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POLICE PRODUCTIVITY IN CRIMINAL INVESTIGATION:
An Assessment of the Performance Problem in the Gullele Sub-City

Police Department

By

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INVESTIGATION:

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Abstract

Crime is among the major social problems that challenges society. It is, therefore, very important for Social Work practitioners to study just how the criminal justice system operates. Among the various components of the criminal justice system the police are very crucial to the public demand for justice. Bearing this in mind, this study focuses on the productivity of the police, and whether they deal effectively and efficiently in controlling crime. Because of the complexity of the police tasks, this research thesis limits itself to on the field of criminal investigation.

The research report is intended to assess the performance problems observed in one of the sub-cities in the city of Addis Ababa. The research basically answers questions such as, Is there a standard to measure performance in the criminal investigation? What is the existing practice of measuring performance? Are the complainants satisfied with the performance of the police? How do the police and the prosecutors evaluate the performance level of the criminal investigation section? Finally, it recommends a comprehensive approach which the whole police department can implement. The assumption is that the productivity of each section is strongly dependent on others. Thus, the initiative only in one section cannot materialize.

With regard to the study approach, both survey and non-survey methods were applied. Questionnaires were administered to assess the satisfaction level of complainants. Key informant interviews were conducted with detectives, detectives' supervisors, and prosecutors. Police statistics were also analyzed. The results were analyzed based on a triangulation method.

The main findings of the study show that there is an absence of uniform measurement standards in the field of criminal investigation; there is an inadequate level of knowledge and skill on the part of the detective, along with extremely large work loads which cause most cases to be inadequate for prosecution; there is an incompetent leadership, poor motivation, and ethical problems, that decrease police productivity. Lastly the study reveals that the country's police departments have no clear and uniform direction.

Based on these findings, the researcher concludes that it is difficult to say that the sub-city's police have made progress over the last three years. Based on the overall responses by the police and the prosecutors, the performance level in criminal investigation is not at a good level. Therefore, the study report finally suggests that a uniform application of community-oriented policing is the best strategy to improve police productivity.

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Chapter one: Research proceedings and Methodology

Introduction

The police are essential public service to protect life and property of citizens. Crime is among the major social problems threatening the well-being of individuals. It is the police that are expected to fight against it. Though, there is no agreement on the mission of police, crime fighting and maintaining peace and order are their most important roles.

Governments do spend a large sum of money to run police agencies in the fight against crime and maintaining peace and order all over the world. This money comes through the collection of taxes from citizens. But, when we examine the historical development of the police, until the 1960s there was no standardized measurement applied to evaluate police performance, and governments and city councils simply allowed this large expenditure without measuring the real outcome of the police service. Since, the 1970s the cost effectiveness of police service has been measured using different standards. And, because of such development citizens' confidence has increased. Presently, in the developed world citizens enjoy a relatively high satisfaction in their police service compared with the past (Gaines & et al, 1991:411/412).

Citizens in our country have not experienced an increase in satisfaction with the services that the police provide. When we ask citizens about their confidence in police service, they often respond with expressions of dissatisfaction. Some of the common grievances mentioned are; delay on call, an inability to clear crime cases through arrest or property recovery, corruption, brutality, and an inability to effectively control crime risk areas etc. Therefore, many problems exist and it is important to isolate these problems in order to suggest the appropriate solutions. Though, there are many other causes of dissatisfaction in

the police service, the research limits itself to performance problems in criminal investigation. The research report examines theories of policing and productivity measures in its literature review and focuses on the performance status of the criminal investigation of one sub-city. Finally it suggests a wholestic approach to improve police productivity.

Statement of the Problem

Police service is one of the most crucial demands made by the public. Because in a diversified and complex society crime fighting and the maintenance of peace and order can not be left to the individual members of the society to deal with solely by their own means. As their foremost mission, the police exert efforts mainly on controlling crime through patrol and other crime prevention programs. However, when crimes have been committed, their secondary effort is to find out the perpetrators through collection and compilation of evidence.

The interrelationship of all components of the criminal justice system starts with this aspect of crime investigation by the Police. It has always been the fact that the effectiveness of the criminal justice administration is mainly based on the effectiveness of the crime investigation by the police. When we often observe the dissatisfaction of complainants, the major concern is the problem of crime investigation by the police. Though, there are grievances in the prosecution and court trail delay and injustices, the main grievances are related with the problem of clearance by arrest, recovery of stolen property, delay in the investigation process, misconducts and unfair treatment by the Police.

Public confidence **on** the professional capacity of the Police is less, and many victims of crime prefer to solve their problem in an informal manner. Another problem is that because of police cynicism based on the dissatisfaction of their job, detectives do not give due attention to every case and mainly they exhibit **burnout** which will constrain their efficiency

and effectiveness. Therefore, the research will attempt to explore the performance problem in the field of crime investigation.

Hypothesis

1. Because of lack of trained detectives and burnout most of the dockets are inadequate with evidence and did not end up in conviction before the court.
2. Delay in investigation process and misconduct are observed because of inadequate supervision and performance measurement devices in the sub-city's detective division.
3. Effectiveness of the detective division has declined for the last three years because of work load and inadequate knowledge and skill.

Research Aim and Objective

Aim of the research: -this study is intended to assess the state of performance in the field of criminal investigation, thereby, to suggest practical solutions which can improve police productivity as a whole.

Specific Objectives

1. To identify performance measurements in the field of crime investigation
2. To assess the perception of those complainants who were handled by the Sub-city's police
3. To analyze the existing performance measurement procedures in the field of crime investigation.
4. To find out problems in the performance measurement and trends of the level of effectiveness.
5. To suggest practical solutions for the improvement of police productivity.
6. To incorporate social work models in police activity.

Questions to be answered by the research

1. How can the Police productivity be measured and its difficulties?
2. How can the field of crime investigation be evaluated?
3. What are the existing practice of measuring the efficiency and effectiveness of crime investigation in Addis Ababa?
4. Did the sub-city Police make progress in the effectiveness of crime investigation for the last three years?
5. How do the complainants perceive the police performance?
6. How do the police perceive their effort?
7. How do the prosecutors evaluate the investigative performance?
8. What are the overall problems observed in the field of crime investigation?
9. What should be done to solve the problem?

Significance of the Study

One of the major concerns of social work profession is promoting social justice. Ethiopia is a country where resources are scarce and unevenly distributed. Because of this, there is wide outcry by members of the society for equity and equal treatment. As its main strategy the social work profession advocates for fair treatment in light of those oppressed and disadvantaged groups and individuals by identifying problem in the human service sector.

Therefore, this research will have the following purposes.

- By identifying problems in the performance of the police crime investigation service, to suggest improvement alternatives for policy revision
- To inspire others for further study

Scope of the Study

Because of the complexity of police work, this research has focused only on the field of criminal investigation. Gullele sub-city police department was studied. The complainants have been selected from the record of the first half of the 1998 fiscal year (July 2005/ Hamle 1997- December 2005/ Tahesas 1998 E.C). The unpublished police statistics were taken from the Addis Ababa Police Commission, which cover the period between 1995/ 2002-03/ up to 1997/ 2004-05. The fiscal period in Ethiopia starts from July / Hamle 1st of the previous year and ends on June / Sene 30th of the existing year.

Methodology

This study is an applied and descriptive type. For this purpose both survey and non-survey techniques were used. For the survey, questionnaires were administered. For the non-survey method interviews and observations were conducted.

Target Population

1. Those Complainants, who were handled by the first half of the fiscal year of 1998 E.C (Hamle 1997/ July 2005 up to Tahisas 1998 / December 2005 E.C) in the Gullele Sub-city Police Crime Investigation Division. From the record of active cases 542 complaints were found.
2. There were 10 detectives and detective officials in the sub-city Police department.
3. There were 8 prosecutors and assistant prosecutors in the sub-city's office of the public prosecutor.

Sampling Procedure

With regard to the complainants, 10% of them were selected based on simple random sampling technique. First each person was given code No and was selected with lottery

method. The code No starts from 101 and the last number is 642. Then from 0 up to 9 numbers were shuffled and one number has been selected. Finally from the serial numbers of ten the number that contains the lottery number in its last digit was taken. However, out of the selected complainants 23 persons were not willing to respond, and some of them could not be found. Therefore, the researcher was forced to pick others based on accidental sampling technique, by waiting for several days in the premise of the sub-station police department. In this approach 53 respondents filled out the questionnaires. Most of them were approached in their residence and business house. The achievement is that out of the 53 subjects randomly selected, 51(96%) have responded to the survey. That means they have filled more than half of the questions in the survey.

Purposive sampling technique has been applied based on long service and relatively higher educational background to select detective, detective officials, prosecutors. Initially it was planned to include judges. However, the researcher came to realize that the work relations of detectives and judges are limited, and it is through the prosecutor that police work come to the judge. For this reason, they were excluded. Finally 5 detectives and their supervisors and 3 prosecutors were interviewed.

Data collection instruments

Questionnaire has been administered with subject complainants. The purpose was to obtain information on the perception of police performance. The questionnaire has four pages with 15 main questions and 4 sub-questions in it, excluding questions of personal background. The first part asks about personal information. The 2nd part asks about their case and their satisfaction on the service given. Whereas, the 3rd part asks their agreement whether there was maximum effort in the criminal investigation, or not. The questionnaire has been tested by

distributing it to three respondents. Then based on the feedback obtained minor adjustment was made. Finally the copy has been translated into Amharic language. The data was gathered starting from March 21st up to April 10th 2006.

Key informant interview has been administered with subject detectives, detective officials, prosecutors. The purpose was to get evaluative opinion on the performance status of the police. Two types of interview guides were presented. Most of the questions are similar. However, different questions for both the police and the prosecutors are also presented. Basically, both guides are divided into three parts. These are personal information, performance of the criminal investigation, and performance measurement of the criminal investigation. The questions have been translated into Amharic and the interviews were conducted from April 15 up to April 23, 2006.

Secondary Source:-

- Literature has been reviewed in order to explore policing theories and the best practice in the performance measurement of crime investigation.
- Three consecutive years (1994/95-1996/97E.C) Police crime statistics have been analyzed to examine clearance rate, recovery of stolen property and conviction rate

Triangulation

One of the best ways to study criminal investigation is to rely on several, rather than one, research strategy. That is, information of different sorts is collected from different samples in different ways. This technique is called triangulation, meaning studying the same problem with different methods and then comparing results. The researcher comparatively analyzed the questionnaire results, the interview results, and statistical data in order to arrive at conclusion.

Ethical Concerns

I strictly abided by the ethical standards regarding research put forth by the American Psychologists Association. In order to ensure informed consent, a copy of my research proposal has been handed over to the commander of the Gullele Sub-city police department. The identity of complainants and key informants was kept anonymous and confidential. The researcher clearly explained the respondents the purpose of the study, and assured that the result will not be used for other purposes.

Reliability: - the researcher has full confidence in such a way that another person can come up with the same result by using the same instruments of data gathering.

Validity:- the researcher tried his best to examine issues objectively based on the data gathered. His observations and arguments were used as supplementary information.

Problems encountered and solutions

1. Time constraint: - during the collection phase, I faced with time shortage. Because of another course load and work load, I couldn't be able to keep the time frame as per the plan. However, by using all the times available ,I succeeded at last
2. Cooperation problem in data collection:- based on the simple random sapling method 23 respondents **has** refused to respond by saying that they have no spare time. Then I quickly adjusted my sampling to include accidental method. By this I managed to fill the gap.

Definition of Key Terms

Criminal Investigation: - is the process of legally gathering evidence of a crime that has been or is being committed. The ultimate goal is to determine, to the extent possible, the truth about how a crime occurred (Brown, 2001:3).

Complainant: - “one who applies to the courts for legal redress by filing complaint (i.e. plaintiff). Also, one who instigates prosecution or who prefers accusation against suspected person” (Black's Law Dictionary. 6th ed. 1990: 285).

Community: - is a type of society where people have close contact with others, forming a tight social network, and where there is a sense of 'belonging' (Moore, 2001: 240).

Community-policing: - is a "systemic approach to policing with the paradigm of instilling and fostering a sense of community, within a geographical neighborhood, to improve the quality of life. It achieves this through the decentralization of the police and the implementation of a synthesis of three key components: 1) strategic-oriented policing-the redistribution of traditional police resources; 2) neighborhood-oriented policing-the interaction of police and all community members to reduce crime and the fear of crime through indigenous proactive programs; and 3) problem-oriented policing- a concerted effort to resolve the cause of crime, rather than the symptoms" (Oliver,1998: 51).

Docket: - is a formal record, entered in brief, of the proceedings in a court of justice (Black's Law Dictionary. 6th ed. 1990: 480). It is also used as a case report prepared by the investigator to the prosecutor.

