specific Objectives	4
1.5 significance of the study	4
1.6 scope of the study.....	4
CHAPTER TWO.....	5
2. LITERATURE REVIEW	5
2.1. Theoretical Background.....	5
2.1.1. <i>Concept of Juvenile Delinquency</i>	5
2.3. Sociological Perspective	7
2.3.1. <i>Differential Social Organizational Theory</i>	7
2.3.2. <i>Sub-Culture Theory</i>	7
2.3.3. <i>Anomie Theory</i>	7
2.3.4. <i>Cultural Deviance Theory</i>	7
2.4. Psychological Perspective.....	8
2.4.1. <i>Social Learning Theory</i>	8
2.4.2. <i>Psycho-Dynamic Problem Solving Theory</i>	8
2.4.3. <i>Psycho-Analytic Theory</i>	9
2.4.4. <i>Social-Control Theory</i>	9

2.5. Cause of Juvenile Delinquency.....	9
2.6. The Historical Development of the Problem of Juvenile Delinquency in Ethiopia	11
2.7. Who is Juvenile Delinquent?	11
2.8. The Possible Cause of Juvenile Delinquency in Ethiopia	12
2.9. Administration	13
2.10. Principles of administration	14
2.11. Functions/Tasks of Administration.....	16
2.12. Juvenile Justice Administration	18
2.13. Models of Juvenile Justice Administration.....	19
2.13.1. <i>The Medical Model (Welfare Model)</i>	20
2.13.2. <i>The Legal Right Model</i>	20
2.13.3. <i>The Justice (Just Deserts) Model</i>	20
2.13.4. <i>Restorative (Balanced) Justice Model</i>	21
2.14. Police investigation.....	21
2.15. Prevention and Treatment of Juvenile Delinquents	23
2.15.1. <i>Treatment of Juvenile Delinquents</i>	23
2.15.2. <i>Prevention of Juvenile Delinquency</i>	24
2.16. Factors of Juvenile Delinquency.....	24
2.16.1. <i>Unsocial zed Delinquents</i>	25
2.16.2. <i>Socialized Delinquent</i>	25
2.17. U.N Standard minimum rules for the administration of Juvenile (The Beijing rules – 1985)	25
2.18. U.N Rules for the Protection of Juvenile Deprived of their Liberty (1990)	26
2.19. The UN Guideline for the Prevention of Juvenile Delinquency (The Riyadh Guidelines) .	27
2.20. Domestic Laws Concerning Juvenile Justice System	27
2.20.1. <i>The F.D.R.E Constitution of (1995)</i>	28
2.20.2. <i>The 2005 Criminal Code of Ethiopia</i>	29
CHAPTER THREE.....	32
3. METHODOLOGY OF THE STUDY	32
3.1. Types and source of information	32
3.2. Sampling Method.....	32
3.3. Research Method:-	32
3.4 Data Collection Tools	33
3.4.1. <i>Questionnaire</i>	33
3.4.2. <i>Interview</i>	33

CHAPTER FOUR.....	34
4. ANALYSIS AND DISCUSSION OF JUVENILE CRIME AND JUVENILE DELINQUENCY ADMINISTRATION IN YEKA SUB CITY	34
4.1. Socio- Demographic Characteristics of Juvenile Delinquents in Yeka Sub City	34
4.2. The problems of juvenile delinquency administration in Yeka Sub City	35
4.3. Treatments of juveniles in Yeka Sub City	38
4.4. Administrative measures taken to minimize the problems of juvenile delinquency in Yeka Sub City	39
4.5. The main causes of juvenile delinquency in Yeka Sub City	41
4.6. Standards of the sub city to administer juveniles.....	41
4.7. Types of offence committed by juveniles in Yeka Sub City	41
CHAPTER FIVE	43
5. CONCLUSION AND RECOMMENDATIONS	43
5.1 Conclusion	43
5.2 Recommendations.....	44
References.....	46

ABSTRACT

The main objective of this study is about juvenile crime and juvenile delinquency administration in Yeka Sub City of Addis Ababa City Administration. A random sampling method was used to select a sample of 29 respondents. Data was presented and analyzed using descriptive technique. Based on the findings of this study, the researcher has reached the following conclusions. Firstly, the Sub City administration has faced problems to address the problems of juvenile delinquency because of lack of coordination and collaboration within the structures in the Sub City administration. Secondly, absence of trained manpower, lack of funding, lack of advocacy, absence of professionals, absence of research and absence of media outlet. Thirdly, the research has also identified implementation problems, information and management problems, lack of follow up, and the inability to build capacity and strengthen the structures in Yeka Sub City administration. The researcher recommended that Yeka Sub City administration should improve the administration in order to achieve standards set by Yeka Sub City and City Government of Addis Ababa, the Ministry of Health and other relevant organizations. Moreover, Yeka Sub City must also revise and introduce a comprehensive system that can pull together the administration for youth and children. The Sub city should up-date all existing, outdated procedures/systems to reflect and incorporate the principles of international standards of juvenile administration. Yeka Sub City must equip itself with capable personnel for the proper treatment of youth problems. It must also work for a well-designed and compiled data/information system to further investigate and to make better decisions and conduct studies. It should also work to develop partnerships and coordination to achieve more harmonization in the units and structures of the Sub City administration. Finally, more updated and planned administration is therefore needed in order to achieve its objective of educating and re-integrating children with a view of assisting them to assume socially constructive and productive roles in society.

ABBREVIATIONS AND ACRONYMS

CBO's.....	Community Based Organizations
CSA.....	Central Statistics Agency
CRC.....	Convention Right of the Children's
FDRE.....	Federal Democratic Republic of Ethiopia
FSCE.....	Forum on Street Children Ethiopia
GOs.....	Governmental Organizations
JDL.....	Juvenile Deprived of their Liberty
NGOs.....	Non-governmental Organizations
PLCs.....	Private Limited Companies
POSDCoRBE.....	Planning, Organizing, Staffing ,Directing, Coordinating, Reporting and Budgeting and Evaluation
UN.....	United Nations
UNESCO.....	United Nations Economic and Social Council

LIST OF TABLES

Table 1: Sex distribution of respondents

CHAPTER ONE

1. Introduction

1.1 Background to the problem

While studying the problem of juvenile delinquents, much emphasis has always been on searching for the origin of juvenile delinquency, as well as proposing methods of curing and preventing this anti-social sort of behavior. With regards to causes of juvenile delinquency, many criminologists tend to agree in principle that social stratification constitutes a major factor in the causation of juvenile delinquency (Christina S. Maganga, 2005).

A closer observation for our contemporary societies both in developed and developing countries reveals that juvenile delinquency is not only rampant but is actually escalating day after day. For instance it has been observed that in some countries such as Japan, United States of America and United Kingdom, juvenile offenders have been increasing rapidly ever since the end of the cold war (Everson, 1997). On the other hand, in many third world countries, such as Malawi, Namibia, South Africa Kenya and Uganda which have experienced socio-economic changes on the lines of western civilization; there have been increasing trends of crimes, delinquencies and violence. Whatever the cause of the problem, the effects or the consequences of delinquency in the society are more or less the same, it is a universal concern and worry that a delinquent juvenile may end up as criminal adults (Christina S. Maganga, 2005).

Ethiopia is no exception to other developing countries as it has been undergoing a socio-economic, cultural and political change that has led to introduction of free market economy and multiparty political system. The narrowing economic base for rural substance farming, forces many rural dwellers to move to the major urban centers. Economic stagnation leaves many juveniles unable to cover their basic needs. All these tremendously affect children. In their efforts to adjust to these new situations, in many cases by themselves, it is natural to expect children to exhibit deviance, which may lead to conflicts with the law.

It is contended that today juvenile administration has been recognized worldwide as an integral part of the national development process. Therefore, social system demands that a comprehensive framework for protection and maintaining young people in a peaceful and lucrative situation. (Shepherd, 1997)

There have been remarkable developments in area of juvenile administration as society at large aims to find suitable solutions to deal with juvenile offenders or delinquents. At the international level such measures, usually adopted by governments, aim at creating a framework of additional protection conducive to (children) well-being and adheres to proper recognition on the special needs and universality of children as human beings (the UN Convention Right of the Children (CRC) (2003)

It is however evident that despite the ratification of different administration, Legal and Human Rights Centre has noted that to date there has been less political commitment expressed on the need to safeguard the general welfare including the rights and interests of children in Ethiopia. As such it has been observed that the rights of the Child that Ethiopia government has failed to fully comply with the obligations imposed upon it by the government, which include proper administration system of juvenile. (Christina S. Maganga, 2005).

Therefore, the Government has yet not been able to fully identify the proper vision and strategies to meet the challenges necessary to make the administration of juvenile a reality in the country. It can thus be properly contented that the spirit and purpose of the juvenile administration have not been fully put into practice in Addis Ababa. Therefore the main aim of this paper is about juvenile crime and juvenile delinquency administration in Yeka Sub City.

1.2. Statement of the problem

Juvenile delinquents are the problem of almost every state either developed or developing countries. Ethiopia is one the less developed country in the world, which has certainly faced of the major problems of children. . (Mebrihit G/Michael, 2008)

Delinquencies are one of the social problems that exist in all society especially in urban area. Now a day the problems are exhibited in an urbanized part of the country. Addis Ababa is one

of the most urbanized cities in the country the problem of juvenile delinquency highly observed in industrial and trade route settlements. The way of administering the case of juvenile delinquency is different from adult case handling. The ultimate purpose is to save the youth of today from becoming the criminal of tomorrow, but there has been inconsistency in doing. (Mebrihit G/Michael, 2008)

Various departments attempt to take a little new look at the juvenile program, but no considerable change or progress is maintained. Therefore, the problem could have been significantly reduced by conducting a research to assess the cause and solution of juvenile administration problem based on the finding of the research.