Physical Evidence:- is a term to " embrace any and all objects, living or inanimate, solid, liquid, or gas, and the relations between all such objects as they pertain to the problem in question, e.g., crime. A knife, gun, signature or burglar tool is immediately recognized as constituting physical evidence" (Kirk, 1960: 9).

Problem-oriented Policing: is a strategic approach to identify the causes rather than the symptom of a 'problem' which might disturb the peace of a given community, and trying

to mitigate them in collaboration with all concerned with the community (Goldstein, 1990: 37).

Productivity:- according to Swanson et al (1993:624-629), productivity is an interplay between aspects of effectiveness, efficiency and economy. In other words, it is concerned with doing the right thing without wasting resources. It is all about in the relationship between inputs and outputs: Effectiveness is a qualitative aspect of the human, financial and environmental inputs to determine the impact of the service being provided; Efficiency, on the other hand, is the economical or quantitative aspect that focuses on what resources (inputs) are needed in producing outputs.

In almost a similar approach, Fyfe et al (1997: 369), define the term productivity as,

Many things to many people. It usually involves the extent to which the fullest use of resources in order to produce results. Increases and decreases in productivity are then gauged by the relationship of inputs to outcomes, again resources to results. Productive individuals or organizations minimize resources and maximize results. unproductive individuals or organizations, by contrast, use maximum resources with minimum results. Thus, productivity is the relationship between results achieved and costs incurred.

Police productivity:- according to Gaines & et al (1991: 412), is a general indication of the ratio of outputs produced (Services provided to the public, criminals apprehended, and the amount of crime prevented) to the resources expended (operating budget, usage of property, and equipment).

Chapter 2: Literature Review

Historical development of modern policing

It is difficult to draw similar experience in the development of modern policing across the board. Countries have different contexts with regard to their legal and social traditions. Therefore, bringing a wholistic picture of police development is more difficult. Thus, the researcher selects the historical development of modern policing in the USA. But first, the origin of modern policing from the English context is examined.

According to Dempsey (1999, 4), Henry Fielding was the first man to be credited with laying the foundation for the first modern police force. Being appointed as magistrate in West Minster in 1748, he inspired high constables and together they formed a small investigative unit, which they called the *Bow Street Runners*. These were private citizens who were not paid by public funds but who were permitted to accept thief-taker rewards. After gaining acceptance by the government, Fielding was asked to organize a horse patrol force to combat robbers and footpads on the London streets. The patrol proved successful but was disbanded after nine months due to lack of government support.

Dempsey (1999: 5), has identified that during that period there was a debate on the public that whether formal police force should exist on public fund or not. This debate went on until the first decades of the 19th century. Then came Sir Robert Peel in 1828. This man drafted the first police bill, and the parliament passed it in 1829. This act established the first large scale, uniformed, organized, paid, civil police force in London. Although it was a civil police force, it was structured along military lines. The police were commanded by two

magistrates, later called commissioner. And it was controlled by the home secretary, a member of the democratically elected government.

Then starting from that time distinct and organized type of police forces became established in all over the world. The development of American policing started from the 18th century. The organization of the police in the USA is divided into two: the urban and the frontier. With regard to the urban experience, during the 18th century the most common form of American law enforcement was the system of constables in the day time and the watch at night. Because of the ever increasing rate of crime and disorderliness, the first organized American metropolitan police department was created in Boston in 1838. Soon after this, in 1844, the New York state legislature authorized communities to organize police forces and gave special funds to cities to provide 24 hour police protection. Following this police departments were established in cities of all over America (Dempsey, 1999: 8).

Dempsey describes the 19th century American policing as brutal and corrupt, and was dominated by local politics. In addition to this, the police were not effective in preventing crimes. Officers were primarily tools of local politicians. The primary job of 19th century police was to serve as the enforcement arm of the political party in power, protect private property, and control immigrants. In 1800s, police work was highly desirable, because it paid more than most other blue-collar jobs. Politicians highly influenced the police department in determining who would be appointed a police officer, and who should be promoted to higher ranks. Job security was non-existent, because when a new political party gained control over the administration, it would generally fire all and hire new ones. Ignorance, poor health, and other weaknesses for police qualification were not barriers to become a cop. The training was

inadequate. A new officer was handed a copy of the statutes and sent out on patrol (Dempsey, 1999: 9).

This situation is very similar in the present day policing context of Ethiopia. An individual can easily be hired with the order of local administrators and also easily be fired in a similar manner in most parts of the country. This increases the influence politicians have on the law enforcement.

Dempsey (1999:10), also assessed the role of the American policing in 18th and 19th century to be varied. Earlier duties like clearing streets, inspecting boilers, caring for the poor and homeless, operating emergency ambulances and performing other social services, did not continue in today's policing. In the later part of the 19th century technological advancement has been witnessed. Telegraph machines were introduced to connect precincts with headquarters.

The frontier experience was different in terms of organization set up. Sheriffs and Town marshals were usually the only law enforcement officers available on the frontier. According to Dempsey, most of the Sheriff's time was spent collecting taxes and performing duties for the courts. The Sheriffs and town marshals were assisted by the local residents in the pursuit of criminals. In comparison with metropolitan police departments, sheriff's and town marshals were less professional. However, the problem of corruption and brutality is similar (Dempsey, 1999: 11).

The 20th century American policing was marked by efforts to professionalize the organization through innovations. In terms of technology, police motorcycle & police car were introduced. This has enabled the police to cover large areas as quickly as possible. The widespread use of the one-way radio combined with police car and motorcycles has changed

police work. Foot patrol was replaced by vehicle patrol, which pushed the police away from the public (Dempsey, 1999:13).

The Boston police strike in 1919 initiated police reform. Though, it was handled harshly by the city government, it has led to better job security. The Wickersham Commission in 1929 has pointed out major weaknesses of the police. The findings of this commission revealed that the police are ineffective, inefficient, and have no adequate equipment. All these have led for the review of police selection, promotion and disciplining of misconduct. Furthermore, attempts to up-grade the professionalization of the police were pushed by associations of the police chiefs (Dempsey, 1999:14 &15).

The riot movements in the 1960s and 1970s have called for the incorporation of racial minorities and women in to the police force. Affirmative action was introduced. The famous report on corruption was presented by the Knapp commission in 1970. This report has revealed a widespread and systemic corruption in the New York Police Department, which led to sweeping changes in organization, philosophy, operations, and procedures. In this time research on police has been increasingly conducted. In 1980s and 1990s the development of a computer technology revolutionized the police in terms of communications, record keeping, fingerprinting, and criminal investigations. Community policing has recently been introduced (Dempsey,1999:17- 23).

When we come to our country's experience, we often observe changes over time in terms of development. According to Andargachew Tesfaye¹ (2004:12-13), a more modern policing system by the name of *Arada Zebgna* had been introduced in 1917. It had had two branches: the uniformed police and the detective branch. A central record office, where

¹ In accordance with Ethiopian custom, the first name is substituted for the surname and the father's name is spelled out in full.

photographs, physical description of offenders, records of modus-operandi of known criminal were kept. About seven months before the outbreak of the war with Italy in 1935, a detachment known as the *gendarmerie* was established.

All these developments were interrupted by the Italian occupation. Then the reestablishment was initiated in 1941 after the Italians have been ousted. The British army recruited few Ethiopians to serve along with the British soldiers under the organization called Occupied Enemy Territory Administration /O.E.T.A./ (Andargatchew Tesfaye. ,2004:14).

Andargatchew Tesfaye (2004, 14-31), critically assessed the development of modern police starting from 1942 after the departure of Italian forces. He credited much to the emperor as he was ambitious and motivated to build the professional as well as institutionally capable police. The *Abadina* Police College, which is now called the Ethiopian Police College was established in 1946. The educational background of the police at that time was poor. However, gradually it improved. The Emperor also expanded the police institutions into big towns, and equipped them with modern instruments for both patrol and criminal investigation. The professional and institutional status of the police, according to Andargatchew, was good when compared to the times of the *Dergue* and even from that of the EPRDF. This researcher agrees with the position of Andargatchew. Modern policing was by far better in the Emperor's time, and declined much during the *Dergue* because of the emphasis on the war using the police to advance political purposes, also hampered professional development. No significant improvement is witnessed from the time of the *Dergue* to the present time.

In short comparison, the USA experience shows the gradual movement of the police from political dominance to professionalization and finally to service-oriented approach.

Whereas, the Ethiopian experience shows only the total dominance by politics. Many citizens feel distrust towards the police because of this strong link with local politics.

The Role of the Police

Writers on Policing are not in agreement as to what the role of Police should be. Kleing (1996: 24-29), has examined the following models in explaining the role of the police.

The crime fighter model:-this is similar with military model. Criminals are seen as the enemy "the bad guys", and the police and the law-abiding communities are "the good guys." This dichotomy leads the police to be punitive, and often regard and treat suspects as though they are criminal. This model obscures the complexity of crimes, which can be handled differently, and often gives equal weight for every incident. The attitude of the police is largely influenced by skepticism and cynicism toward the public.

The Emergency Operator:-this is similar with firefighting model. It assumes that the Police should respond to prevent or handle emergency situations. The police are emergency resource personnel who usually do social work, but are competent in crime control as well because of their monopoly of coercive force. This model is based on the belief that in the localities no other emergency services are available than the police. Thus, the police should dwell on preventing problems, which might affect the lives of the residents.

The Social Enforcer: - this model deals with all kinds of confrontations which might require forcible intervention. It assumes the police agencies as communal reservoirs of coercive power. The role of Police, according to this model, "is to address all sorts of human problems when and in so far as the problems solutions may require the use of force at the point of their occurrence." Thus, all chaotic situations whether they are clearly stated in the criminal law or not should be dealt by the Police.

The social peacekeeper:-this model is grounded with the recognition that there are many things that may and do disturb the peace or tranquility of a community, not just crime, but disaster, non-criminal social conflict, the movement of people, and even large gatherings. The role of the police is to ensure or restore peaceful order. Within the bounds of the resources that are available to them, they may engage in forms of social assistance that actually enhance the quality of social life, not only deterring crime and disorder and dissipating fear, but actually fostering social trust and cooperation. This model doesn't accept the imposition of the government against the will of the public. Though, coercive approach may be necessary, it should be a last resort when negotiations and other peaceful means are exhaustively applied. Here the focus is to a broader peaceableness for wider social context and not to a particular individuals or groups.

All these models in one way or another explain the existing reality of the police. But, no one of the model can fully be implemented in a complex society. When examining each model, the crime fighter model tends to be arrogant and inflexible, and it tends to arbitrarily violate human rights, which in turn foster hostility by the wider public. In the contrary, the emergency operator model is similar to the problem-oriented policing model. It is good, but with a limited resource it tends to be-little the primary function of crime control. The social enforcer and the social peacekeeper models are similar in their content. While the former tend to provide social services, the later focuses on restoring peace within a wider social context. Both models are similar with the community -policing philosophy.

Here the main controversy is that in defining the role of the police, who should control it? This is difficult to answer because the main responsibilities of the police in every country are crime prevention and keeping order. These are the primary responsibilities of any

government. Thus, the police are under the control of the ruling party. Whether one adopts a liberal or a radical perspective of the state, the police occupy a strategic role in the regulation of political conflict. Whereas, liberalism views policing by consent, radicalism recognizes the police only as an instrument of coercion (Brewer et al, 1969:214).

When analyzing these models in line with police productivity, the emphasis on the crime fighter model is towards more arrest and more traffic charges. The emphasis on the emergency operator and the social enforcer models, on the other hand, is how quickly the police responded to citizens' call or concern. The emphasis on the social peace keeper model is on the reduction of fear of crime by citizens.

Functions of the Police

There is no universally agreed upon collection of functions of the police. As it is seen in the role of police, there are different dimensions of Police work. In general researchers divide the police work in to two main categories: namely "law enforcement" and "service". The "law enforcement" category includes crime control, detection or investigation of crime, enforcing traffic regulations. The "service" category, on the other hand, includes dealing with domestic disturbances such as family disputes and personal problems, which comprise nuisances, illness both mental and physical, missing persons and cases of found property (Morgan, 1990:3). Studies have indicated that while the social (welfare) aspect of police work was extremely significant in respect to the total volume of police work, it was often considered as secondary and as not "real police work" both by the officials and members of the police (Morgan, 1990:3). Similarly the average citizen thinks of the police as an organization primarily concerned with preventing crime and catching criminals. When crime increases or criminals go uncaught, the conventional public response is to demand more or

better police service. When the crime rate goes down, the police often get credit (Wilson in Morgan, 1990:1).

In a more elaborated assessment according to Dempsey (1999:116), the police have primary and secondary goals and objectives. On the aspect of primary goals and objectives, maintaining order and protecting life and property are the most basic functions.