This research examines the nature and scope of administration of juvenile in Addis Ababa by identifying the gap between the administration and practice. In so doing, this paper will be confined to surveying the appropriate standards in the administration of juvenile delinquency in Addis Ababa.

Thus, the main aim of this study is to underscore an overview of how the juvenile administration system in Addis Ababa functions and to analyze the administration situation.

1.3. Research Questions

1. What are the challenges of juvenile administration in Yeka Sub City?
2. What are the main causes of juvenile delinquency in Yeka Sub City?
3. What is the type offence committed by juveniles?
4. What measures should be taken to minimize the problem of existing on juvenile administration?
5. How juveniles are administered/treated in Yeka Sub City
6. What are the standards of the sub city for the administration of juveniles?

1.4. Objective of the study

The study has both general and specific objectives.

1.4.1. General objective

The main objective of the study is about juvenile crime and juvenile delinquency administration in Yeka Sub City of Addis Ababa city administration.

1.4.2. Specific Objectives

1. To examine the challenge of juvenile delinquencies administration
2. To determine the main cause of juvenile delinquencies in Yeka Sub City.
3. To analyze the measures taken to minimize problems existing on juvenile administration.

1.5 significance of the study

Ethiopia is one of the countries where the issue of juvenile delinquencies has been forgotten although the problem is increasing in an alarming rate from time to time. This study aimed at investigating juvenile crime and juvenile delinquency administration in Addis Ababa.

1.6 scope of the study

To enhance the manageability of the research area, I choose to restrict study to Yeka Sub City of Addis Ababa city administration instead of the entire Addis Ababa because of the following reason , according to the Addis Ababa city administration, Yeka Sub City is a sub city where juvenile delinquency is the highest.

CHAPTER TWO

2. LITERATURE REVIEW

2.1. Theoretical Background

2.1.1. Concept of Juvenile Delinquency

Juvenile delinquency has always remained a difficult concept to be defined for it represent different things to different people and different authorities and thus it is a different concept that there is a great deal of disagreement as to the point , what constitute juvenile delinquency to the police delinquents may be underage criminals , to school authorities they may be truants , to some parents they may be those children ungovernable by other people , and to the store keepers delinquents are gangs loitering on the corner some authorities defined delinquency as emotionally disturbed behavior: others understood delinquency as persistent anti-social act (Motti,2008)

In legal sense delinquent acts are defined as acts designated criminal in terms of the law committed by youths in between certain specified ages by the law. In a strict legal sense for one to be considered legally delinquent the juvenile must have violated the law it is therefore, only up on the findings of the court that the juvenile has violated a certain law that he or she will be labeled delinquent (Sisay, 2016).

Criminal behavior or tendency to commit crime is not only found among the adults, but minor children and adolescence do commit crimes. Juvenile or young delinquents, minor in age are usually referred to as minors concerned to major problems. The juvenile delinquents deviate seriously from the norms of his culture. Children who are guilty of offences such as stealing, burglary, violence, vagrancy, gambling, sexual offences and other anti-social behavior are known as juvenile delinquents. The delinquents one who has who has failed to internalize the primitive taboos and code of contacts set by the family and society (Nirmalak.K, 2009).

Delinquency is a product of social environment and it is a rebellion and an expression of aggression aimed at breaking down or changing the norms (Nyak, 2013).

The international Encyclopedia of Education defines delinquency as ‘law breaking behavior on the part of those who by virtue of their being young are not yet considered fully responsible for their action’. Juvenile delinquents or young delinquent is a child or young (minor in age) who deviate seriously from the norms of his culture or society commits such acts that if committed by adult would be punishable as a crime. Levys (1943) emphasized delinquency was mainly due to defective parents-child relationship that resulted in inner-psychological disturbance on the part of the child.

In very simple words, juvenile delinquency is the participation in illegal behavior by minors. A juvenile delinquent is a person who is typically under the age of 18 commits an act otherwise would have been charged and tried as adults. So it is quite clear that juvenile delinquency is also part of all those behavioral charges that occurs in a person life while passing the stormy phase of adolescence, though it is not found in every adolescent. The degree of delinquency varies from one to another and it remains unnoticed unless and until the particular act becomes the concern of the society. since adolescence is the transitional period of life , during the phase one pass through rapid revolutionary changes in one’s physical , mental, moral, spiritual, sex and social outlook. They become emotionally unstable and frequent mood change is observed. It is the period of anxieties, worries, conflict and complexities.

Therefore, during this period they do certain things in order to satisfy one need or the other which often lead them to become delinquent (Tomba, 2015).

Juvenile delinquency has been studied by many professionals and by various disciplines. These professionals and various disciplines may be categorized under different perspectives of sociology and psychology. From the sociological perspective the four main theories have been selected. These include differential social organization theory, sub-culture theory, anomie theory and cultural theory and from the psychological perspective the four main theories have been selected. These include social learning theory, psycho-dynamic problem solving theory, psycho-analytic theory and social-control theory.

2.3. Sociological Perspective

2.3.1. Differential Social Organizational Theory

These theories de-emphasize individual agency and stress criminal behavior is largely determined by factors outside a young person control. This theory says crime is generated by the breakdown of traditional value and norms. These were most likely to occur in urban areas with transient populations and high level of migration, which would produce the breakdown of family relationship and community, competing values, and increasing impersonality (Nirmala. k, 2009).

2.3.2. Sub-Culture Theory

The inability of youths to achieve socially valued status and goals result in groups of young people forming deviant or delinquent subcultures, which their own values and norms (Nirmala. K, 2009) within this group criminal behavior may actually be valued, and increase a youth's status (Walklate, 2003).

2.3.3. Anomie Theory

The theory of anomie which was formulated by Robert Merton is based on the idea that “people aspiration, and therefore their definition of success and failure, are to a large extent determined by goals set for them by their culture”. (Robert Merton and Robert Nesbit, 1976 cited in Sisay, 2016) however the culture does not enable all members of the society to realize their goals. Those whose aspiration could not be met through the legitimate goals fall in to the condition of anomie. For Sisay, the condition of anomie develops “where the disjunction between cultural goals and institutionalized means “for their achievement is great. As result of this people are forced to do whatever means are available where anomie is more abundant we are likely to find high rate of crime and delinquency.

2.3.4. Cultural Deviance Theory

Cultural deviance theory holds that delinquency is the result of youths' desire to conform to lower –class neighborhood cultural values that conflict with those of the greater society. Lower-class values include being tough, never showing fear, living for today, and disrespecting

authority. Those adolescents who share lower-class values and admire criminals, drug dealers, and pimps find it difficult to impress authority figure such as teachers or employers. The experience a form culture conflict and are redundant in a capable of achieving success in a legitimate fashion; as a result, they join together in gangs and engage in a behavior that is malicious and negativistic(Sisay, 2016,cause of Juvenile Delinquency).

2.4. Psychological Perspective

2.4.1. Social Learning Theory

Social learning theorists assume that delinquent behaviors are acquired through direct and observational learning experience, poor examples, or lack of reinforcement of prosaically behaviors. They point to the tangible reward associated with delinquent behavior (particularly when attractive are not available and non-tangible rewards such as approval by social status among peers or attention from parents) (Sisay, 2016, cause of Juvenile Delinquency).

2.4.2. Psycho-Dynamic Problem Solving Theory

Psychodynamic problem-solving theory views deviant behavior as being contrived by the personality as a way of dealing with some adjustment problem. The problem is generally viewed as a conflict among various ingredients of the personality; wishes, drives, fears, strivings, loyalties, codes of ethics, and so on. Situational factors are generally deemphasized because the problem is commonly thought of as a conflict within the personality. (Sisay, 2016, cause of Juvenile Delinquency)

According to Sisay (2016) a serious short coming of the theory is that often extremely difficult (impossible) to determine precisely which wishes, drives, fears, or ethics motivated someone to commit a crime. For example, the following internal desires have all been advanced as motivation for committing rape; unfilled sexual desires, a desire for violence and filling of inferiority , all of which are theorized to be temporarily alleviated during rape as the offender feels a sense of power and superiority.

2.4.3. Psycho-Analytic Theory

Psychoanalytic theory is not a single coherent theory but variety of hypothesis developed by psychoanalysts since the term of the twenty century from the pioneering work of Sigmund Freud. Generally, these theories postulate that delinquent behavior results when the restraining forces in the superego (once conscience and self-ideal) and the ego (mediator among the super ego, the id, and reality) are too weak to curb energy. Psychoanalytic theory asserts that human nature is largely determined by the id instincts which are basically anti-social and immoral in character (Sisay, 2016, cause of Juvenile Delinquency).

According to Sisay(2016), this theory postulates that current behavior is largely controlled by early child hood experience. Deviant behavior is viewed as stemming from unconscious conflicts, and repressed traumatic experience.

2.4.4. Social-Control Theory

Social control theorist's delinquent behavior is a function of the strength of the individual's bond to conventional goals, values persons and institutions. In Hirsch's Model (Hirsch,1969) cited in Sisay, 2016 adolescent with a strong commitment and bond to society is not likely to become delinquent as the bond is weakened by neglectful or rejecting parents, poor school performance and deviant peers, increase the chance of delinquent behavior. Social-control theory has been criticized as having some circularity has been criticized, because delinquency is by definition, behavior that is counter to conventional societal norms.

2.5. Cause of Juvenile Delinquency

The cause and conditions for juvenile crime are usually found at each level of the social structure, such as social institutions, social groups and organizations, and interpersonal organizations. The most important of which are described such as, Economic and Social factors, Socio-economic instability is often linked to persistent unemployment and low incomes among the young, which can increase the likely hood of their involvement in criminal activity, cultural factors - delinquent behavior often occurs in social setting in which the norms for acceptable behavior have broken down, Urbanization-Geographical analysis suggests that countries with

more urbanized populations have higher registered crime rates than do those with strong rural lifestyle and communities. The ongoing process of urbanization in developing countries is contributing to juvenile involvement in criminal behavior, Family-Dysfunctional family settings characterized by conflict inadequate parental control, weak internal linkages and integration, and premature autonomy are closely associated with juvenile delinquency. Migration it is also one of the cause which have major impact in child's career. (Nayak, 2013)

There is no single cause of juvenile delinquency. The early child hood period which is considered by students of child life as the most significant period in the development of personality and character, is also a period for the foundation of juvenile behavior (Bethlehem Wondimu, 2014). As it is studied in Bethlehem Wondimu in comparative study of juvenile delinquency between Addis Ababa and out of Addis Ababa, economic, social, and cultural factors, urbanization, family, migration, the media, exclusion, peer influence, and delinquent identities are identified as the general cause of juvenile delinquency although they are not identified as the sole reasons.

These days, as a result of dysfunctional family, by death, abandonment, divorce, lack of affection and harmony and other emotional problems of adults, large number of children are committing crime. Other factors for the problem of juvenile delinquency can be traced to the parental failure to understand their child and lack of awareness on how to raise a child. In addition, lack of the community based prevention and treatment; children's 'contact with gangs and shortage in recreational places play their role in worsening the problem of juvenile delinquency (Bethlehem Wondimu, 2014).

According to World Youth Report, 2003, the cause and conditions for juvenile delinquency crime are usually found at each level of the social structure, including society as a whole , social institutions , social groups, and organizations, and inter personal relationship. Juveniles' choice of delinquent careers and the consequent perpetuation of delinquency are fostered by a wide range of factors, the most important of which are economic and social, culture, urbanization, family, migration, the media, exclusion, peer influence, delinquent identities, and offenders and victims.

2.6. The Historical Development of the Problem of Juvenile Delinquency in Ethiopia

The problem of street children, in Ethiopia, has been of long standing. But of late this has grown, not only in the size of the number of children involved, but also in the seriousness of the problem they pose to themselves and the society. The exact date for the emergency of the problem of street children is difficult to establish. But there are indications that early in the 1940s, the problem was observed in some of the larger towns, particularly in Addis Ababa. Due to the prolonged war with the Italians, a large number of families were disrupted and there were a large number of orphans and abandoned children on the street of Addis Ababa and other cities. During the same period, rural-urban migration, hardly known before, accelerated and increased the number of destitute people on the streets of urban areas. Some documents in the Prison Administration reveal that, around 1941/42, there were a large number of unattached and destitute children on the street of Addis Ababa. In fact, the then superintendent, a Reformatory School was established as part of the Addis Ababa prison (later renamed as The Training Center and Remand Home). In fact the problem of what then was referred to as Vagrancy and Vagabondage Proclamation was issued in 1944. This law provided for the detention of persons below the age of 18, if found wandering abroad (away from their usual place of residence) without lawful cause. (Sisay, Cause of juvenile Delinquency, 2016).

According to Sisay, 2016, by the early 1960s the problem of attached children on the street went on accelerating. In 1963/64 a survey was carried out in three cities (Addis Ababa, Asmara, Dire Dawa and to Nazareth). Out of the sample of 300 children, those aged 9 to 12 years were 16%, those 12 to 15 years were 34.7% while those in those in the age group of 15 to 18 were 49.3%. The survey indicated that most of the street boys were migrants from the surrounding rural areas. They claimed to have migrated in search of educational opportunities, employment possibilities, and in search of immediate relatives that migrate to the cities earlier. Some followed their parents that migrated to the cities in search of better opportunities.

2.7. Who is Juvenile Delinquent?

Most studies on the problem of juvenile delinquency in Ethiopia, conducted earlier, had indicated the tendency of street children to get involved in illegal acts. They started by pilfering

small items in market places or overcrowded public places. But gradually they drifted into much more serious delinquency and committed serious offence. Hardened criminals gradually recruited them to carry out errands of criminal nature. Whatever steps they may follow, these children gradually drifted into delinquent activities. In fact, the acceleration of streetism seems to be accompanied by an increase rate of juvenile delinquency. It was, in fact, difficult to distinguish the street urchin (mischievous child) from a delinquent child in the early days, because the two overlapped, as they do today. The Woyalla, the Listro, the car watcher/washer etc. have not been considered as delinquents, as such, by the ordinary people. And yet, by their own admission, some street children had reported, to some researchers, that they had been on the wrong side of the law and had been in trouble with the police. Therefore, today's street boy may be tomorrow's delinquent. This is what Jack Riley, one of the early UN Consultations who reported on the state of juvenile delinquency in Ethiopia, in 1964, had to say:

“In defining juvenile delinquency the lawyer has no problem, he is a young person of defined age known as juvenile and he is an offender against the criminal law. However, for those who has responsibility for rehabilitation, who take a more personal view, the problem of definition is not so simple; a beginning may be made by saying that a juvenile delinquent is an offender against the law, who has failed to respond to the sanctions of society; such an offense being more than a mere act of mischief or childish irresponsibility...

...”Fortunately the problem in Ethiopia, so far as the consultant's observation goes, is not so serious in terms of size nor so, does complex in terms of its nature as appertain in some other countries. It may be that it is largely a response to developing environmental conditions though certainly not entirely so” (Sisay, 2016, the cause of juvenile delinquency).

2.8. The Possible Cause of Juvenile Delinquency in Ethiopia

Many social problems arise with the increasing social, technological and economic changes. In urban Ethiopia, like any other urban areas in the world, most of the social problems are the effects of modernization and urbanization of which juvenile delinquency is one? Although the real factors of juvenile delinquency in Ethiopia are not known so far, there is one obvious fact: it is an urban problem. Particularly the rural-urban migration which took place in the early days of

1960's has had noticeable effects on many Ethiopia children. Many children migrated from rural to urban areas in search of education and employment opportunities. However, many of the urban areas in Ethiopia especially Addis Ababa, were not as welcoming as they were expected. Thus, when these boys fail to get employment or educational opportunities, they prefer to stay on the street doing odd jobs, rather than returning to their villages where the prospect may be much grammar"(Sisay, 2016). In such cases there is little opportunity for most street children to find jobs other than delinquent activities.

Another factor that contributes to the problem of juvenile delinquency is lack of recreational facilities in the big urban cities. There is a total lack of play grounds and parks where the young can their pent-up energies, thus being forced to roam on the streets where temptations for mischief are unlimited (Sisay, 2016)

2.9. Administration

What is Administration?

The word 'administer' is derived from the Latin word *administere*, which means *to care for* or *to look after* people, to manage affairs. Administration may be defined as "group activity which involves cooperation and coordination for the purpose of achieving desired goals or objectives". (Peter C. Kratcoski, 2012)

Broadly speaking, the term administration appears to bear at least four different senses depending up on the context in which it is used:

- (1) As a Discipline: the name of a branch of learning or intellectual discipline as taught and studied in college and universities.
- (2) As a Vocation: Type of work/trade or profession/occupation, especially one that involves knowledge and training in a branch of advance learning.
- (3) As a Process: The sum total of activities undertaken to implement public policy or policies to produce some service or goods.
- (4) As a Synonym for 'word' Executive or Government: such other body of person in supreme charge of affairs.

According to Peter C. Kratcoski Administration is the force, which lays down the object for which an organization and its management are to strive and the broad policies under which they are to operate.

2.10. Principles of administration

In the field of administration, PRINCIPLE is considered as a fundamental truth. PRINCIPLE – is considered as a law, a doctrine, a policy, or deep-seated beliefs which govern the conduct of various types of human activities (Amsalu Kesete, 2016). For administrators, it is very important to have good principles, because these will serve as their guide in their thinking and action. (Amsalu Kesete, 2016).

- a. Principles promote shared understanding of administration.
- b. Principles eliminate much of the trial and error practices.
- c. Through them, we can avoid waste of time because they give us direction or point of destination.

The following are some of the administrative principles used to guide administrators.

1. Hierarchy

The distribution of functions and responsibilities can be both horizontal and vertical in an organization. When additional levels are added in an organizational structure, it is called vertical expansion. Vertical distribution creates levels like Top Management, Middle Management and first level management. Hierarchy consists in the universal application of the superior subordinate relationship through a number of levels of responsibility formed from top to the bottom of structure. Mooney and Reiley call it the "scalar process/chain".

2. Span of Control

Span of Control is simply the number of subordinates or the units of work that an administrator can personally direct.

In the words of Dimock, "The span of control is the number and range of direct, habitual communication contacts between the chief executive of an enterprise and his principal fellow - officers. This concept is related to the principle of "span of attention" described by V.A. Graicunas.

3. Unity of Command

It means that an employee should receive orders from one superior only. The concept of unity of command requires that every member of an organization should report to only one leader. That means, each employee should be answerable to only one person. If there are two different people who a person needs to answer, then there will be confusion.

4. Specialization

Each employee should be made to do a particular kind of work. If he is made to do many different kinds of work, then the individual will not be able to concentrate on a particular kind of job leading to inefficiency.