The secondary goals and objectives are intended to meet the primary goals. They include:-

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

In one way or another, the police have vast jurisdictions and it seems no clear demarcation of the police functions. However, the argument is that the police should attempt to prevent crime through routine patrol, responding to calls and establishing partnership with the community to prevent crime. On the other hand, arresting offenders and assisting prosecutors in bringing charges against defendant is also the primary functions. Because they are available seven days a week and 24 hours a day and because they are highly mobile, the police are the closest government agency to any problem (Dempsey, 1999: 116 & 117).

When we come to Ethiopia, the powers and duties of the police are stated in the 1962 Criminal Procedure Code and in the 1942 Police Proclamation. According to Article 9 of the Criminal Procedure Code, the Police should perform the following duties

- a. Serving the peace and preventing crime,
- b. Discovering the commission of offences,
- c. Apprehending offenders
- d. prosecuting offences when members of the police are appointed as public prosecutors.

In general, under the provisions of the 1942 Police Proclamation, the main functions of the police are the prevention of the occurrence of crime, the apprehension of criminals, the maintenance of law and order, the protection of the safety of people and property, and the regulation of traffic. In doing so, the police are expected to deal with every citizen with the principles of due process of the law (Andargatchew Tesfaye, 1976:424). There is no difference made in the recent proclamation.

Members of the Ethiopian Police force have no power to arrest, and conduct search and seizure without a court warrant, except when the police have caught a person on the act of committing a flagrant offence, and in a hot pursuit situation when the suspect enters a premise (Art. 14& 32 of the Criminal Procedure Code of the 1962). Furthermore in the same code additional conditions are provided for the police to conduct arrest and search & seizure without court warrant.

Typologies of Police Operational Styles

Different writers develop different views based on the police operational styles, which reflect the officers' personal thinking about the role of the police and law in society, and how the police should perform their jobs.

Wilson's police typology

In his work "Varieties of Police Behavior: The Management of Law and Order in Eight Communities", James Q: Wilson (1968), described three distinct styles of policing. He based his theory by taking into account the political atmosphere, community composition, social conditions, administrative reactions, and arrest pattern (Doerner, 1998: 181).

The Watchman style:- the primary mission of the police according to this model, is to keep peace and order rather than regulate conduct. The key to understand this style lies in community tolerance for certain practices. Enforcement practices are quite flexible and reflect community concerns rather than an obscure concept of lawfulness. Only few misdemeanor arrests, issuing few traffic citations, and not reporting many juvenile detentions are the typical characteristics of the departments, which adopt this approach. Thus, the existence of high discretion is observed to handle cases informally. However, serious cases are treated formally (Dempsey, 1999:118; Doerner, 1998:181).

The Legalistic style:- the emphasis here is to invoke the formal criminal justice process whenever a transgression occurs. In other words, enforcing the law based on the book. Officers in this approach make plenty of misdemeanor arrests, issue more traffic citations, are more likely to take misbehaving youths to the detention centers. Patrol officers engage in these formal procedures because the administration urges them to do so. The assumption to adopt this style is that by enforcing all laws against all violators, it can help to minimize the corruption. (Dempsey, 1999:119; Doerner, 1998, 182).

The service style:- This is based on preserving tranquility within the community. Police department are more sensitive to citizen's concerns. As a result, officers spend most of their time assisting the community in preventing crimes and solving problem. They see

themselves more as helpers than as soldiers in a war against crime. Police departments work closely with social service agencies, and their intervention rate is very high. However, they do not make more arrest as the case in the legalistic style (Dempsey, 1999:119; Doerner, 1998, 182).

When analyzing these models to the Ethiopian policing context, the researcher ,based on personal experience, argues that there is the existence of a more pronounced watchman style, and no significant indication of the legalistic or service style.

Broderick's police operational style.

John J. Broderick (1977,1987), discusses the following types by combining the due process view with the social order emphasis.

The Enforcers:- have a strong predisposition towards maintaining social order and very little patience for safeguarding constitutional rights. They believe that their job is to clean up the streets. They think that constitutional protections to suspects hamper efficient law enforcement operations. These officers are with too many years of services and unhappy with the criminal justice system. They are authoritarian, cynical, and militaristic (Doerner, 1998:186 ; Dempsey,1999:117).

The Idealists:- share a heavy concern for social order with the Enforcers. In contrast, though, they focus on the due process aspect. Together, this configuration reflects police officers, who place a high value on individual rights but still see their main function as preserving peace and order. They exhibit the same pains of cynicism. Since they are better educated than the average citizen, they know that their job brings very little prestige (Dorner, 1998:187 ; Dempsey,1999:118).

The Optimists:- these officers have low concern on social order, but a high regard for individual rights, They assume themselves as social service providers rather than being crime fighter. They do not resort to arrest, and use their discretion in appropriate situations. They do not exhibit cynicism and resentment, and eagerly await promotions (Doerner, 1998 :187 ; Dempsey,1999:118).

The Realists:- they place a relatively low emphasis on both social order and individual rights. They share a similar pain of cynicism with the criminal justice system as enforcers and idealists. They believe the goals and objectives of the police are impossible because they see that the criminal justice system let the guilty go free on plea bargains. Rather they concentrate on group loyalty and mutual support. They do not try to change the world, the offenders, or even the police department. They externalize their weaknesses on the outer world, and refrain from self-criticism (Doerner, 1998: 187; Dempsey, 1999:118).

In relation to the researcher's observation, all these characteristics can be found on an individual basis when considering the Ethiopian policing context. Whereas, the enforcer model is mainly exhibited in the Federal Police Special Force, the realist model is more observed in the metropolitan police departments. However, the combination of more than one model can best describe the existing police context.

White's typology

In 1972 White developed a model by which the quality of police personnel can be evaluated. She focuses on the type of control as one important ingredient, and these are *command and discretion*. Command-control is the external guide in the form of centralized power. Orders flow down from chiefs through the administrative layers to the rank-and-file patrol officers. In contrast, Discretion-control affords officers a wide degree of latitude in the

discharge of their duties. She also analyzes how the officer perceives the police role and how s/he does the job. An officer who handles a case according to its unique characteristics is applying particularistic techniques. On the other hand, if an officer treats every one whom s/he encounters alike, then the officer is acting universalistically. Based on this, White describes the following four types of police officers in which, the first two fit the “discretion-control” category and the last two fit the “command-control” category (Doerner, 1998: 183).

The Tough cops:- represent the typical old-time police officers, who are very much biased against certain classes of people. They are dissatisfied with the criminal justice system by saying that it overprotects offenders in stead of punishing them harshly and firmly. Given the leniency shown by the courts, the only real justice a criminal will get is what officers administer on the streets. These officers handle cases differently with a particularistic application, and do not abide by departmental rules and guidelines (Doerner,1998:184).

The Problem-solvers:- Unlike the tough cops, problem-solvers assume more of a social worker stance, sympathize with people with whom they have contacts. The focus is more on service provision than on enforcing laws. The problem-solvers have softer approaches than do the tough cops. They apply particularistic techniques in addressing different needs (Doerner,1998: 184).

The Crime-fighters:-view themselves as primarily enforcers of the law, defending the public against those who would violate life and property. They want to respond only to crimes, and they disdain service-delivery aspects of policing. They constantly suffer with burnout. They finally learn the impossibility of their goals, in that they can not catch every perpetrator, can not put every bad person in jail, and can not secure a conviction in very single case (Doerner,1998: 185).

The Rule–appliers:- are those officers who have adapted and are quite content with the routine aspects of police work. They are pragmatic adapters to the law enforcement environment. They can be said to act like professionals without being professional: that is to say, they are motivated by efficiency norms to apply techniques universalistically. They act in accordance with departmental policy, and do not attempt to exercise innovation. They do the job as expected and leave it behind at the end of the shift (Doerner,1998: 186).

When analyzing the Ethiopian policing context, each model can exist on an individual basis. However, different departments have different tendencies, though it may not be clearly stated in their working procedures. The tough-cops model best suits to the Federal Police Special Force because they tend to handle all **cases** within the streets. Where as, the crime-fighter and to some extent the rule-applier models fit the metropolitan police departments.

Muir’s typology

In 1977 Muir raised the question of what makes a good police officer. According to him, a police officer has two major characteristics: *passion* and *perspective*. Passion refers to the individual’s ability to use coercion whenever necessary. The effective police officer is one who can maneuver people in to doing things they might not want to do. On the other hand, perspective refers to the officer’s ability to empathize or to understand the plight of the people s/he encounters. He/she can be compassionate, and more importantly can seek a solution that preserves the client’s dignity. Based on this, he formulated the following four types of police officers (Doerner, 1998:188).

The Enforcer: - represents an officer who views violence as necessary occupational tool. This person is not reluctant to use physical force to make an arrest. What make force so easy to use it that enforcers dichotomize the world in to two classes of people: good guys and

bad guys. The police officer's job is to catch all the bad guys and put them in jail. This is an image of crime-fighter, and against social welfare approach (Doerner,1998:189).

The Avoider:- is an unhappy police officer. S/he is not confident in his/her ability to engage in violent confrontations. The avoiders do the minimum amount of work possible. These officers select any suitable task that will remove them from the frontline of patrol work. Self-survival becomes their daily goal (Doerner, 1998: 189).

The Reciprocator: - is a very nontraditional police officer. He/she views the law enforcement position as an opportunity to help people who are in less fortunate situations. This officer often sees himself or herself as a rescuer. Coercion is a last resort option that this officer invokes only when he/she has failed completely to gain a rational response (Doerner, 1998:189).

The professional: - is the symbol of what a good police officer should be. This officer always works within departmental guideline and within the law. He/she sees rational persuasion as the more preferred tool. However, he/she recognizes that force is necessary under certain circumstances. This person is realistic and is keenly aware of the limitations within the police role. He/she simply wants to do the best possible job (Doerner, 1998:190).

When analyzing these models in the Ethiopian context the first two models-the enforcer and the avoider models are more often observed. Of course, on an individual level the last two-the reciprocator and the professional are rarely found.

In comparison all the four writers are dwelling on the behavior of individual officers based on their perception towards their role as a police officer. Wilson basically focuses on the officers concern out on the street. With regard to police productivity, the watchman style emphasizes the reduction of social disorder. On the contrary, performance in the legalistic

style is rated on the amount of arrest and traffic citations. Whereas, the service style emphasizes customer satisfaction as performance measurement. On the other hand, Broderick classifies officers on their concern either to the due process of law, or to the social order. When analyzing the types in line with police productivity, the enforcers are highly inclined to make more arrest, while the idealists try to make a balance respecting constitutional rights of persons with that of keeping social order. The optimists give more emphasis to preserve the dignity of individuals. Whereas, the realists are not interested to improve their productivity. The White's typology concentrates on command and discretion. When analyzed in line with police productivity, the tough cops and the crime fighters tend to emphasize more arrests. Whereas, the problem solver assumes customer satisfaction, the rule appliers are interested on respecting departmental rules. Finally, when we look at Muir's typology, he classified officers on the basis of passion and perspective. If we analyze each type in line with police productivity, the enforcer tends to make more arrest, while the reciprocator assumes customer satisfaction as a basis for performance. On the other hand, the professional strictly follows departmental rules, whereas, the avoider is not interested to work hard.

In general, there is a great deal of similarities among the four writers. When we look at all the models, we find four types of officers. Those who emphasize law enforcement; those who emphasize helping others; those who strictly abide by departmental rules; and those officers who are not motivated to engage in either of the above tendencies.

Ethical Problems in Policing

Because of powers given to the police, and the availability of discretion to enforce the law, ethical problems are pervasive in policing. Though, it is difficult to exhaustively describe

all forms of police misconduct in this paper, key concepts in relation to police misconduct are examined.

Police Integrity

Integrity means that something is complete with all of its parts together. To say that a person has integrity suggests that the way in which his or her act is consistent with **whom** and what he or she is. Justice is concerned with the good of a community, that is, the enforcement of law is in the common interest of the community. At the same time, such enforcement is concerned with fairness and equality, particularly with regard to protecting the rights and property of individual persons (Haggrd, 1994:10). However, based on the researcher's observation, this ethical standard is hardly found in the police. Fairness, impartiality, and equality are an integral parts of police productivity. It is often observed that mistreating complainants and others is a common practice that violates the ideal of integrity.

Police cynicism

The problems associated with police loyalty are closely tied in with the problem of police cynicism. Especially horizontal loyalty is strong in police sub-culture.

Why should police officers qualify their loyalty to partners when all they see around them is evil, deceit and hypocrisy? Why testify against a fellow officer, someone who would be prepared to risk his life for you, just because he beat up some "low life" who was giving him a hard time? Why cooperate with brasses, who are more interested in their advancement and with media opinion than with truth and justice?(Kleing, 1996:77).

According to Arthur Niederhoffer in Kleing (1996), cynicism is an outcome of anomie, the alienation that one experiences when the belief structures of one's existing social

world have been eroded, but have not yet been replaced. The anomie person becomes cynical, that is, distrusting of the motives and goodness of others, and generally skeptical of the moral order. Then Kleing (1996:79), attempts to distinguish between a healthy skepticism and cynicism.

Skepticism, like cynicism, involves disbelief. But skepticism is usually particularized. We may be skeptical about this or that particular proposition or explanation. We are not cynical towards them. Skepticism is usually based on rational doubt. Cynicism tends to be a generalized attitude-it may be toward politics in general or toward the police system, or more generally toward the public or humankind. While, skepticism is usually based on rational doubt, cynicism, however, usually reflects distrust, based on moral doubt. The cynic doubts motives, not reasons. Cynicism need not be nihilistic. Unlike skepticism, it is directed toward people and human institutions; skepticism, unlike cynicism, is shown toward beliefs or propositions. Whereas, skepticism may be healthy, cynicism is unlikely to be so. Police engage with a world that easily encourages cynicism. The kind of work that they do is likely to expose them to efforts to deflect them from the frequently unpleasant duties that they must fulfill.

Based on the researcher's experience and observation, no doubt to the existence of cynicism in the Ethiopian policing context. Especially the internal cynicism towards the police management is stronger, because of perceived unfair treatment. Then external cynicism towards the criminal justice system is observed, because there is a perception that courts leniently release suspects. In line with police productivity, cynicism may decline an officer's motivation to work hard.

Police corruption

One of the consequences of police cynicism is police corruption. Many writers have attempted to uncover the kinds of corruption in various police departments. Several writers have attempted to define it differently. However, by taking similarities it seems that "police corruption is the acceptance of money or equivalent of money for actions the police are sworn to do, and for ignoring actions they are sworn to invoke legal procedures against" (Dempsey, 1999:291).

As it is summarized by Dempsey (1999, 294), the report of the Knapp Commission clearly identifies the various forms of police corruption. The Knapp Commission was created in 1970 by New York City mayor in response to the allegations brought against the widespread corruption in the New York City Police Department. This commission discovered corruption in the following areas.

1. Gambling. Officers assigned to plainclothes (antigambling) units received regular monthly payments from the operators of illegal gambling.
2. Narcotics. Officers assigned to narcotics units extorted money and other bribes, including drugs, from drug addicts and dealers. The officers also were proved to conduct unlawful investigations and arresting persons with the objective to get bribes.
3. Prostitution. Officers involved in plainclothes units had maintained pads (the regular monthly payments) and received scores (the one-time payments) from houses of prostitution, and prostitutes.
4. Construction. Uniformed officers received payoffs from contractors who violated city regulations.
5. Bars. Officers received payoffs from licensed bars to overlook crimes and violations.

6. Sabbath Law. Officers received payoffs from food store owners to allow the owners to violate the law.
7. Parking and traffic. Officers received payoffs from motorists who wanted to avoid traffic summonses, and from business establishments to discourage officers from issuing summonses for illegal parking in front of their businesses.
8. Retrieving seized automobile from the police. Officers received payments from owners to retrieve their automobiles.
9. Intradepartmental payments. Certain officers received payments for doing paperwork for other officers and for temporary assignments, permanent assignments, and medical discharges.
10. Sale of information. Officers received payments for the sale of confidential police information to criminals and private investigation firms.
11. Gratuities. Officers received free meals, drinks, hotel rooms, merchandise, and other tips and gifts for services rendered.
12. Miscellaneous. Officers received payments from fortune-tellers, loan sharks, and others. Officers stole money and property from dead bodies and their apartments. They burglarized stores and premises.

As to the effects of police corruption, David Burnham in Dempsey (1999:296) lists the following.

- It represents a secret tax on businesses ;
- It undermines the enforcement of the law, allowing widespread illegal activity to flourish;

- It destroys the department itself, robbing the police officer of self-respect and respect for superior officers. Effective discipline becomes impossible when corruption is systematic;
- Knowledge of the existence of corruption undermines the public's faith in the police and the entire criminal justice system.

As to the researcher's observation, no doubt most of these types of corruption exist in the Ethiopian context. Particularly those members who are assigned duties with plainclothes deal with criminals and at the same time are seeking bribes from the victim of the crime as well. It is difficult to say that the police are free from any forms of corruption. The existence of police corruption seriously damages police productivity

Productivity in Policing

The concept of productivity was first applied to business enterprises to check whether an individual or an organization was on the right track to continue in the competitive market. Until recent decades, there has been a considerable resistance not to adopt the concept in policing context, because it needs standardization and minimizes political influence. However, starting from the 1970s, police agencies were beginning to introduce the concept in their performance management to increase accountability (Gaines et al. 1991:411-412, Fyfe et al. 1997: 366-368).

Unlike to the business sector, which can directly measure its productivity level in terms of profits and losses, the public sector such as the police use proxy measures to determine whether its mission and goals are met or not. This makes it difficult to precisely conclude the performance level of the police as to the impact of public safety (Fyfe et al. 1997:370-373). The other constraint discussed by a similar authors is that the vagueness of

police mission and goals. There is no consensus as to the role of the police. Are they crime fighters or public order maintainers or social service givers? This makes it difficult to draw precise standard of performance. They further added the problem that the police assess their productivity using effort as the criterion for performance evaluation, while citizens are far more interested in effect (Fyfe et al, 1997, 373).

Performance measurement in Policing

Literature points out that the Police use both traditional and evolving measures of productivity. The former is police-generated measure focusing on effort, while the later is citizen-oriented measure that dwells on effect. For instance, Fyfe et al (1997:378-389), illustrated the two measures as follows

Traditional Productivity measures. /focus on numbers, and maintained by the police themselves. /

The Uniform Crime Reports and the Crime Rate: it includes the annual crime report to the police, the number of arrests, police employment figures, and the number of killings and assaults of police officers. By comparing the decrease and increase in figures with previous years, police officials either use it as a credit to police effort (if decrease) or claim greater budget (if increase). Similarly city mayors or chief executives use it for their political campaign. The limitation of this measure is that it can be distorted and cannot include dark figures.

Arrest Rates:- shows the calculation of the number of arrested persons for all crimes known to the police. It is similarly subject for manipulation

The Clearance Rate:- shows the ratio of the number of crimes reported to the police divided into the number of crimes for which the police believe they have a suspect. This is mostly associated with detective work, and similarly is subject for manipulation.

Ratio of Police to Citizens:- shows the number of police officers per 1,000 residents. However it ignores the deployment nature. Substantial amount of police officers are assigned out of the direct crime control activity.

Evolving measures of police *productivity*

Victimization Survey:- helps to uncover the extent of unreported crimes in the neighborhoods. However, difficulty of sampling, costly, and needs repetition.

Police Task Evaluation:- the study of work load, activity report as well as observing officers at work. It needs clear operational definition and measurement, and is time consuming.

Fear of Crime and Community Quality of Life:- a survey on how community residents and business persons felt about their community and their use of public places. It is costly, and needs repetition

Customer Satisfaction with Service Provided. This may show weaknesses as well as strengths of the police. But it depends on the perception of the respondent.

Performance measurement in the field of criminal investigation

Peter W. Greenwood (1977), examines the validity of the following indicators of detective performance.

Investigative efforts and arrests;-Several studies suggested that clearance rates were an inappropriate measure of police performance. Even arrest rates appear to be too gross a measure to reflect the contribution of investigative units. The great majority of arrests were

produced by patrol officers responding to the scene of a crime, because the identity of the perpetrator was supplied by the victim and witnesses at the time of the initial crime report. The share of arrests which could possibly be attributed to the effort of investigative units is very minimal (Greenwood, 1977: 37). An inordinate emphasis on clearance and arrest rates may have unanticipated consequences for police work itself. Officers who are judged mainly on the basis of these may be more interested in fulfilling 'production quotas' than about the way in which the job is done (Bootemly and Colman, 1980: 72).

How an investigator's time is spent; - although an investigator may carry a backlog of several hundred cases, only a small percentage is realistically considered active. An investigator's time on casework is predominantly consumed in reviewing reports, documenting files, and attempting to locate and interview victims. In cases that are eventually solved, he spends more time in post-arrest processing than he does in apprehending the suspect. Almost half of a typical investigator's time is devoted to such activities as administrative assignments or general surveillance which are not directly related to casework and are likely to produce an arrest (Greenwood, 1980: 37).

The collection and processing of physical evidence; - the amount and quality of evidence obtained was positively related to the amount of effort devoted to crime scene search and the speed with which technicians were dispatched. However, most police departments did not have adequate resources devoted to their latent search capability (Greenwood, 1980: 37).

Preparing a case for prosecution; - In general, police investigators are more oriented toward clearing cases, rather than the problems of successful prosecution following an arrest. The inability to convict a defendant was looked on as a problem for the prosecutor and the courts rather than a matter over which the police could exercise much control. Efforts by the

police to obtain corroborating physical evidence or the testimony of more than one witness results in higher conviction rates. However, Police failure to document a case investigation thoroughly may have contributed to a higher case dismissal rate (Greenwood, 1980: 38).

Chapter Three: Data Analysis & Interpretation

Results obtained from the questionnaire

Table 6

No	What was your complaint?	Frequency	percent
1	Theft	13	25.5%
2	Forgery	11	21.5%
3	Burglary	6	11.7%
4	Robbery	5	9.8%
5	Violence	5	9.8%
6	Breach of trust	4	7.8%
7	Missing	7	13.7%
Total		51	100%

The above table 6 shows that property related crimes are the major items listed by respondents. In the item of 'violence' murder, assault and verbal abuse are lumped together. In the missing item, those descriptions which are not clear and no responses are included.

Table 7

No	Was the perpetrator identified?	Frequency	percent
1	Yes	42	82.3%
2	No	8	15.6%
3	missing	1	1.9%
Total		51	100%

The above table 7 shows that in most of the cases the perpetrators were at least identified by name. To farther see the status of the identification the respondents who said “yes” were asked additional question.

Table 8

No	If “yes”, the perpetrator was	Frequency	percent
1	named but not found	10	19.6%
2	named and detained	33	64.7%
3	missing	8	15.6%
Total		51	100%

Table 8 shows that in most cases the perpetrators were both named and detained. When combined in 43 cases (84.3%) at least the perpetrator was named. Here comes 1 missing response in table 7, which is included in the combined figure.

Another step was made to know about the effort on the identification of the perpetrators. The result is as follows.

Table 9

No	If “yes”, who did majority of the effort?	Frequency	percent
1	Members of the community and other security force	4	6.5%
2	Patrol officer (s) on the scene of crime	7	11.4%
3	Me/witnesses at the initial report	23	37.7%
4	The investigative unit and/or the detective	11	18%
5	Missing	16	26.2%
Total		61	100%

Table 9 shows that the majority effort was made by the respondent himself/herself and/or by witnesses. Here the total response increases by 10 because respondents were allowed to indicate more than one option. The other thing is that, the missing item increased by double, and this means 8 respondents who previously respond “yes” to the identification, do not want to indicate as to whose effort is major to identify the perpetrator.

Respondents were asked whether their cases were solved in the investigation process. The results are as follows.

Table 10

No	Was the investigation of your case finished?	Frequency	percent
1	Yes	11	21.5%
2	No	36	70.5%
3	Missing	4	7.8%
Total		51	100%

Table 10 shows that the majority of cases were not finished in the police investigation process. There are 4 respondents who didn’t want to indicate the status of their cases for no apparent reasons.

In order to farther know why cases are not solved by the police investigation, respondents were asked additional question, and the result is as follows.

Table 11

No	If “No”, what do you think the reason behind?	Frequency	percent
1	The police didn’t put effort & attention	17	26. %
2	Professional incompetence	3	4.7%
3	material inadequacies	13	20.6%
4	The case is obscured and difficult to trace	15	23.8%
5	others	6	9.5%
6	missing	9	14.2%
Total		63	100%

Table 11 shows that the major reasons behind unsolved cases are inadequacy of the police effort and attention, obscurity of the case and inadequacy of resources. In the item of “others”, respondents mention corruption and burnout. In the “missing” part 9 respondents didn’t want to mention any reason for no apparent reasons. The total response increased by 12 because respondents were allowed to indicate more than one reason.

Respondent were asked to mention their feelings after contacts with police. The results are as follows.

Table 12

No	How many times did you make contact with the police?	Frequency	percent
1	One month and below	33	64.7%
2	More than one month	8	15.6%
3	Missing	10	19.6%
Total		51	100%

Table 12 shows that the majority respondents made frequent contact for about one month. The item of “more than one month” exceeds up to “more than a year”. The missing part is great when compared with other questions. The reason may be the respondent may not want to indicate, or the question may not be clear.