5. Coordination

Coordination is a managerial process whereby the effort of a group is synchronized or unified, so that the desired objective is easily achieved. If there are multiple goals in the people's minds, coordination of effort may be impossible. To coordinate therefore means to unite all activities.

Coordination is the central problem of an organization. Without coordination, people and departments would lose sight of their roles within the organization and be tempted to pursue their own special or personal interest often at the expense of the organizational goals. Thus, coordinating provides the requisite unity and harmony needed to attain organizational goals.

6. Delegation

Delegation is the organizational process that permits the transfer 'of authority from a superior to a subordinate. Delegation of authority empowers a subordinate to make commitments, use resources and take action in relation to duties assigned to him. No organization can function effectively without delegation. The division of 'an organization into units (departmentalization) involves delegation. Delegation originates from the fact that one person alone cannot successfully discharge all the responsibilities in an organization.

7. Rationality, Efficiency and Effectiveness

Rationality, effectiveness and efficiency are important concepts related to the performance of organizations. In general, it can be argued that organizations have to be rational in order to be effective and efficient. But rationality is not the only determinant of efficiency and effectiveness; there are some other factors involved. In this sense the concepts of efficiency and effectiveness are related to each other, but an organization can be efficient without being effective, or can be effective but not efficient.

8. Accountability

In other words, *accountability* denotes a relationship between a bearer of a right or a legitimate claim and the agents or agencies responsible for fulfilling or respecting that right by acting or desisting from particular actions. The most basic form of an accountability relation is that between a person or agency entrusted with a particular task or certain powers or resources,

2.11. Functions/Tasks of Administration

Urwick and Gulick worked on Fayol's principles of management to derive more articulate and up-to-date principles of management. According to them, the primary works of the executive are: planning, organizing, staffing, directing, coordinating, reporting and budgeting, which stand for the acronym: "POSDCoRB". This was later

expanded by Enaohwo and Eferakeya, (1989) as POSDCoRBE, with the addition of 'E' for evaluation. (Amsalu Kesete, 2016).

According to Luther Gulick and Urwick, these seven types of functions which show the scope of Public Administration are as follows,

1. planning
2. Organization
3. Staffing.
4. Directing.
5. Co-ordination.
6. Reporting
7. Budgeting

1. Planning: - To plan is to produce a scheme for future action; to bring about a deliberate attempt to influence, exploit, bring about and control the nature, direction, extent, speed, and effects of change. It may even attempt deliberately to create change.

2. Organizing: - It can be as a process of coordinating individuals' efforts to accomplish a common objective. An organization is a group of people bound together to provide unity of action for the achievement of a predetermined objective.

3. Staffing: It means the recruitment and training of the staff and maintenance of favorable conditions of work for the staff. Staffing is the traditional management function of attraction and selection of the best people and putting them on jobs where their talents and skills can best be utilized, and retention of these people through incentives, job training and job enrichment programs in order to achieve both individual and organizational objectives. This emphasizes managing human and not material or financial resources. This function is becoming extremely specialized due to unique importance and complexity of human nature and ever changing

psychology, behavior and attitudes.

4. Directing: - Directing means giving instructions, guiding, counseling, motivating and leading the staff in an organization in doing work to achieve organizational goals. Directing is a key managerial function to be performed by the manager along with other functions from top executive to supervisor performs the function of directing and it takes place accordingly wherever superior – subordinate relations exist. Directing is a continuous process initiated at top level and flows to the bottom through organizational hierarchy.

5. Coordination:- While an organization must divide its overall goals into specific for each department, it also has to make sure that the variations differentiated departments are coordinated (integrated) so that their work contribute to the overall organizational goals integration is the state of collaboration that exists among the various departments in an organization. Integration must be achieved if an organization is to be successful

6. Reporting: - Reporting means informing the authority to whom one is responsible as to what is going on. This requires report writing skills and knowledge. Report is a medium or a vehicle of communication. It is a means of generating and presenting information to meet organizational needs. The ability to produce a good report is a mark of serious minded and erudite staff.

7. Budget:- A budget could be defined as a plan stated in quantitative monetary terms which is prepared and approved prior to a defined period of time usually showing planned income to be generated and or expenditure to be incurred during that period and capital to be employed to attain a given objective.

2.12. Juvenile Justice Administration

Every child accused or found guilty of having infringing penal law shall have the right to special treatment in a manner consistent with the child, sense of dignity and worth and which reinforces, the child respect for human right and fundamental freedom of other.

- State parties to the present charter shall in particular.

(a) Ensure that no child who detained imprisoned or otherwise deprived of his/her liberty is subjected to torture in human or degrading treatment or punishment.

(b) Ensure that children are separated from adults in their place of detention or imprisonment.

(c) Ensure that, every child accused of infringing the penal law:-

i) Shall be informed promptly in a language that, he understands & in detail of the charge against him and shall be entitled to the assistance of an interpreter, if he or she cannot understand the language.

ii) Shall be presumed innocent until duly recognized guilty.

iii) Shall be offered legal and other appropriate assistance in the preparation and presentation of his defense.

iv) Shall have the matter determined as speedily as possible by impartial tribunal and if found guilty be entitled to appeal by higher tribunal.

(d) Prohibit press and public from trial.

The essential aim of treatment of every child during the trial and also found guilty of infringing the penal law shall be his or her reformation, reintegration into his or her family and social rehabilitation. There shall be a minimum age below which children shall be presumed not to have the capacity to infringe the penal law. (Mebrihit G/Michael, 2008)

2.13. Models of Juvenile Justice Administration

The juvenile justice system does not function in vacuum. The position of children within the family, the community, and the society has differed, depending on the society in question and the specific time period. (Peter C. Kratcoski, 2012)

The child welfare system that developed in the 19th century in England and in the United States was designed as much to keep children who were considered a threat to the society off the streets as it was to provide protection and assistance to the children (Peter C. Kratcoski, 2012). Thus, the value the society placed on children in general, and on specific classes of children in particular, varied during different periods of history. The social, political and economic condition of a country at

any given period of time had an effect on the type of legislation and program developed to either control children or provide assistance. (Peter C. Kratcoski, 2012)

2.13.1. The Medical Model (Welfare Model)

The legislation creating the first juvenile court in the United State, established in 1899, specifically mentions that the parent-patriae philosophy should be the guiding principle of the new justice system for children. The underlining assumption of this principle is that court and the justice system in general are not directed towards punishing juveniles who are deviant but rather toward providing assistance and care, much like a caring parent. From its inception to the present time, the rhetoric surrounding the juvenile justice system, regardless of how much the specific emphasis has changed, has remained focused on the notion that the state, under the principle of parents-patriae, has a right and obligation to serve as a parent substitute for those children whose parents are either not able or not willing to provide for the physical or psychological needs of their children. The medical model of juvenile justice, also referred to as the welfare model, in theory emphasized treatment and rehabilitation rather than punishment for those youth who violated the law and rules of society.

2.13.2. The Legal Right Model

During the 1950s and particularly during the 1960s, legal scholars in the United States become concerned with the fact that juvenile court judges performing in the role of “parent substitute” had almost unlimited opportunities to use their discretion when hearing juvenile cases, determining the guilt or innocence, and deciding the punishment of those youths convicted of delinquency.

2.13.3. The Justice (Just Deserts) Model

During the 1970s, the political climate in the United State changed in regard to juvenile justice. Several factors accounted for this change. These included a rapid increase in crime, particularly in violent crime, the assumption that a large amount of the violent crime was being committed by juveniles, fillings that many neighborhood and communities were no longer safe places to live, a

belief that rehabilitation and treatment were not working for either adult or juvenile offenders, and a general feeling among the public that politicians were soft on crime.

The justice model emphasizes a just punishment for the offender. During the 1970s, the majority of the state passed legislation that brought the juvenile justice system closer to the adult criminal justice system (Peter C. Kratcoski, 2012). Delinquent children should be held responsible and accountable for their acts. Youths under the jurisdiction of the juvenile justice system are still provided with treatment programs, but these programs are no longer considered guaranteed rights.

2.13.4. Restorative (Balanced) Justice Model

During the 1990s, the political climate started to reverse, with many legislatures now believing that the juvenile justice system had moved too far to the side of punishment. There was some shifting back ward toward the welfare or medical model. The system presently in operation in the majority of juvenile court jurisdiction consists of a combination of the medical and justice models. This model of juvenile justice focuses on serving the needs of the:

- a. The victims of the juvenile offenders
- b. The security and interest of the community
- c. The needs of the juvenile offender

Under the balanced or restorative justice model, juvenile must assume responsibility for their behavior and they are given a just punishment, but the community has some responsibility for providing programs that will prevent delinquency and help offenders to become functioning member of society (Peter C. Kratcoski, 2012)

2.14. Police investigation

In principle Ethiopian law does not required the young offender to pass through the rigorous process of independent police investigation or that of the framing of a formal charge by the public prosecutor. when we come across, the cases where the young person is involved in commission of a crime he/she shall be taken immediately before the nearest Woreda court

either by the police, public prosecutor, the parent or guardian or the compliant. Arrest warrant must be obtained in the manner prescribed for adult cases. The police shall also make every possible use of summons, which are inherent use of arrest (Mebrihit G/Michael, 2008).