An additional question was asked to know the feeling of respondents after all those contacts. The results are as follows.

Table 13

No	What was your feeling after all those contacts?	Frequency	percent
1	Felt satisfied with the overall response	25	49%
2	felt dissatisfied with the overall response	5	9.8%
3	felt mixed	16	31.3%
4	Missing	5	9.8%
Total		51	100%

Table 13 shows that the average feeling tends to that of satisfaction with the overall response made by the police. As usual the missing part could not be known as to why.

As per the above question, respondents were farther asked to describe their feeling in sentences or words. 37 respondents have mentioned both positive and negative feeling. Positive feelings account 22 which say satisfied with the police effort. Whereas, 15 respondents indicated negative feelings, which comprises, such as disrespect to clients, dissatisfied because the perpetrator couldn't be detained, professional incompetence, resource inadequacy, and seeking bribe. 14 respondents didn't mention their feeling.

Respondents were asked to give their opinion on the capacity of the detective, who handles their case. The result is as follows.

Table 14

No	Was the detective that helped you professional?	Frequency	percent
1	Yes	41	80.3%
2	No	8	15.6%
3	Missing	2	3.9%
Total		51	100%

Table 14 shows the majority respondents have the opinion that the detective that helped them is professional. The “No” opinion was not insignificant. The “missing” part, as usual, is not clear.

Respondents were also asked to indicate their feeling over the response made by the detective supervisor(s). The result is as follows

Table 15

No	Were you satisfied with the supervisors (s)	Frequency	percent
1	Yes	38	74.5%
2	No	10	19.6%
3	Missing	3	5.8%
Total		51	100%

Table 15, similarly with table 14, shows majority respondents have indicated positive feeling over the response made by supervisors. However, negative feelings are not insignificant.

Respondents were asked to rate their satisfaction level over the service they received from the police department in general.

Table 16

No	How would you rate the service you received from the police department?	Frequency	percent
1	Excellent	14	27.4%
2	Very good	20	39.2%
3	Good	11	21.5%
4	Poor	5	9.8%
5	Missing	1	1.9%
Total		51	100%

Table 16 shows that majority respondents (88%) feel at least good by the overall service, they received from the police department. The tendency of responses in both table 14,15 and 16 are similar.

Respondents were asked to indicate their perception, either agreement or disagreement, for questions- 3.1 up to 3.4. The results are lumped together as follows.

Table 17

No	Maximum effort by the police	Fully agree		Partly agree		Fully disagree		Missing	
		Fr.	Per.	Fr.	Per.	Fr.	Per.	Fr.	Per.
1	Quickly respond to citizen's call	19	37.2%	26	50.9%	2	3.9%	4	7.8%
2	Quickly collect evidences	32	62.7%	14	27.4%	2	3.9%	3	5.8%
3	Trace & apprehend serious offenders	28	54.9%	15	29.4%	3	5.8%	5	9.8%
4	Trace & recover stolen properties	23	45.1%	18	35.2%	7	13.7%	3	5.8%
Total		102	50%	73	36.7%	14	6.8%	15	7.3%

Table 17 shows that majority respondents at least partially agree on the maximum effort made by the police. When separately treated “efforts in collecting evidence” and “apprehension of serious offenders” were rewarded with strong agreement. Where as, “efforts on responding to citizen’s call” received less strong agreement. “Recovering stolen properties” received moderate agreement.

Respondents were asked, whether they are confident or not by the general police performance, and particularly by the detective section.

Table 18

No	Do you feel confident by the police performance	Frequency	percent
1	Yes	35	68.6%
2	No	12	23.5%
3	Missing	4	7.8%
Total		51	100%

Table 18 shows that majority respondents felt confident on the police performance. However, the negative response is not insignificant. Here the negative response is stronger when compared with table 17.

Respondents were asked to rate the behaviors of police officers (members) they know. The results are lumped together as follows.

Table 19

No	Attribute category	Frequency	percent
1	Positive attributes	158	69.6%
2	Negative attributes	68	29.6%
3	Missing	3	1.3%
Total		229	100%

Table 19 shows that majority respondents indicated positive attributes up on the officers (members) whom they know. Among the positive attributes, such as: supportive, polite, courteous, responsive, respectful, & patient were high responses. Among negative responses attributes, such as; rude, forceful, corrupted, partial, & dishonest were high

responses. The total response size increased because respondents were allowed to indicate more than one option.

Respondent were asked to indicate their opinion on the problems in the detective services. The result is as follows.

Table 20

No	What are the major problems you observed against the detectives	Frequency	percent
1	Inadequacy of know-how	8	7.9%
2	burnout	15	14.8%
3	Ethical /discipline problem	11	10.8%
4	Inadequate Supervision	12	11.8%
5	Laziness	6	5.9%
6	Work over load	29	28.7%
7	priority to government's case	12	11.8%
8	others	2	1.9%
9	missing	6	5.9%
Total		101	100%

Table 20 shows that the majority respondents indicated problems such as, work overload, burnout, inadequate supervision, priority to government case, and ethical problems. In the item “others” inadequate salary is indicated.

When summarizing the overall responses, positive responses are more than the average. However, subject complainants mention problems, such as inadequate efforts by the police, burnout, inadequate supervision, inadequate materials and work overload.

Interview Results

Key informant interviews were conducted with detectives and supervisors on the one hand, and with public prosecutors on the other. Most questions are similar for both, while questions, that are different in respect with each professions role, are included. Here are the results.

About performance measurement in the detective service

9 questions for the police respondents and 7 questions for prosecutors were presented. First, responses for similar questions are presented.

Both the police respondents and prosecutors were asked to describe indicators that show detective performance. Their responses are the following.

- The ability to collect both tactical and technical evidences both quickly and fully as much as possible
- Detection (the ability to identify the perpetrator)
- The docket must fit for prosecution

In this question, both sets of respondents gave priority for the effort to collect evidences from the crime scene and the thoroughness of the interrogation process. The docket must be up to the standard and fit for prosecution with out further instruction by the prosecutor because of inadequacy. Detection is also emphasized. However, other uncontrollable factors may constrain the apprehension rate, according to them.

Another question was added to examine whether the indicators they mentioned are practicable or not. This is for police respondents only and their replies are as follows.

- 2 respondents said that the indicators are practicable, and can be measured objectively
- 1 respondent said that there are incidents, which make difficult to apply the indicators.

His argument is that because of obscurity of the evidences in some cases it becomes difficult to identify the perpetrator.

- 2 respondents, who said that the indicators can be practical, warned that supervisors' bias should be avoided.

When specifically analyzing the responses, 1 respondent said that in order to objectively apply the indicators, there should be a plan which shows goals. However, this is not uniformly practiced. Further, he said that it tends to ignore quality. In line with this, the prosecutors argued that assigning quota is not an appropriate measure because it ignores the quality of each docket.

With regard to the clarity of the indicators, 1 respondent mentioned that the absence of evidence law made it difficult to set standard on the ability of collecting evidences. There are distortions and subjectivity in measuring this performance, and he mentioned that when the detective supervisor approved the docket as sufficient for prosecution, the prosecutor might reject it. So it is subjective. However, the other 4 respondents said that there is no indicator which is ambiguous and unclear.

The Police respondents were also asked if they believe that "clearance rate" is the appropriate measure to evaluate the detective's performance. All said that it is an appropriate measure. The reasons for their belief are:-

- Because if the perpetrator was not identified, there might be a possibility of violating the rights of innocent persons
- Because the docket could not fit for prosecution.

2 out of the 5 respondents strongly stressed that this indicator should stand at the top because it shows the capacity and effort of the detective.

Procedures of evaluating the detective performance

Regarding the procedures of evaluating the detective performance, the replies are not similar. This shows the absence of uniform procedures. For this study purpose all the responses are summarized as follows.

- The evaluating procedure is not uniformed and consistent. Each section or department uses its own style.
- The evaluation is based on each case plan (how many evidence were collected? How many perpetrators were identified? How many stolen properties were recovered? etc...) However, because of backlogs and the emphasis on quantity, most dockets would fail in the prosecution and court process.
- Besides, all cases are considered as equal. There is no weighing as to which case is sophisticated and which one is simple.
- Unidentified perpetrators cases are handled separately by section, which is created for this purpose only.
- The evaluating procedure also includes that whether detectives are free from corruption or not. And also whether they perform their task without delay or not.

In all the above mentioned replies, it sounds that there should be a plan, which sets accomplishment targets. Initially police respondents were asked whether they use planning in

their daily assignments of case investigation. All have responded that they use planning. However, for a similar question that seeks to know whether they have a time frame (day schedule) to allocate for different activities they are assigned with, all have responded that they use the time in accordance with urgency rather than scheduling. Besides responding to court cases would distort their use of time.

About the effectiveness of the detectives

Different and similar questions were administered for both the police and the prosecutor respondents. Among the similar ones, both were asked to respond as to how many dockets became successful in prosecution as well as conviction. The result shows that all have responded that more than half of all cases sent to the prosecutor are either dropped at the prosecution level or in court trial processes, because of insufficient and weak evidences. Especially the police respondents unanimously emphasized the following causes for the ineffectiveness of the detectives.

- Inadequate or absence of specialized training in the field of criminal investigation, the capacity of the detective is below the expectation.
- Incompetent leadership
- Inability to differentiate civil dispute (cases)
- Weakness in the crime scene search and inadequate effort to collect and compile physical evidences as quickly and as completely possible
- Because of corruption and inadequate supervision.

In line with this initially police respondents were asked whether they have received special training for their task or not. 4 out of 5 respondents have taken short term training. However, they said it was not sufficient. One respondent didn't receive any training.

About the performance level of the Gullele s/c. police

With regard to the performance level of the detection section of the Gullele Sub-city police, all the prosecutors and 3 police respondents said that it can be put in the medium level, while 2 police respondents said that, it can be put at lower level. The tendency seems towards medium level because they point out the following.

- Tendency to finish case investigation as per the plan
- Efforts to identify perpetrators, and to recover stolen property.
- However, the quality of each case for prosecution and conviction rate is very minimal, because of incompetence in both the detective and the supervisor.
- Still there are numerous backlogs.
- The number of detectives is few, and inadequate supervision.

In line with this both the detectives and the prosecutors were asked to evaluate the last three years of performance of the sub-city police, particularly the detective section. The responses are different. Both the prosecutors and 2 police respondents said it was poor. Whereas 2 police respondents said it was good, and one police respondent said that it is difficult to evaluate. Those who said it was poor gave the following reasons.

- Weakness to collect evidences from the crime scene as quickly as possible.
- Insufficient knowledge and skill both by detectives and supervisors.
- Burnout and lack of interest for the occupation
- Lack of commitment and corruption
- Inadequate follow up and supervision
- Focusing on quantity by ignoring quality
- Incompetent leadership and poor administration

- Problem /weakness/ in planning
- Problem in the selection process of potential detectives
- Inadequate instruments for the collection of physical evidences

Those who said it was good mentioned the following

- Apprehension /identification rate are increased
- Prosecution and conviction rates are increased

However, the tendency seems that the performance level of the sub-city police for the last three years was not good.

Another question was forwarded to both the police and prosecutor respondents to assess the performance level of collecting and compiling technical /physical/ evidences.

All have responded unanimously that it is in the lower level. They stressed the following.

- Absence or inadequate knowledge & skill
- Absence or inadequate instruments and materials
- Even the examination of different physical evidences at the central laboratory level becomes reduced to very few types
- No concern by officials

The tendency of the replies seems that the collection, examination and compilation of technical evidences are becoming reduced.

The Police respondents were asked to mention frequent complaints by the victims against the detective performance. The following responses are summarized.

- About delaying of the investigation
- The perpetrator being unidentified
- The stolen property being not recovered

- The detective being rude, impolite, disrespectful, not concerned, etc...
- Unreasonable attempt to detain suspects, and arresting persons without sufficient evidence.

Another question was presented for the police respondents whether the working environment in the police organization is conducive or not. Their reply all in all is that it is not conducive. The following are the reasons.

- Work overload
- Unfair practice of evaluation
- Inadequate compensation and benefits
- Unfair treatment in the internal administration
- Inadequate offices and materials

In relation to the effectiveness of the **sub-city's** police department particularly in the detective service, both the police and the prosecutor respondents were asked whether they feel confident or not. All respondents are not confident on the overall performance by the police. They gave the following weaknesses, which are complained by the public.

- Inability to respond quickly for citizens' call.
- The patrol coverage is weak and inadequate.
- Perpetrators are easily released on bail, and most dockets are dropped in the prosecution phase.
- Citizens are not treated properly
- The whole criminal justice system fails to render fast decisions
- Delay in the investigation process, and the outcome in terms of recovering stolen property and conviction of criminals are very little.

- Most citizens prefer to stay with their losses rather than wasting their time and money in the criminal justice process.

About the supervision of the detective performance

A similar question was forwarded to both the police respondents and the prosecutors that seek the existence of a system of supervision to follow-up cases under investigation. The reply of the prosecutors is that there is no system. However, the criminal procedure code urges for the need to establish a system of supervision. With regard to the responses by the police respondents the system of follow-up differs from place to place. There is no uniform practice. As usual the supervisor supervises the progress of each case either on a daily basis or on a weekly basis. There is no clear guideline on this. There is a record book, which shows the content of the supervision starting from the initial date of report up to sending the docket to the prosecutor. However, serious cases receive particular attention.

The police respondents were asked whether there exists a system of case-screening for the decision either to continue or to close after preliminary investigation, or not. 4 out of 5 respondents said that it depends upon the supervisor's ability. If s/he is capable, s/he differentiates civil cases and cases with difficulty from those easily investigated. However, there is no written standard. One respondent said that there is no practice of case-screening all in all.

Police respondents were asked to mention whether patrol officers perform preliminary investigation or not.

4 out of 5 respondents said that patrol officers perform preliminary investigation on the spot of their beat. In this they try to save and record evidences, differentiate whether the

complaint is crime or not, and decide whether the case need further investigation, or can be solved informally.

However, the remaining respondent said that patrol officers do not perform preliminary investigation. Rather he commented that they destroy evidences in the crime scene. The reason he mentioned is that because they were not adequately trained to do so and because of negligence.

When summarizing the overall responses by the interviewees, the tendency is negative. They strongly criticized the emphasis on quantity rather than quality. Absence of standards, inadequate knowledge and skill, incompetent leadership, work overload, and inadequate materials were also mentioned.

Statistical Review

It has been mentioned by many writers that police statistics are subject to deliberate manipulation on the one hand and error in the process of entry on the other. For instance, Andargatchew Tesfaye (1988:45-52), argues that, though, the police statistics in Ethiopia are far better than other sources in the criminal justice system, it cannot be accurate because of various reasons. Among these:-

- the education background of the personnel assigned to maintain recording
- Lack of clarity and consistency in crime definition
- Intentional omitting to avoid criticism
- Negligence in recording
- The system of recording is manual.

Table 21

No	Type of Crime	1995 or 2002/03			1996 or 2003/04			1997 or 2004/05		
		Total Cases	Failed Cases	Perc. Share	Total Cases	Failed cases	Perc. Share	Total Cases	Failed cases	Perc. share
1	Assault & Injury	30,134	11,323	38%	29,422	9,588	33%	15,227	2,373	16%
2	Various social related crimes	14,155	4,226	30%	13,649	4,155	30%	7,170	877	12%
3	Violation of rules and regulation	10,631	2,262	21%	10,886	2,317	21%	7,842	994	13%
4	Various theft	7,573	3,289	43%	10,416	5,309	51%	7,297	2,707	37%
5	Breach of trust	2,837	1,206	42%	3,117	1,217	39%	1,768	487	27%
6	Forgery and deceiving	2,795	937	33%	3,009	949	31%	2,031	580	29%
7	Auto theft	2,033	1170	58%	2,802	1,854	66%	1,985	1,114	56%
8	Robbery and Snatching	1,720	394	23%	3,228	1,076	33%	2,148	760	35%
9	Attempted murder	1,091	262	24%	1,219	426	35%	807	207	26%
10	Burglary	486	275	57%	766	531	69%	679	371	55%
Average				37%			41%			29%

Source: Unpublished police crime statistics obtained from the Addis Ababa Police Criminal Information Service

As it is indicated in table 20, 10 most frequently reported crimes are examined by taking 3 consecutive years. The Ethiopian tradition in naming crimes is a little bit different from other countries, such as the USA. For instance, the 2nd item. "various social related crimes" is not clear. When this writer asks detectives to describe it, they didn't mention similar things. Similarly "violation of rules & regulation" & "Breach of trust" are also vague. Besides to this, many items overlap in their meaning, which might be a source of error in entering the data.

When examining the failed cases, entries such as, dropped cases, cases where the accused was freed, & cases with unidentified perpetrator are combined together. Based on this, failed cases are greater in property related crimes, such as auto theft, burglary, and various thefts. On the other hand, failed cases are less in interpersonal crimes, such as various social crimes, assault and injury.

When examining the trend, the overall tendency is not consistent, that means in most cases the rate of failed cases fluctuate up and down. Specific item such as robbery and snatching have consistently increased. Whereas, items such as breach of trust, forgery and deceiving, assault and injury have shown consistent decreases. On the other hand, various social related crimes and violation of rules and regulation show stability for two years and decrease in the last year. On the average, the rate of failed cases in the year 2003/04 has been higher and in the year 2004/05 was lower.

The other issue that is separately treated to examine the effectiveness of the Addis Ababa Police commission in the field of criminal investigation is the state of stolen property. The following table shows the trend.

Table 21

Year	Estimated amount of Stolen Property in birr	Est. amount of recovered Prop. in birr	Percent	Total am. of returned prop. in birr	Percent
2002/03	30,557,186	10,512,180	34%	428,412	4%
2003/04	67,646,273	19,727,752	29%	2,001,874	10%
2004/05	46,789,050	17,579,881	38%	4,016,897	23%

Source: Unpublished police crime statistics obtained from the Addis Ababa Police Criminal Information Service

The above table 21 shows inconsistency in the rate of total recovered amount of property on the one hand, and consistent pattern in the total amount of returned property to the owner. As it is indicated the rate of recovered property has declined slowly from the initial year and rise up in the last year. On the other hand, returning the recovered property to the owner has increased. However, the rate of returning the recovered property to the owner is much less than that recovered.

Major Findings

- There is no clear direction by which the country's police are geared toward.
- There is no written performance measurement of the criminal investigation. This allows for subjectivity according to the knowledge and experience base of the police.
- Because of quota assignment, detectives would be forced to hurry up without concentrating more deeply in order to furnish the docket with complete and reliable evidences. This practice weakened the success rate, and most cases either fail at prosecution phase or in the court trial process.

- The perception of the complainants tends to be positive on the overall detective performance of the sub-city. Whereas, the overall responses of both the police and the prosecutors tend to be negative
- Major problems in the field of criminal investigation
 - Inadequate knowledge and skill
 - Incompetent leadership & poor administration
 - Inadequate policy, procedure & supervision
 - Improper selection of police members for detective assignment
 - Work overload
 - Burn out
 - Violation of the rights of suspects
 - Corruption and other misconducts

Chapter Four: Discussion

Absence of Clear Direction

Among the public services, policing is the most controversial and confusing one. It is impossible to find a universally accepted police role and style in the world. They are influenced by the governance approach of each nation. Thus, with no clear definition of role or philosophy, it is difficult to define police productivity.

In their comparative assessment of nations Brewer & et al (1996: 214) concluded that; though, the extent of accessibility to the public demand varies from country to country, policing is in the direct control and manipulation of each country's ruling class.

In Ethiopia the control of policing is no exception. One good thing is that the police power has been decentralized up to the local administrative level, which can easily be accessible to the communities. Unfortunately the police power is being abused by local politicians. Thus, accessibility of the police service to all residents in the community with equity could not been perceived. The average police resources are not utilized on each community's pressing needs.

Though, the governments at both federal and regions level repeatedly promised to apply the strategies of community-oriented policing, the implementation has not yet occurred. Hassan Shuffa² (2002:74), reports this in his assessment of the Addis Ababa police. Additionally, it is often observed that civilians with no police training background are being made to lead sections such as detective sections. These positions should require technical know-how. All these and others constrain the effectiveness of policing.

² In accordance with Ethiopian custom, the first name is substituted for the surname and the father's name is spelled out in full.

Difficulty of Measuring Police Productivity

Literatures indicate that measuring the police productivity is a difficult task. Unlike the business organization, who can measure directly its success or failure, the police organization uses indirect measures which are related to its mission and objectives (Fyfe et al, 1997: 371). Among the measures clearance rate, recovery of stolen property, prosecution rate and conviction rate are closely related with the criminal investigation.

However, these data are maintained by the police themselves, they can not be accurate and realistic (Andargarchew Tesfaye, 1988: 45-52). Thus, they can not be dependable. With regard to their nature, most often they show the efforts made by the police. But, citizens are more interested in effects rather than efforts (Fyfe et al, 1997:373). In order to reconcile this difference, police departments use both police records and citizens surveys for the evaluation of police productivity.

When looking specifically at the performance of the criminal investigation evaluating it is often a difficult task. Police records such as arrest rates & clearance rates are not appropriate measures. Because first, all offences are not accompanied by arrest. There are many minor incidents, which are solved informally. Second, there are offences, which are obscure by their nature, and it becomes difficult to identify the perpetrator. Examples are burglary and robbery. The clearance rate on such and other types is small (Greenwood, 1980:35-44). Identification effort can be attributed more often to others, usually the victim and witness rather than to the detective. Thus, adding other indicators is essential. These are:

- How many dockets were qualified for prosecution?
- How many stolen properties were recovered?
- How many perpetrators were identified?

- How fast was the detective to collect evidences?
- How complete and rigorous was the docket in terms of evidences?
- How was the treatment provided by the detective to accommodate the customer?

Based on the results obtained from interviews with detectives & supervisors and prosecutors, there is no uniform practice of measuring the productivity of criminal investigation in Addis Ababa Police. It depends on the knowledge and experience of police officials, who are in charge of the criminal investigation sections. However, it seems that major emphasis is given to the quota assignment. That means all detectives in the same section are assigned certain number of cases in a definite period of time. This practice, according to their reply, has the following drawbacks.

- It ignores the qualitative aspect of the investigation.
- It focuses on outputs in terms of finishing the case docket and sending it to the prosecutor.
- It gives equal weight for all cases. Simple cases and sophisticated cases are measured similarly.

The other issue, which has been stressed by the police respondents, is that there is high work overload on the side of the detectives. This might have an impact on the quality problem. Additionally responding to court orders, and fulfilling the prosecutor's instruction for incomplete dockets make the evaluating process difficult.

The evaluating process also incorporates identification rate and recovering stolen property. This is also controversial, according to the police respondents, because some cases are more sophisticated and beyond the resources of the detective.

Why discrepancy in the results?

Both the police and the prosecutor respondents said that the sub-city police did not make progress in the detective performance. Because on average more than half of all the dockets sent to the prosecutor are either dropped at the prosecution phase or in the court trail process. There is no significant improvement in clearance rate and recovery of stolen property over time based on statistical sources. However, the questionnaire results show that majority of the respondents felt satisfied with the overall service rendered by the sub-city level. And also their perception of the maximum efforts made by the police tends to be positive.

It is difficult to explain why this discrepancy has happened. One reason that this researcher can hypothesize is that most respondents (complainants) might respond positively because of suspicion of the researcher and the research process. However, the researcher's tendency is to accept the position of the interview respondents (detectives and supervisors & prosecutors). It is often clear that the practice of the criminal investigation is declining in terms of quality. Also outside this research process we often hear many persons complaining about the ineffectiveness of the police.

As Fyfe and et al (1997:380), noticed the public is more interested in effect than effort. They could easily become satisfied when they see the suspect is identified and apprehended, the stolen property been recovered, and their case is immediately solved and the docket **been** sent to the prosecutor. But, all these actions do not guarantee conviction and the return of stolen property after the court trail. It is this that concerned the police and the prosecutors. In order to win over the court proceeding strong evidences, both eye witnesses and physical evidences should first be collected and compiled. This needs professional performance on the part of the detectives. However, Greenwood in Clarke & Hough (1980:38), argues that the

inability to convict a defendant is not a problem of the police, because many parts of the system are beyond their control. Because of the emphasis on quota and inadequate knowledge the thoroughness of case investigation is often very weak according to both police and prosecutor respondents. This issue is also complicated by the actions of patrol officers in the scene of crime who negligently and ignorantly **dismiss** the evidences. New recruits are not taught the technique and rationale of preliminary investigation in their induction training, and even those officers who were transferred to be investigators did not receive rigorous specialized training. Furthermore, it is often observed that those, who have received technical training to perform the collection, sorting out and packing physical evidences from the crime scene, were often assigned to other duties. The police leaders in most departments are persons with no police training background. Most departments in the city as well as the country are ill-equipped with instruments and chemicals necessary for the collection, examination and preservation of physical evidences.