The police may not on their own initiative, take any investigation steps which involve custody of the accused, they must by whatever means immediately take him before the nearest Woreda court. This arrangement is clearly distinction from the case of investigation crime allegedly committed by adult, and in the later case a basic premise of the criminal procedure code is that investigation of crime committed, when agency responsible by law to investigation crime i.e. the police and in some cases the public prosecutor are formally informed of the commission of a particular crime in the case of young offender, however, any investigation may be conduct only the young offender is presented to court. (Mebrihit G/Michael, 2008)

Immediate appearance of the child offender to the nearest Woreda court is a constitutional guarantee. The police without prior investigation, arrest juvenile suspect of whose alleged offences they learn or must the parent, guardian or compliant immediately take the juvenile before the court without any prior gathering of evidence to ensure that responsible care exists to take such steps may not any information first approach, the police to request action rather than take it himself? In order to answer these questions, we might distinguish between two things filling technical information with the police and reporting a crime to the police and king for assistance. In the procedure laid down for adult offenders, a person who comes to the police to report crime is by definition, technically information his statement whether technically and he must sign it. (Mebrihit G/Michael, 2008).

The police then proceed to investigate report which will be presented to the public proceeding where as in the case of juvenile however, the code expressly states the possibility of witness victim etc filling information with police. Any accusation or complain may be to the public prosecutor or police un accusation or compliant regarding a young person shall be made, in term provides in woreda court, to record the accusation or compliant against the juvenile and directs the police to conduct any investigation as the court thinks fit. But this doesn't means a parent witness or victim may not initially report the suspected juvenile offenders to the police

however, according to the practice which any of as follows in a trouble situation, we don't think to seek help at the nearest woreda court it would see proper in juvenile case first. (Mebrihit G/Michael, 2008)

The police would receive, the report, in fact, it will not be known at that point, whether the suspected offender is a juvenile or non-without formally recording it as an information and without participation of a regular investigation report. if once the case is informed it would seem proper for the police to conduct an investigation, where it is necessary to determine whether or not, there is sufficient probability of guilt to justify issuance of a summon or application for arrest warrant to bring this into effect, it might be necessary to visit to place of crime summon and interview witness, conduct searches, or obtain a medical examination of the victim. any such investigation techniques should be seen as properly undertake by the police in juvenile cases without special authority of the woreda court, but it should be only for the purpose of helping the police to decide whether or not the accused should be taken into custody. However, in flagrant cases, which being with the arrest of the accused, police investigation may not proceed in the absence of court authorization. (Mebrihit G/Michael, 2008)

By the same taken, the police may not undertake any investigation step, on their own initiative which involves custody of the accused such as compulsory medical examination or interrogation of him. Because taking such steps without prior woreda court authorization would frustrate the vital purpose to avoid the exercise of police custody over young offender. Generally, the above legal safe guards and the constitutional guarantee look in to against arbitrary arrest and distension of children. (Mebrihit G/Michael, 2008)

2.15. Prevention and Treatment of Juvenile Delinquents

2.15.1. Treatment of Juvenile Delinquents

The treatment is prescribed to the juvenile delinquent based on the crime he or she committed. In case where the offence is minor, the police may talk with the youth's parents and release him with a warning, or they may refer him or his family to some agency such as a department of

welfare for assistance. One of the most frequent measures of treatment applied by juvenile courts is probation. A juvenile delinquent is placed under the supervision of a probation officer whose duties are to befriend and assist him with a view to his reform and rehabilitation. Next to probation, juveniles are most often sent to institutions for rehabilitation. The modern juvenile institution is a great improved version of the early reformatory school. Other measures of treatment in freedom include foster-home placement for those juveniles who have no home or whose homes are inadequate (Nayak, 2013).

2.15.2. Prevention of Juvenile Delinquency

According to Nayak (2013) the majority of programs serving street children are remedial in nature, as they operate on an adhoc basis, providing food, clothing and occasionally shelter and health services. Different countries adopt different methods of preventive steps of juvenile delinquency. Many nations have developed youth corps camps to promote skills and good character among youths from about 15 to 20 years of age. The United Nations Economic and Social Council (UNESCO) provide expert assistance in forming and administering youth corps through a special Coordinating Committee for the International Voluntary Work Camps. Special programs are needed to tackle the problem of unaccompanied and homeless children off the streets. To organized preventive programs, recognizing factors that influence these phenomena like juvenile delinquency is very important.

2.16. Factors of Juvenile Delinquency

In general , the earlier an adolescents "criminal career" begins, the more likely he or she is to become a chronic offender commit serious and violent crimes, and continue committing crimes as an adult. The older an adolescent is when the delinquent activity first appears, the less worrisome his or her behavior is likely to become. Therefore it is helpful to distinguish between youngsters who began misbehaving before adolescence and those whose delinquent activity first appears during adolescence. The factors and consequence of delinquency that begins during preadolescence are quite different from those of delinquency that begins during adolescence (Sisay, 2016).

2.16.1. Unsocial zed Delinquents

Youngsters whose problems with the law begin before adolescence are very psychologically troubled. Most of these delinquents are male; many are poor and a disproportionate number come from homes in which divorce has occurred. More important, however, chronic delinquents typically come from disorganized families with hostile, neglectful parents who have mistreated their children and failed to instill in them proper standards of behavior or the psychological foundations of self-control. Many adolescents who have been in trouble with the law from an early age have siblings who have had similar problems (Sisay, 2016).

As per Sisay (2016) some social scientists have referred to those youngsters as unsocial zed delinquents, because they have not adequately acquired the norms and standards of society.

2.16.2. Socialized Delinquent

In contrast to youngsters who begin their delinquent career before adolescence, these who begin after adolescence show signs of psychological abnormality or sever family pathology. Typically the offenses committed by these youngsters do not develop into serious criminality, and typically these individuals do not violate the law after adolescence. Usually, their misbehavior is limited to a small number of offenses and if they are caught and deal with swiftly, they are unlikely to continue misbehaving. Because these individuals have apparently learned the norms and standards of society and are reasonably healthy psychologically, social scientists refer to them as socialized delinquents (Sisay, 2016).

The legal Region governing juvenile delinquency

2.17. U.N Standard minimum rules for the administration of Juvenile (The Beijing rules – 1985)

The Beijing rules, adopted by the United Nations in 1985, provide guidance to states for the protection of children's right and respect for their needs in the development of separate and specialized system of juvenile justice. Limited provisions concerning juvenile justice may be located in regional human rights treaties and in the international covenant on civil and political rights 1996. Similarly the United Nations standard minimum rules for the treatment of prisoners

adopted in 1955 set out certain basic requirements for all prisoners but do not address specific issues in relation to yours offenders.

The Beijing rules were the first international legal instruments to comprehensively detail norms for the administration of juvenile justice with a child rights and redevelopment oriented approach. These rules were a direct response to all call made by the six United Nations Congresses on the prevention of crime and the treatment of offenders which convened in 1985.

The rules operate within the frame work for two other sets of rules governing juvenile justice, both adopted in 1990, the UN Guideline for the prevention of Juvenile delinquency (The Riyadh Guidelines) and the UN Rules for the protection of Juvenile Deprived of their Liberty (the JDL Rules).

These three sets of rules can be seen as guidance for a three stage process:-

Firstly, social policies to be applied to prevent and protect young people from offending i.e. (The Riyadh Guidelines):

Scandium establishing a progressive justice system for young person in conflict with the law i.e. (The Beijing Rules) finally, safeguarding fundamental rights and establishing measures for social re-integration of young person once deprived of their Liberty, whether in prison or other institutions i.e. (The JDL Rules). (MottiTesfaye, 2008, the treatment of juvenile delinquency)

2.18. U.N Rules for the Protection of Juvenile Deprived of their Liberty (1990)

The United Nations rules for the protection of juvenile Deprived of their liberty are known as (JDLS). Which set out standards applicable when a juvenile or (any person under the age of 18) is confined to any institution or facility (whether this be penal, correctional, educational or protective and whether at the definition be on the grounds of conviction of, or suspicion of, having committed an offence, or simply because the juvenile is deemed at risk) by order of any judicial, administrative or other public authority. In addition, these rules include principles that universally define the specific circumstance under which children (young offenders) can be deprived for their liberty, emphasizing that deprivation of liberty must be a means of last resort,

for the shortest possible period of time, and limited to exceptional cases. The U.N rules for the protection of juvenile deprived of their liberty serves as an internationally accepted framework intended to counteract the detrimental effects of deprivation of liberty by ensuring respect for the human rights of juveniles and ensuring the dignity and welfare of the children is upheld while in custody. (Motti Tesfaye, 2008, the treatment of juvenile delinquency)

2.19. The UN Guideline for the Prevention of Juvenile Delinquency (The Riyadh Guidelines)

This guideline was adopted and proclaimed by the General Assembly resolution 45/112 of 14 December 1990. The guideline represents a comprehensive and proactive approach to prevention and social reintegration. Prevention is seen as not a matter of tackling negative situations, but rather a means of promoting welfare and wellbeing more particularly, countries are recommended to develop community based interventions and programs, to assist in the prevention of children coming in to conflict with the law and to recognize that depriving children of their liberty should be utilized only as a means of last resort.

The Riyadh Guidelines recommended that prevention programs should give priority to children who are at a risk of being abandoned neglected, exploited, and abused. This Guideline advocates a multidisciplinary and intersects oral approach to the prevention of children coming into conflict with the law and recognizes children to be full participants in the society.