The perception of complainants tends slightly to be positive. For instance, for questions which seek agreement or disagreement on the propositions that the police put maximum efforts to respond quickly to citizens' call, quickly collect evidences, apprehend serious offenders and recover stolen property, is generally agreement. The complainants also responded that the overall effort made by the police members tend to be positive. The researcher didn't expect this result because it is common to hear wider grievances against the police service. Thus, the researcher suspects that most respondents didn't give honest answers.

In the contrary, the police are not satisfied with the performance of the police in general and the criminal investigation in particular. They complain about poor leadership.

They exhibit burn out. For example, one respondent often described the work of detective as not rewarding. He said that “everybody is blaming you”.

As to the researcher’s reflection because of work overload, less motivation and unfair treatment by the police administration, most police members are not satisfied, and hence they are not committed to do their job at their best level.

Similarly the prosecutors are not satisfied with the investigative performance. They stressed that more than half of all the dockets are below the standard and not fit for prosecution. However, they put the performance level of the sub-city police criminal investigation at the medium level.

Ways forward

So far, we have investigated the difficulties of police productivity. It is essential, at this juncture, to review suggestions, which can help to improve police productivity. Holzer in **Gaines** & et al (1991:433-435), has identified the following five strategies.

1. **Productivity bargaining:-** Salary increases were tied to decrease in crime rates of such types -burglary, rape, robbery, and auto theft. This was proved to work in the USA. However, in our case, this may be difficult.
2. **Capital investments:-** Police departments must acquire necessary equipment, such as computers, etc. . . This is also essential to increase productivity. However, it depends on the nation's economic strength.
3. **Awareness of innovation:-** the use of case screening in criminal investigation can be an example. Police departments have traditionally investigated all criminal cases, even though many could not be solved. Concentrating efforts on cases of greater chance of

clearance is just one method of increasing efficiency. Interview results show the absence of this in the sub-city police, which indicates wastage of resources.

4. **Management audit:-** focuses on the efficiency and effectiveness of operations in terms of productivity output. The allocation of personnel, the management style, distribution of rank, task assignments, and the reporting system are examined. It enables the management to monitor and improve operations. However, in our case this is not properly applied, let alone the concept may be new to most police officials.
5. **Principles of Management:-** management is a factor which greatly affects productivity. Police managers can not depend on traditional methods; rather they look for better and more appropriate management practices. However, the interview results indicate that the police managers on average are below the level of capacity as was expected.
6. **Community-policing: The best practice for policing.**

Even though, the main engagement of this study is to uncover the performance problems observed in the criminal investigation field, the solution requires a comprehensive approach to enhance police productivity in all the operational as well as administrative aspects of the police. Focus on the investigation of crime cannot be sufficient because, the effectiveness of this task is determined to an extent of the effectiveness of the patrol unit, the recording unit, the fairness of internal management, and the meaningful collaboration with community members and other agencies. As was pointed out earlier the majority of suspects are identified by the witness or victim not the work of the investigator, thus, the best practice to rectify productivity problems in all the police tasks is the implementation of community-oriented policing.

Oliver (1998,49-51), uses the term “community-oriented policing” to include three main components in order to arrive at definition.

The first component is strategic-oriented policing, where by the police utilize traditional police practices and procedures, by redistributing their resources toward identified problem areas. The goal is to drive out the criminal element or cause of social disorder, to allow the community the chance to establish some type of groundwork in reclaiming their community.

The second component is neighborhood-oriented policing. This would be any and all programs that help open the lines of communication between the police and the citizens, to work toward fostering the true sense of community.

The third component is problem-oriented policing. This includes a concerted effort on both parts to determine what is the cause of crime and social disorder in a community, creating solutions to the problems, and implementing the most viable program.

These components are interdependent to each other for the successful implementation of community-oriented policing.

Police administrators must be aware of all the obstacles involving the implementation of community policing (Oliver, 1998:263). In order to make it happen, the following stages should properly be carried out

Planning stage:- here both the police and the community should develop a strategic plan. Key partners in the process include police chiefs, department Personnel, community leaders, interagency partners (Oliver 1998:270). In this stage all stake holders discuss about what community policing is; how to get started, and why a new approach is needed (Fleissner, 1997:8). The end result of this stage should be the establishment of a new mission statement with values and goals. The long-term as well as the short term goals should be identified.

Potential targets should also be identified and methods of implementing should also be established (Oliver, 1998: 275)

Experimental stage:- the police department begins testing some of the concepts and programs of the three components, without making major change (Oliver, 1998;277). Various program and tactics are started, often involving foot patrol and police teams (with specialized training). This is started in specific geographical areas of the city (Fleissner, 1997:9). This stage helps to determine what to implement on a large scale and what not to implement (Oliver, 1998:277).

Transition stage:- after getting feedback from the experiment stage on the long term goal, the department should begin addressing the full implementation of community-oriented policing on all fronts(Oliver, 1998:281). This stage involves the realization of the magnitude of the organization and managerial changes needed to accomplish an effective community-oriented program throughout the police agency; the police department typically needs to be restructured to fit the new mission of the organization; and extensive training is undertaken for all police employees and staff from other public-sector agencies and the public, especially those involved in problem solving teams (Fleissner, 1997:9)

Macro community-oriented policing stage:-it begins at the point where the entire police department starts with some implementation of the systematic approach and ends with the full implementation of community-oriented policing. Community policing should no longer apply to one or more target areas, but rather it should find its way into every facet of the department, every community, and every target to some degree. The complete decentralization of the police department should be visible in this stage. The Police department should also be engaged in all three components of community-oriented policing. It

would seem that all of the tenets of community-oriented policing would be satisfied at this stage, this will most likely not be the case. Complete decentralization becomes impossible. For instance, it will be difficult to transform "Specialist" investigation teams in to "generalists" (Oliver, 1998:286).

Institutional Community Policing stage:- this is the final stage when the new approach is institutionalized through out the entire police department and other agencies, with the community as a full partner; Policies and procedures are revised to facilitate inter-departmental problem-solving teams and on-going communications with the community and business sectors; problem-solving projects become more targeted and comprehensive, and involve continuous efforts to improve and enhance the overall police/community partnership(Fleissner, 1997:9).

These stages, as part of the strategic plan, need to be implemented with in a time frame. What all is needed is that far-sighted and committed police leadership. This raises the question that, **do** we have a conducive environment to implement community-policing? In an attempt to assess the case of Addis Ababa Police, Hassan Shuffa (2002:74-77), argues that community-policing strategy has failed. There were misconception and partial understanding of the concept. He further says that there was no clear cut policing direction as to how community-policing could be implemented in all over the country. He mentions the following weaknesses.

- Lack of or inadequate commitment by top police managers to implement the strategy.
- Inability to convey the concept into the rank-and-files.

He recommends that having the opportunity within the existing political atmosphere, the police leadership should work to instill in the minds of all the police members about the

role of the police in a democratic order. The researcher agrees with what all Hassan's saying, but he did not emphasize on the professional status of the existing police. The ground work must be laid to upgrade the professional status of the police first. This will improve citizen's confidence, and elicit better cooperation and partnership with the community. On the other hand, it is often observed that the majority of the police service is geared towards the interest of local politicians (administrators), If this is the case, equity with impartiality is hardly observed. This makes it difficult to implement community-policing which requires accommodating different interests among groups with in the community.

In one way or another community-policing is a desirable approach in whatever community context it takes place, because it focuses on problem-solving, building partnership with all stakeholders, and delegating a considerable amount of decision making power from within the law enforcement agency to the community and allow officers to employ outside resource to solve problems (Finn and Tomz, 1996:12).

Implication for Social Work Practice

One of the major areas that social work practice is needed is in the criminal justice system. Members of a community do not equitably accessed the services rendered by the criminal justice system. With its mission, the social work profession strongly strives to attain community development through partnership and equity. Community development includes a safer community. Thus community policing can be one of the social work strategies to attain this end. The principles of community policing are similar with the philosophy of community development. These are:

Empowerment;- by assessing the strength of the community, capacity building enables them to deal effectively with the problem of crime and disorder.

Partnership;- different stake-holders come together to solve the problem with equal participation in decision making and in taking action.

Decentralization;- officers can employ local decision making, which was not the case in the traditional approach.

Resource access through equity; - the community needs are given due attention with regard to the utilization of police resource.

Indigenous knowledge and skill;- disputes and other forms of conflicts can best be resolved based on traditional or cultural mechanisms. The long way using a bureaucratic approach will no longer work.

Accountability;- since members of the community are actively involved in decision making, problems such as corruption and brutality can easily be addressed effectively and quickly.

Mutual trust & interdependence;- since the police and members of the community work together, the mutual trust and interdependence will increase. Confidence in the police will gradually increase. The police will get continuous feedback.

Sustainability;- the community policing approach is a long term approach. By assessing community needs and attempting to address each issue based on priority. Since the community is involved in the process, the implementation process will become consistent.

Because the problems of Police productivity are multi-faceted, and inter-connected with different units in the department, the best approach to curb the problem is attempting to formulate and implement overall strategic plan, based on community oriented policing principles. , the knowledge and skill of social work practice is very useful in this process since community policing and good social work use the same models of intervention.

Chapter Five: Conclusion and Recommendation

Conclusion

As it was explained in the discussion part, measuring the effectiveness of policing in general and the criminal investigation in particular is difficult. The same thing works in relation to the Gullele sub-city police department. One of the major factors that was absent is strategic planning. Though, there are piecemeal attempts to formulate mission, vision, goal and objectives, there are no directions to give efficient and effective police service by developing policies, procedures, and indicators of output and outcome based on service delivery approach.

Though, the output number of dockets sent to the prosecutor's office has increased for the last three years, the thoroughness of most dockets in terms of strong evidence has declined. The emphasis on quota has constrained the quality of the docket. It is also difficult to evaluate the effectiveness of criminal investigation for the last three consecutive years based on police statistics. As it was indicated in the discussion part, the reliability and validity of police statistics especially in Ethiopia is very questionable. When we see the three years statistics (as depicted in the previous chapter), it is difficult to forecast the trend in relation to the effort expended to solve reported cases. On average, the percentage share of failed cases has fluctuated in the last year. This discrepancy may spark suspicion on the accuracy of the statistical sources.

The problems mentioned in the previous chapter show that the professional capacity of the police is not at a satisfactory level. This impacts the efficiency and effectiveness of the police. Additionally dissatisfaction of police personnel with the police management and work

overload are the major constraints on police productivity. Based on this, it is impossible to clearly see the productivity of the Gullele sub-city police criminal investigation section.

Several steps need to be taken. First, the role, responsibility, and underlying philosophy of the police service needs to be clearly identified. Then an overall strategy based on community- policing philosophy is needed. Without this, it is difficult to think of productivity in policing.

Recommendations

As it was indicated in the previous chapter, the problems and their causes are multi-faceted. Even though, the study focused only on the field of criminal investigation, the recommendations must show a holistic approach to overall police services. The community policing strategy will bring the following advantages that can increase the productivity of the criminal investigation section.

- Better cooperation with the community, hence greater chance of getting witnesses;
- Minor disputes can be informally solved, hence the work load will decrease significantly;
- Perpetrators can easily be identified with a supply of information from the community;
- Stolen properties can easily be recovered in collaboration with the community;
- The community policing strategy embraces the development of policies and procedures for better performance. In addition to that intensive training is also an integral part of community policing;
- Victims of crime can best be assisted with the help of the community;
- First-time offenders can potentially be rehabilitated.

Therefore, the following recommendations are suggested.

On the part of the police management

- The underpinning root cause for the weaknesses observed in the police is the absence of clear direction by which the police is governed. For this the formulation of strategic planning is very essential. This is the first step in community-oriented policing, which can be the key to solve all the problems observed. This initial step will bring consensus among all stakeholders on the mission, vision, goal, and specific objectives of the police service. Then major changes and initiatives could be set up which can lead to the enhancement of the police working environment. Targets could easily be identified, and potential resources would be assessed. Outputs and outcomes can be easily articulated.
- The second step is developing policies, procedures, and specific measurement for each segment of the police department. This could avoid confusions about specific assignment. It brings comparable performance measures based on both output and outcomes. It also paves the way for reasonable utilization of police resources. Finally it reaffirms accountability and transparency.
- The third step is developing training programs that train all the police personnel. This can be done, using the potential resources from within and abroad. Intensive special training guarantees the enhancement of police productivity. Misuse and wastage of police resource can be decreased. Human rights violation can be minimized. The officer's known-how will increase, and his/her moral and confidence can increase.
- The fourth step is taking measures that guarantee a better working environment. However, this step may be difficult because it is mainly dependent on the nation's economic capacity. The government can give similar attention, as it has given to other

public service agencies such as teachers, medical personnel, etc. This is an essential element for the proper accomplishment of the community-oriented policing strategies. Equitable salaries and allowances, fair treatment in promotion, stress management programs and complaint review are necessary.