This guideline is concerned about the prevention of juvenile delinquency most of its provisions are devoted to the principles, strategies and policy of prevention especially part VI of this guideline under the title “Legislation and Juvenile Justice Administration” requires that states parties to enact and enforce specific law and procedures which are relevant to juvenile justice administration.(Motti Tesfaye, 2008, The treatment of juvenile delinquency)

2.20. Domestic Laws Concerning Juvenile Justice System

Ethiopian laws have not separate criminal code or proclamation that governs the treatment and protection of children (juveniles) who have come in conflict with the law. Even though there is no separate domestic law with regard to juvenile offenders. The Ethiopian law provides special

provision concerning juvenile offenders in the general laws. The relevant laws which embodied the relevant provision regarding juvenile offenders are discussed here in under.

2.20.1. The F.D.R.E Constitution of (1995)

The F.D.R.E Constitution in the supreme law of the land this constitution has incorporated a provision concerning juvenile offenders in the country. The FDRE constitution in harmony with the modern trend in the development of Children's right devoted an article that deals with the rights of Children "which is an incorporation of widely accepted values of internationally behavior with respect to children". (Motti Tesfaye, 2008, The Treatment of Juvenile Delinquency)

The FDRE Constitution Article 36 Sub Art (2) provides the underlining principle in the undertaking of all actions concerning children that means the "best interest of the child" principle. According to this constitutional provision the best interest of the child must be given primary consideration in all action concerning children under taken by whether public or private welfare institutions, court of law, administrative authorities or legislative bodies. Therefore the administration of juvenile justice as it involves a set of actions concerning children. The principle of the best interest of the child must be the primary consideration throughout the process of administration of justice. In other words all the concerned bodies engaged in the administration of juvenile justice such as the police court of law, corrective institutions etc must make this principle their major guideline in their actions in relation to concerning juveniles.

The F.D.R.E Constitution specific provision, concerning juvenile offenders is Article 36 sub Art (3) which reads as follows.

"Juvenile offenders admitted to corrective or rehabilitative institutions and juveniles who become wards of the state or who are placed in public or private orphanages, shall be kept separately from adults".

The whole idea of this provision is separation of juveniles from adults. The fact that Article 36 of the constitution specifically deals with children's rights doesn't mean that it is the sole constitutional provision for children's right that other fundamental rights and freedoms guaranteed

for all citizens do not extend to them. Sub Article 2 and 3 of Article 36 of the constitution being's specifically relevant to children who came in contact with the criminal justice system doesn't deprive them of the protection accorded (given) by the constitution to adults juvenile offenders hence, enjoy the rights given to persons accused, arrested, kept in custody and convicted.

2.20.2. The 2005 Criminal Code of Ethiopia

The Criminal code of Ethiopia (2005) is the other domestic law which has a great relevance to the administration of juvenile justice. Most importantly this code sets the age limit for criminal responsibility which is important point to start with the juvenile justice administration. The criminal code provides the basic principle of criminal law for the handling of juvenile offenders and its introduce a variety of special treatment measures and penalties applicable to juvenile found involving themselves in certain criminal conduct.

Under the criminal law of Ethiopia, children who belong from 9 up to 15 years of age are not immune from criminal liabilities However; they would never be treated in the same manner as adults who are criminally liable are treated. Article 53 of the criminal code clearly states that "young people shall not be subject to the ordinary penalties applicable to adults nor shall they be kept in custody with adult offenders".

Apart from the special treatment measures and penalties applicable to juvenile offenders, the code introduces a special method of sentence in case of conviction of these persons by directing the courts to take into account the age, character, degree of mental and moral development of the juvenile as well as the educational value of the measures to be applied (The 2005 criminal code of Ethiopia Art 55). A gremmie in order to be sentenced to any of the special provisions he or she must firstly be convicted. (Motti Tesfaye, 2008, the treatment of juvenile delinquency)

The special mechanisms applicable to juvenile offenders are provide in the criminal code these are measures and penalties.

- a. The special measures applicable to juvenile offenders are solely designed to result of such person without recharge to any element of punishment measures are not meant to serve the purpose of punishment.

- b. Rehabilitation juvenile offenders can be classified in to two these are institutional measures and non-institutional measures.

The institutional measures designed for those juvenile offenders who are in need of institutional care and rehabilitation program whereas the non-institutional measures is designed to rehabilitate for juvenile offenders without institutionalizing.

The root of the idea that children should be treated differently from other criminals before the law can actually draw back to its root in the British legal tradition. Since then, there are different child savers who fought hard for a separate legal status of delinquent juveniles. The first juvenile court was opened in 1899 in Cook County, Illinois, by Jane Addams and Julia Lathrop. According to Betelehem Wondimu (Comparative Study of Juvenile Delinquency between Addis Ababa and Out of Addis Ababa, 2014), although by looking at their age, their punishment may soften or excuse, early English jurisprudence held that children under the age of 7 were accountable for their deeds.

Although developed countries are started different movement aimed at juvenile crime prevention, the effects of these programs are rather weak because the mechanisms in place are often insufficient to address the prevailing situation (Betelehem, 2014).

Working to avert juvenile delinquency and to rehabilitate the offenders is a challenging and ideal work that requires a dozen of skills, from working with one individual to preclude him or her from start from involving in the juvenile delinquencies to advocating for social change and social justice (Betelehem, 2014).

According to Article 19(1) of the Child's Right (2013, p13);

No child should be subjected to physical or mental violence, injury or abuse, neglect or negligent treatment, maltreatment or exploitation, at school or by a parent or legal guardian. Some interpret this to mean that parent may not be allowed to discipline their children though corporal punishment, such as spanking.

The Ethiopian criminal Code of 2005 specifies the start of the age of criminal responsibility at 9 years. Children between 9-15 years are considered as minors, while children between 15-18 years are punished as adults, although there are requirements for taking measures of mitigation, which rests on the decision of the judge. Although according to the code, children 15-18 years are considered as adults, they are not subject to life imprisonment and death penalty. All juveniles are also eligible to separate waiting and detention facilities from the adults. The code also state that the cause of children must processed 'immediately', although the length of time is not explicitly stated; and that all stages in the process of management of juvenile justice including examination of the case and trial shall be carried out by the judiciary and not by the police. According to the code, treatment provided to the delinquent juveniles shall vary from health examination, educational and training service, counseling, and detention to remand home and others.

In 1999, a juvenile justice project was launched within the Federal Supreme Court mainly to influence the judiciary to launch child friendly juvenile court and develop appropriate working approaches. The removal of the juvenile Court from the compound of the Remand Home is one of the consequences the project. After the removal, juvenile bench were started in four courts I Addis Ababa, and started to operate every afternoon (Betelehem, 2014).

CHAPTER THREE

3. METHODOLOGY OF THE STUDY

3.1. Types and source of information

There are two basic sources of data. These are primary source of data and secondary source of data. This thesis is based on both Primary and secondary source of data. Primary source of data includes, the information respondents gave through questionnaires and interview.

This provides original information to the study. On the other side, secondary data is handled with literature. It includes different kinds of books, journals, article, and internet source that are related to the area of the study.

3.2. Sampling Method

The population of this study includes police organization, Yeka Sub City juvenile administration departments. Depending on the nature of the population or the data to be gathered and analyzed, based on the subject availability and non-probability, the sampling method follows as:-

Addis Ababa city consists of ten sub-cities from these sub-cities the writer purposely selected Yeka Sub City. A sample size of 29 key informants are randomly selected, these are 12 police man and 7 from social affairs department and 10 from sport and youth bureau of the sub city. These samples are selected from Yeka Sub City. The sampling techniques that the writer selects simple random sampling for questionnaire and for purpose of sampling for interview.

3.3. Research Method:-

A number of methods are used to conduct this research and these are either qualitative, quantitative or both. This study emphasis more on qualitative method, because of the kinds of questions which are best addressed through this study. It is mainly based on qualitative

research, because the juvenile delinquent administration can be better analyzed with description of information than numerical data.

3.4 Data Collection Tools

The following research tools are used in the process of this study.

-self administration questionnaires

-interview

Self administration questionnaire and interview are the major tools, approach. The reason for using these tools and their relevance are discussed as follows:-

3.4.1. Questionnaire

The research questionnaires are designed into closed and mostly open-ended techniques. The questionnaire are prepared, revised and distributed in accordance with the objective of finding out of the practice and regard to juvenile administration and related issues in Yeka Sub-City of Addis Ababa. The questionnaires are presented to police members or officers and to juvenile administrators.

3.4.2. Interview

An interview can be structured, semi-structured or unstructured. The best approaches that fulfill both requirements in this study the semi-structured interview. The semi-structured interview involves use of some predetermined basic questions without restricting from asking more questions that arise from the interview process itself.

The techniques of sampling that the researcher selected interviews in the study are the purposive sampling approach. Open ended, semi-structured interview guide question which are prepared after the potential interview were identified based on the preliminary investigation. The interviewee's questions are prepared with careful consideration of the research objectives and the information required to answer the research questions.

CHAPTER FOUR

4. ANALYSIS AND DISCUSSION OF JUVENILE CRIME AND JUVENILE DELINQUENCY ADMINISTRATION IN YEKA SUB CITY

This chapter considered the situation of juvenile crime and juvenile delinquency administration in Yeka Sub City sub –city of Addis – Ababa, in light of the relevant practice and a general overview of juvenile administration.

The cause of juvenile and delinquent administration and the types of offence committed by delinquents will be analyzed. In order to do so, the researcher has prepared questionnaires, interview and other related study tools to all concerned institutions involved in juvenile case such as police, social affair bureau and sport and youth bureau.

The analysis and discussion under this theme were discussed in the literature review. An informal discussion was held with the police officers who have relatively close contact with the juvenile delinquents in Yeka Sub City which is increasing at an increasing rate every year. These young persons are coming from the lower class of the community. However, a research was conducted on the above matter and on their experience the main reason for juvenile crime could be poverty, unemployment, family disintegration or separation are among the main ones.

4.1. Socio- Demographic Characteristics of Juvenile Delinquents in Yeka Sub City

The target population of this study was juvenile delinquents of Yeka Sub City of Addis Ababa City Administration. A total of 29 respondents with a response rate of 100 percent were enrolled and participated in the study. The socio- demographic characteristics of the respondents are mentioned below.

From the key informants the one was an Assistance Director of the Sub city and workers and social Affair Department head, he has 15 years working experience. Out of fifteen years he has served as a social affair staffs for 7 years in different government organizations and the remaining eight years were as assistant director of the sub city and workers and social affair department head. His responsibility in the sub city is to coordinate and lead the different

activities pertaining to social problems within the sub city premises. In addition to his coordination duty he also provides counseling activity to some people who are in need of information and help. His educational level is first degree in Management and Master’s Degree in developmental studies from Addis Ababa University .The other one was the sub city youth and sport affairs bureau department head and working there as a head department for the past three years and his educational level is first degree in management. The other key informant was senior police investigator was Assistance inspector to the Yeka Sub City police and she has sixteen years work experience as an investigator for women and youth and her educational qualification is police science diploma from police college The remaining were staffs of the different departments who are working for a long time and their educational qualification is first degree and diploma in business fields.

Table 1: Sex Distribution of the Respondents

Sex	Number of Respondents	Percentage
Male	26	89.6
Female	3	10.34
Total	29	100

As the above table 1 shows that 26(89.6 %) of the respondents are males while the remaining 3(10.34%) are females. As a result more men’s are occupying the higher position of the administration and engaged in field (juvenile administration) than women’s. But it does not mean that administration is the only sole activity of males rather in some respects I observe women are also appointed as an administrator.

4.2. The problems of juvenile delinquency administration in Yeka Sub City

The sub city has many duties and responsibilities to perform. Among them juvenile delinquency administration is the one and conquer the vital portion of the administration. In order to alleviate and minimize juvenile delinquency ,departments like social and youth and sport bureau departments in collaboration with sub city police has to work hard to make the sub city a haven

for youths. In doing so, the administration means the sub city has faced several challenges to alleviate juvenile problems. These management/administration challenges are brought from two sources, the problem which emanate from the top management i.e. because of the poor administration of top management like lack of planning, leadership, forecasting, handling and treatment of employees and the other is from ordinary stuffs, they lack knowledge, capacity, tenacity and motivation to work. Among the questions given to the respondents is “what are the challenges of juvenile delinquency administration in the sub city “is the major one. Therefore, from in depth interview the following results are found.

1. **Training and capacity building:** - One of the themes of the policy of the National Youth Policy is capacity building and training. It was observed that both the sub city departments/social affair and youth and sport bureau/ lack adequate and qualified personals that are able to meet the needs, concerns and aspiration of the department and even juvenile offenders and they also lack knowledge and knowhow pertaining to administration because majority of personnel’s are coming to the department or occupying the position due to political membership or affiliation.
2. **Lack of Funding:** - according to the National Youth policy resource or fund is the base for every administration for juveniles. For the effective realization of an acceptable administration system the required amount of resource or fund should be allocated to the departments of the sub city and police department. Lack of funding is one of the major challenges of the sub city in juvenile/youth administration.
3. **Advocacy:** - this is the major problem which was obtained during in depth interview. Both social affair and sport and youth bureau and police departments of the sub city has a lack of advisory from experts and professionals due to certain reasons like they do not have the nature to call experienced individuals to acquire knowledge regarding juvenile administration.
4. **Lack of collaboration and coordination:** - In section four of the National Children’s Policy, collaboration, coordination and partnership should be established but during in depth interview with the respondents, there is a zero relationship, collaboration and coordination between and among the departments and even there is no initiation to create

a conducive environment between them to work together and collaborate each other in the facilitation of the administration.

5. **Absence of professionals:** - to alleviate juvenile administration challenges there should be professional personnel whether in the administration sector or other positions. Up on the response obtained from the interview within this departments there are the absence of professionals like sociologists, psychologists, lawyers.
6. **Absence of research studies:** - to acquire better knowledge and techniques in order to administer youth problems there in lack of research studies pertaining to the area is the other administration challenge obtained during interview.
7. **Media:** - to develop better understanding about juvenile's problem within the general community, to promote advocacy message, to report any problem, to educate and publicize any positive outcomes with young offenders and encourage community to exert its effort in the handling of youth's media plays a vital role. The sub city administration lack an access to media in the provision of information about juvenile's problem and its consequence to youths, family and community and this is one of the management challenges of the sub city departments.
8. **Implementation problems:** - implementation of laws and policies which is declared by the government is the other challenge exhibited during the in depth interview. Policies and laws are not put in to practice properly.
9. **Information and management system:** - the other problem which is found during the in depth interview there is lack of compilation of data and information on children's. This makes the management of juveniles hard and tough.
10. **Lack of follow up:** - because of the weak follow up from the head of the sub city/government juvenile administration put in to jeopardy.
11. **Country situation:** - the current country situation makes the management of juveniles in the sub city harder. Because those of individuals who works in both departments i.e. social affairs and youth and sport bureau especially the police officers are assigned a task force additional to their daily duties or assignments. Due to this juvenile management is neglected and put in to jeopardy.

12. **Lack of strengthen structure:** - the very challenging problem is the lack of strengthen structure in each department. This makes juvenile management tough and rigid.

4.3. Treatments of juveniles in Yeka Sub City

All entities whether government or private have the duties and responsibility to create a conducive and lucrative environment for the welfare of juveniles and these institutions especially which have a direct contact with youths like police, at their early conception there should be a unit/department or group that works in the treatment of juveniles wellbeing. “How juveniles are treated in Yeka Sub City?” this was a question asked to police officers and to social affair and youth and sport bureau of Yeka Sub City. Up on the response from the police officers/department no young person shall be ordered to be imprisoned due to this factor the police officers segregated the juvenile treatments into three parts;

- a. Probation
- b. Corporal punishment
- c. Committal to a place of detention or to an approval institution

Probation:- the juvenile who made a mistake allowed to stay out of a prison for a specified period of time or a situation or a period of time in which a juvenile who has made a serious mistake or done something bad is watched under the supervision probation officer and must behave well in order not to be seriously punished.

Corporal punishment: -the young offender will punish for the undesired behavior.

Committal to a place of detention: - a foster home placement for those juveniles who have no home or whose home is in adequate.

The social affair and sport and youths bureau of the sub city pertaining to the question they asked, when they give the answer, the treatment of juveniles/youths who are considered a delinquent/ both departments together otherwise in collaboration with government, private sectors and family members of the juvenile are trying to solve the problem by commanding the government and private sector to strengthening, coordinating, integrating, building

implementation capacity and allocation of budget in the fostering and alleviation of juvenile problems promptly and empowering family members of juveniles to execute their role and duties in ensuring the overall personality development of youths, encourages families to support children in difficult circumstance on their own initiatives, develop programs and services that benefits youths, establish and strengthen different income generating programs that help families to sustain and ensure the realization of juveniles and provide better parental skill training to parents and guardians.

4.4. Administrative measures taken to minimize the problems of juvenile delinquency in Yeka Sub City

In the contemporary world certain individuals, groups or institutions because of the skill, knowledge and capacity they possess, respond to a problem that hinders or challenge them and these institutions and groups may require assistance from others to boost their managerial skill up before and after the problem is exist. Yeka Sub City administration was asked “what measures should be taken to minimize the existing problems on juvenile delinquency administration?” The same question was also put to the Police Department which has a unit on juvenile delinquency. Both institutions replied are as follows.

Yeka Sub City administration

Yeka Sub City administration has taken measures to deal with the problems of juvenile delinquency. In order to alleviate such problems i.e. training and capacity and implementation problems, absence of professionals and research studies, lack of collaboration and participation , the departments and concerned units in the sub city have taken the following measures.

Measures taken by the Management:

1. Improving implementation strategy
2. Initiation taken by Yeka Sub City to improve juvenile
3. Improving implementation strategy
4. Incorporation of professionals
5. Establishing and strengthening partnership, coordination and collaboration.

6. Provision of training to staffs
7. Information based administration decision
8. Alienation of the management from out dated systems
9. Support and motivation of department staffs

The Police Department

Police officers/department in order to alleviate problems associated with juvenile administration, the department should:

1. Construct training centers where police officers can develop their juvenile administration/handling ability.
2. Creating awareness about international, regional and national laws, conventions and policy targeting families, communities, government and non-government organizations and other relevant bodies.
3. Ensure community ownership and support and care youths/vulnerable children..
4. Minimize allocation of additional duties/task force/ to police officers especially those assigned on juvenile activity or administration.
5. Creating an enabling environment to improve access how to treat juveniles and apply laws.
6. Create a friendly environment with juvenile parents and community to inform about juvenile problems.
7. Provision of advocacy at any convenient time
8. Creating favorable conditions for police officers to have awareness, access to information, counseling and related service.