- Finally implementing community-oriented policing projects in a gradual process. Based on a pilot project at first, then gradually implementing it in all segments of the police department and in communities is essential. In all endeavor processes evaluation is important for feedback and adjustment of programs. Because the change process is difficult, gradual implementation guarantees the efficient use of police resource, and will assist in combating resistance.
- The commitment of the police management is very important because the change takes a long time to see the effect of the program.

The strategic approach can embrace three main goals, which can be complementary to each other. **These goals** are:

- **Traditional Police Operations**:- this is a long-term effort to control serious offenders, gangs, organized crime, etc.
- **Neighborhood watch programs**:- this is to resolve minor offences as quickly as possible, and to reduce the fear of crime.
- **Problem solving approach**:- by intensively scanning the root causes of crime and delinquency within communities, efforts can be made to curve these causes in collaboration with the community residents and other stake-holders.

On the part of the civil society

- Non-governmental agencies such as social welfare agencies, associations and other voluntary pressure groups can make important contribution for the improvement of police productivity.
- They can participate as facilitators in formulating the strategies of community-oriented policing. Because they are near to their specific targets of the public, and their expertise potentials, they can serve as an additional potential resource to the process.
- They can bring alternative approaches based on their expertise.
- They can participate in developing policies, procedures, and performance measurement for the police.
- Since their interest is to see ahead safer community, they can look for supports both from in and abroad in the form of material and expertise.
- They can participate in supporting training programs for the police, and can advocate for the proper implementation of the strategies.

On the part of Social Work Practitioners

- They can participate in researching the crime problems. Particularly they should conduct victimization surveys.
- They can assist the police and the community in developing the strategic plan
- They can advocate on behalf of the community concern in general and the crime victim in particular for better service delivery.
- They can work as partners in stress management programs for police officers and their families. Because of difficulties in police duties police officers may suffer from distress and burnout, which would decrease their productivity. Hence, social workers

can engage in counseling, and suggesting administrative remedies to the police management.

- Social workers can develop the training program that can enhance the social work knowledge and skill among the police personnel.
- They can facilitate sharing of experiences between different communities.
- They can promote the establishment of clubs, which can strengthen the community policing strategy.
- They can also be advocates to advance accountability, transparency, and equity to be the culture of the police by collecting feedback from the community.

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Appendix I

Questionnaire for complainants

Hello! My name is Mesfin Mekonnen, a student of the Graduate School of Social work at AAU. I am now doing my master's thesis on the title "**Police Productivity in crime Investigation: An Assessment of the problems on Police performance in Gullele sub-city**". The purpose of this research is that by identifying the gaps in the Police service, it is intended to suggest best practices in light of customer's satisfaction and professionalism.

You are randomly selected from those complainants, who were handled by the sub-city's Police in this year. The questions below stated are intended to evaluate the police detective performance based on customer's perception. I, hereby, pledge ethically to keep your response with the rules of confidentiality. Therefore, I would like to request for your cooperation to respond as per the demand of the question **honestly & objectively**.

For questions that have choices, you can make a mark in the box like this: ; whereas , for those questions with open space, you can write your perception as you feel. Please don't write your name. I would be thankful for your response.

I. Personal Information

1. 1 Age _____

1.2 Sex: M F

1.3 Marital Status: Single Married Separated

1.4 Educational background: Can't read & write 1-6 grade 7-12 grade
Above 12 grade

1.5 Employment background: Unemployed Student Employed
Businessperson

II. Questions based on how your case was handled by the Police

2.1 What was your complaint?-----

2.2 Was/Were the perpetrator (s) against your case identified?

Yes No

2.2.1 If your response to Q. No : 2.2 is "yes", the perpetrator (s) were/ was

- Named but not found
- Named and detained

2.2.2 If your response to Q. No 2.2.1 is " Yes", who did majority of the effort (you can mark more than one)

- Members of the community and other security force
- Patrol officer (s) on the scene of crime
- Me and/or witnesses supplied the identity of the perpetrators at the initial report
- The investigative unit and/or the detective
- Others (please specify) -----

2.3 Was the investigation of your case accomplished?

Yes No

2.3.1 If your response to Q.No. 2.3 is 'No', What do you think the reasons behind the unsolved cases? (You can mark more than one)

- Because the police didn't give enough attention and effort
- Because of professional incompetence
- Because resource inadequacies
- Because the case is obscured and difficult to trace
- Others (please specify) -----

2.4 In order to follow up your case, for how many times have you made contacts with the sub-city's Police?

2.4.1 Based on your response to Q. No 2.4 what was your feeling (on average) after all those contacts?

- Felt satisfied with the overall response
- Felt dissatisfied with the overall response
- Felt mixed

2.4.1.1 Based on your response to Q. No 2.4.1, Could you specify your feeling shortly?

2.5 In your opinion, was the detective that helped you professional?

↗ Yes ↗ No

2.6 Were you satisfied with the overall responses of the supervisors (Inspectors)?

↗ Yes ↗ No

2.7 Overall, how would you rate the service you received from the sub- city's police department?

↗ Excellent ↗ Very good ↗ Good ↗ Poor ↗ Very poor

3 Questions that seeks your perception to the Police

3.1 On average, the sub-city's Police respond quickly (relative to capacity) to citizen's call.

Fully agree partly agree Fully disagree I don't know

3.2 On average, the sub-city's police put their maximum effort to collect evidences as quickly as possible.

Fully agree partly agree Fully disagree I don't know

3.3 On average, the sub-city's police put their maximum effort to trace and apprehend serious offenders as much as possible?

Fully agree partly agree Fully disagree I don't know

3.4 On average, the sub-city's police put their maximum effort to trace and recover stolen properties as much as possible?

Fully agree partly agree Fully disagree I don't Know

3.5 In your opinion, do you feel confident by the performance of the police in general, and the detective service in particular?

↗ Yes ↗ No

3.6 Would you rate on average the attributes of the Police officers(members) you came across, with the following?(you can mark more than one item)

Rude <input type="checkbox"/>	Polite <input type="checkbox"/>
Disrespectful <input type="checkbox"/>	Courteous <input type="checkbox"/>
Corrupted <input type="checkbox"/>	Professional <input type="checkbox"/>
Undisciplined <input type="checkbox"/>	Respectful <input type="checkbox"/>
Partial <input type="checkbox"/>	Responsive <input type="checkbox"/>
Not Professional	Caring
Dishonest	Supportive
Not Caring	Patient
Forceful	Honest

4
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related with conclusion & suggestion

4.1 In your opinion, what are the major problems in the detective services?

- Inadequacy of know-how
- Burnout
- Ethical problem
- Inadequate supervision
- Laziness
- Work overload
- Priority to govt. cases
- Please specify any other-----

4.2 What should be done to improve the police service, particularly the detective service?

Appendix II

Interview guide questions to detectives and supervisors

Hello! My name is Mesfin Mekonnen, a student of the Graduate School of Social work at AAU. I am now doing my master's thesis on the title "**Police Productivity in crime Investigation: An Assessment of the problems on Police performance in Gullele sub-city**". The purpose of this research is that by identifying the gaps in the Police service, it is intended to suggest best practices in light of customer's satisfaction and professionalism.

You are purposely selected because of your proximity to the subject under study. The questions below stated are intended to evaluate the police detective performance based on customer's satisfaction and professionalism. I, hereby, pledge ethically to keep your response with the rules of confidentiality. Therefore, I would like to request for your cooperation to respond as per the demand of the question **honestly & objectively**.

1. Background information

1.1 Age _____

1.2 Sex _____

1.3 Educational Status _____

1.4 Training background to the police service _____

1.5 Position _____

1.6 Work experience _____

2. Questions on measurement of detective performance

2.1 Approximately how many hours did you spend for active cases, backlogs, court orders and administrative work?

2.2 Do you apply planning in your work? If "Yes" how /If "No" why

2.3 Did you receive special training, which might upgrade your capacity? mention?

2.4 Did you get feedback based on performance appraisal that shows both strength and weakness? Mention?

2.5 What are the indicators of the detective performance?

2.6 Based on your response to question No 2-1, Are they realistic or practical? What is your feeling towards them?

- 2.7 If you assume that some of them are not clear and difficult to prove, what are these indicators? Why did they be vague and difficult?
- 2.8 Do you believe that “clearance rate” is the appropriate measure of performance? How/ why?
- 2.9 What are the procedures of evaluating the detective performance? Are they accepted by detectives or not? Why?
- 2.10 What are the specific problems in the measurement of detective performance?
- 2.11 Based on your response to question No 2.5, what are the causes for the problems you mentioned?

3 Question on the status of detective performance

- 3.1 How do you rate the performance level of the sub-city’s police detective section?
- 3.2 Based on your response to question No 3.1, would you describe indicators that show either failure or success in their order of relative importance?
- 3.3 For those indicators that show failure in the detective performance, what do you think the causes are (might be)?
- 3.4 Based on your observation, how do you describe the performance status of the sub-city’s police for the last three years?
- 3.5 What are the most common complaints against the performance of detectives?
- 3.6 What indicators are best to measure the detective performance in light of customer’s satisfaction and professionalism?
- 3.7 What do you think the reasons behind those cases dropped out of both prosecution and conviction?
- 3.8 Do the organizational environment contribute for failure in the investigative effort?
- 3.9 Is there a system of case screening for the decision either to continue or to close after preliminary investigation?
- 3.10 Is there a system of supervision to follow-up cases under investigation
- 3.11 Do the patrol officers perform preliminary investigation? How?
- 3.12 In general, do you feel that the residents are comfortable with your department's performance? Why?

Thank you for kindly responding to my questions

Appendix III

Interview guide questions for Prosecutors

Hello! My name is Mesfin Mekonnen, a student of the Graduate School of Social work at AAU. I am now doing my master's thesis on the title "**Police Productivity in crime Investigation: An Assessment of the problems on Police performance in Gullele sub-city**". The purpose of this research is that by identifying the gaps in the Police service, it is intended to suggest best practices in light of customer's satisfaction and professionalism.

You are purposely selected because of your proximity to the subject under study. The questions below stated are intended to evaluate the police detective performance based on customer's satisfaction and professionalism. I, hereby, pledge ethically to keep your response with the rules of confidentiality. Therefore, I would like to request for your cooperation to respond as per the demand of the question **honestly & objectively**.

I. Background information

- 1.1 Age _____
- 1.2 Sex _____
- 1.3 Education Status _____
- 1.4 Position _____
- 1.5 Work experience _____

II. Questions on the performance of detectives

- 2.1 How do you rate the performance level of the sub-city's Police detective section?
- 2.2 Based on your response to question No 2.1, would you describe indicators that show either failure or success in their order of relative importance?
- 2.3 For those of the indicators that show failure in the detective performance, what do you think the causes are (might be)?
- 2.4 Based on your experience, how do you describe the performance status of the sub-city's Police for the last three years?

III. Questions related to measurement of detective performance

- 3.1 In your opinion, what indicators might be feasible to measure the detective performance?

- 3.2 What is your comment on the assignment of quota as a standard of measuring detective performance?
- 3.3 By principle, the case investigation includes the collection, examination and expert testimony to validate the prosecution. Is this part of the police work adequately performed ? If “No” what might be the reasons?
- 3.4 What percentage of cases were drop out because of the police weakness in the fiscal year of 1997? was the trend from year to year show increase or decrease?
- 3.5 Is there a system of case follow-up, while the case is in the process of investigation (for prosecutor)? If “yes” how/If “No” why?
- 3.6 In general, are you confident with the police effort to control crime?
- 3.7 What do you suggest to be made in order to improve the detective performance in light of customer’s satisfaction and professionalism?

Thank you for kindly responding to my questions

Appendix IV

Questionnaire results: Personal background

Age

Table 1

No	Age category	Frequ.	Percent
1	18-----30	23	45%
2	31-----50	25	49%
3	Above 50	1	2%
4	missing	2	4%
Total		51	100%

Sex

Table 2

No	Type	Frequ.	Percent
1	Male	36	71%
2	Female	15	29%
Total		51	100%

Marital status

Table 3

No	Type	Frequ.	Percent
1	single	19	37%
2	married	23	45%
3	separated	4	8%
Total		51	100%

Continued

Educational Background

Table 4

No	Educational background	Frequ.	Percent
1	1-6 grade	5	10%
2	7-12 grade	17	33%
3	Above 12 grade	29	57%
	Total	51	100%

Employment background

Table 5

No	Category	Frequ.	Percent
1	Unemployed	2	4%
2	Student	6	12%
3	Employed	29	57%
4	Business person	14	27%
	Total	51	100%

Sworn Statement

This thesis is my original work and has not been presented for a degree in any university, and that all sources of material used for the thesis have been duly acknowledged.

Signature-----

Signature of the advisor-----