Measures taken by the Department or Units

1. Execute their responsibilities and duties
2. Try to promote their carrier to the next required level
3. Should improve their skill on juvenile administration

4.5. The main causes of juvenile delinquency in Yeka Sub City

The cause and condition for juvenile crime in Yeka Sub City are usually found at each level of social structure, such as social institutions, social groups and organizations, and interpersonal relations. The main causes of juvenile delinquency in Yeka Sub City of are:- Economic and Social factors,-Socio-economic instability is often linked to persistent unemployment and low income among the young, which can increase the likelihood of their involvement in criminal activity, Cultural factors- delinquent behavior often occurs in social setting in which the norms for acceptable behavior have broken down, Urbanization- geographical analysis suggest that countries with more population have higher registered crime rate than do those with strong rural life style and communities. Family Dysfunctional- family setting characterized by conflict, inadequate parental control, weak internal linkages and integration, and premature autonomy are closely associated with juvenile delinquency. Migration- it is also one of the cause which have major impact in Childs in Yeka Sub City.

4.6. Standards of the sub city to administer juveniles

Every organization in a country has its own standard or methods to carry out its objective and those prescribed standards can serve as a distinguishing factor of one firm to another. In Yeka Sub City based on the response obtained, there are standards set by the administration of the sub city and even by the government how to handle juveniles who are considered delinquent. Up on the information found during the interview the sub city has its own directory to threat or train juveniles and there is a National Children Policy set by the government to protect and prevent youths from delinquent act. In some respect the sub city is trying to distribute some international juvenile administration standards developed by United Nations in different sessions held in member states.

4.7. Types of offence committed by juveniles in Yeka Sub City

Regarding the type of delinquency they commit, obtained from the key informants during in depth interview and from questionnaire commonly involve in robbery, rape, indoor stealing, and theft, stealing body parts of a car and drug and alcohol use. The reason for committing this type

of delinquency is, because they have a chance of watching movies in which the movies might include pornographic movies that may arouse their sexual feeling and push them to rape, knowing technical parts of a car and how much they cost, their easy access to steal from one's own or neighbor's house and their chance of knowing the availability of place where addictive drugs to be sold. Pick pocketing; murder, appearance in prohibited places; cutting and stealing cables are other delinquent acts which juveniles involved within. The reason for this can be the exposure to be used by the organized senior criminals.

CHAPTER FIVE

5. CONCLUSION AND RECOMMENDATIONS

5.1 Conclusion

Yeka Sub City has still a long way to go towards reforming and upgrading the juvenile administration to achieve the standards set by the national government. Hence, there is an imperative need to undertake immediate administration reforms, awareness creation and institutional development in the manner set by the national government.

As has been seen in this thesis, juvenile administration in Yeka Sub City especially in Social Affair and Youth and Sport Bureau of the sub city departments suffers from several inadequacies: planning, implementation, education and research. There are no well-established and adequately equipped and coherent programs for dealing with juvenile administration and preventing juvenile offenders in the sub city. Therefore, there is an urgent need for a critical evaluation of the policies, programs and institution dealing with juvenile administration with the principle that meets with the national government.

The study also revealed that most of the persons working in police institutions especially individuals/police officers who have direct link with juvenile's have lack of knowledge and these institutions need to undergo capacity building measures such as training on the manner of the national children's policy.

As has been noted in the study, there is lack of implementation of several policies, standards and laws which are prescribed by Yeka Sub City administration, government or international organizations because of poor capacity, lack of willingness, voluntary, and support of staff. Therefore, to respond to the problems of juvenile administration and to bring harmonization, collaboration and participation between the management and employs; the management should fill positions as fast as possible by professionals and experts, establishing training facilities within its locality together with different stake holders like NGOs to boost up the knowledge of the staff.

5.2 Recommendations

Despite the efforts and initiatives taken by the government to improve the administration of juvenile in the Addis Ababa, this study has observed that there are still problems in the system that need to be improved in order to achieve standards set by Yeka sub City and relevant government institutions.

As stated earlier, the practice in the administration of juvenile are not fully in line with standards set by the Sub City Administration. The following are my recommendations.

1. The findings of this research reveal that, there are weaknesses in the administration framework that govern juvenile matters. There are many ways of handling juvenile problems but there isn't a common stand on how a juvenile should be treated. It is therefore recommended that Yeka Sub City should produce administrative system that holds together the different activities related to youths, updates the out dated procedures/systems and incorporates to the management system from international standards of juvenile administration.
2. The government should design and implement a well regulated and managed country wide programme which will monitor and build up a network for the administration of juveniles through a consultative process. This shall include establishing a fund to provide grants for administration implemented by NGO or voluntary associations. The funds can be raised through budgetary allocation and voluntary contribution as well as donation from within the country and from donor agencies.
3. The findings of the research reveal that for the proper treatment of youths, there is a huge demand of equipped personnel, a well-designed and compiled data information is needed for further investigation and better decision, research and studies are required to predict the future based on the past assessment, partnership and coordination for the harmonization of each unit and every assignment usually should be in full quality and quantity. Therefore, Yeka Sub City administration has lacked the above things. So, to boost the management of juvenile system of the sub city the above listed deficiencies should be rectified.

4. It is obvious that the present administration/treatment of juveniles in Yeka Sub City is not sufficient to the present wave of juvenile delinquency for the whole sub city. More updated and planned administration is therefore needed in order to achieve its objective of educating and re-integrating children with a view of assisting them to assume socially constructive and productive roles in society. Juveniles with problems must be properly handled by those who know and understand their needs. And there should be strong juvenile administration to ensure proper treatment of juveniles.

5. In the real world, the media plays a vital role in the dissemination of crucial information to the general public. There are institutions with issues or problems which require the media to help them achieve their short or long term objectives and for the alleviation of the inherent problems. Administration of juvenile demands the media for the fulfillment of the work that the Sub City stands for. Hence, Yeka Sub City administration requires the media like the TV and Radio which will broadcast at the national level targeting on juveniles and juvenile parents or guardians to create awareness about the awful effect of juvenile problems and the proper administration of delinquent youths.

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ANNEX

ADDIS ABABA UNIVERSITY COLLEGE OF BUSINESS AND ECONOMICS
DEPARTMENT OF PUBLIC ADMINISTRATION AND DEVELOPMENT
MANAGEMENT

Information and Consent Sheet

Dear Respondents

This is a self-administered questionnaire prepared for the cause of juvenile delinquency a case study of Yeka Sub City Addis Ababa. The purpose of this study to determine the main cause of juvenile delinquency and its consequence and to suggest possible suggestion based on the findings which may help future attempt to deal with the problem of juvenile delinquency. The questionnaire will take you 10-20 minutes to fill the form. Please read each questions carefully and select the most appropriate choice that suite you. And for the open ended questions please write your answer on the space provided. If you have any doubt, inquiry or ambiguities don't hesitate to ask your invigilator.

In order to know the cause and consequence of juvenile delinquency, clear and reliable information is required from your side the information you give, will help to make realistic analysis and propose very important information. Your name will not be included and the information you provided will be confidential. You have the right not to participate and to withdraw from the study at any time.

Study consent

❖ I thank you being part of the project.

C. Policy implementation problem E. Negligence

D. Lack collaboration F. Lack of training

6. Do you work in collaboration with organizations or agencies outside your organization or department to alleviate this management challenges?

A. Yes B. No

7. Do your organization or department provide trainings to improve management challenges/ juvenile administration/?

8. Are there qualified/professional personnel in juvenile administration in your department/organization?

A. Yes B. No

9. If your answer is no what are the reasons?

10. Why you are assigned in this department?

A. Because of your experience

B. Because of your knowledge

C. Because of your affiliation

D. Because of your political representation

E. If any specify.....

11. Do you think your department has the ability to alleviate these administration problems?

A. Yes B. No

12. If your answer is yes please specify?

13. If your answer is no what are the reasons?

14. What do you think the solutions to this management challenges?

15. What measures are taken to minimize the management challenges in handling juvenile delinquency?

A. Training and development

B. Coordination and collaboration with others

C. Policy development

D. Incorporation of professionals and experts

E. If other specify

16. Do you think your department work hard in the alleviation of management challenges?

A. Yes

B. No

17. If your answer is no what are the reasons? Please specify

18. is there any bad or good consequence has resulted because of this management challenges?

A. Yes

B. No

19. If your answer is yes what are the reasons?

20. Did your organization use any standards of management in handling juvenile delinquency?
.....

21. Do you think your department use policies/standards appropriately in handling juveniles?
.....

22. Can you explain why you involved in working with juveniles?

23. Have you received any training in administration or management of juveniles?
.....

24. Please describe your leadership style in terms of policy development, planning and goal setting.....

25. What policies and directives have you established to motivate the professional staffs and keep them highly productive?

26. What are some of the major problem areas facing juvenile administration?

27. What challenges have you seen in your department currently?

28. What delinquent acts most of the time juvenile involve in?

- A. Theft
- B. Assault
- C. Sexual violence
- D. Untruthfulness
- E. Drug and alcohol use
- F. Murder
- G. Other (specify)

29. What forced you to commit these crimes?

- A. Economic problem
- B. Bad relationship with parents
- C. Broken family (divorce, death of one parent or both, migration)
- D. Peer influence

30. What do you think should be done to stop it?

- A. Family supervision
- B. Enter into rehabilitation center
- C. strong care givers attention
- D. Keeping far from delinquent activities
- E. Being good in education
- F. Need of government involvement
- G. Other, specify.....

31. What is the main cause of juvenile crimes?

- A. Economic problem
- B. Bad relationship with parents
- C. Broken family (divorce, death of one parent or both, migration)
- D. Pear influence

Interview questions

1. What are the challenges of juvenile administration in Yeka Sub City?
2. What are the main causes of juvenile delinquency in Yeka Sub City?
3. What is the type offence committed by juveniles?
4. What measures should be taken to minimize the problem of existing on juvenile administration?
5. How juveniles are administered/treated in Yeka Sub City
6. What are the standards of the sub city for the administration of juveniles?