

**ADDIS ABABA UNIVERSITY**  
**SCHOOL OF GRADUATE STUDIES**  
**INSTITUTE FOR PEACE AND SECURITY STUDIES**

**THE PRACTICE OF POLICE PROFESSIONALISM IN  
ETHIOPIA: THE CASE OF ADDIS ABABA POLICE  
COMMISSION**

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## **Declaration**

I, Mengesha Baye, hereby declare that this thesis is my original work and that it has not been submitted partially; or in full, by any other person for an award of a degree in any other university/ institution.

**Name: Mengesha Baye**    **Signature** \_\_\_\_\_    **Date** \_\_\_\_\_

## Approval

The undersigned certifies that the thesis submitted by Mengesha Baye and entitled An Assessment of the Practice of Police Professionalism in Ethiopia: The Case of Addis Ababa Police Commission, in partial fulfillment of the requirements for the award of Master of Art in Peace and Security Studies, complies with the regulations of the university and meets the accepted standards for originality and quality.

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## **ENDORSEMENT**

I approved the submission of a thesis to the Institute for Peace and Security Studies, Addis Ababa University, for examination with the approval of a university advisor.

**Advisor: Daniel Gebreegziabher (Ph.D.)**

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## ACRONYMS

<b>AAPC</b>	Addis Ababa Police Commission
<b>AU</b>	African Union
<b>BPR</b>	Business Processing Reengineering
<b>EIS</b>	Early Intervention System
<b>EPRDF</b>	Ethiopian People’s Revolutionary Democratic Front
<b>FDRE</b>	Federal Democratic Republic of Ethiopia
<b>FGD</b>	Focus Group Discussions
<b>HR</b>	Human Rights
<b>IPSS</b>	Institute for Peace and Security Studies
<b>KII</b>	Key Informant Interview
<b>UK</b>	United Kingdom
<b>UNODC</b>	United Nations Office on Drugs Crime
<b>US</b>	United States

## ABSTRACT

*Police is one of the oldest professions on the planet. It has been play significant role in maintaining peace, security and fight crime for generations. This institution supporting people in focusing their daily routine activity, by regulated political, economic and social interaction in a particular society. Police institutions are part of the government social service delivery in the area of peace and security, protect the growth and development a society depending on the existing situation on the ground. Police professionalism is play pivotal role in promoting peace, security and fighting crime based on professional way that consists of accountability, rule of law and respecting human right as a pillar of modern policing.*

*The objective of this study is evaluating the Practice of Police Professionalism the case of Addis Ababa Police Commission. In order to achieve the objectives of the study, qualitative research method and exploratory research design were employed. Key informant interview, focus group discussion and document review were the main data collection techniques. In this study, Addis Ababa police commission was selected based on purposive sampling techniques. Key informant interview were made with expert from Addis Ababa police commission police officers and high ranking officers. Purposive sampling technique was employed to select the study participants for the focus group discussion.*

*By using qualittave approach, this paper adressess factors that affected professionalism in Addis Ababa Policy Commision. The findings show the Ethiopian government has been implementing various policies to promote professional policing in the country for the last half-century. A lot of progress has been achieved in the area of training, resource, and institutional capacity in general. On the other hand, professional policing was experiencing a lot of ups and downs including the politicization of the institutions, under resource, and neo- patrimonial practices which dwarfed its growth and affected its autonomy and legitimacy. Lack of police professionalism in the Addis Ababa Police Commission undermines the institutional capacity to deal with the dynamic nature of policing, fighting crimes, improve the status of police professionalism, the service, and empower police officials. This paper suggests that a fundamental policing reform, which promises to be in progress since 2018, is necessary for Addis Ababa Police Commission.*

**Key words: Professionalism, Police, and Institution, Sustainable Peace and Security, Addis Ababa Police Commission,**

# CHAPTER ONE

## 1. INTRODUCTION

This section provides brief information about the background of the study, statement of the problems, objectives of the study, specific and research question, the scope of the study, the significance of the study, limitations of the study, organizations of the thesis, and operational definitions.

### 1.1 Background of the Study

The professionalism movement for police officers is said to have begun in 1917 when August Vollmer proposed a thirty-six-month college-level program in police education. Vollmer believed that higher education would be the vehicle to convert the police occupation into a profession throughout the century, several national commissions, such as the Wickersham Commission in 1931 and the President's Commission on Law Enforcement and Administration of Justice in 1967, argued for the benefits of a college-degreed police force. Loftus and Price (2016),

These commissions pointed out that a major component of a profession was the necessity of an education beyond high school increasing role of community policing has added to the argument for more educated police officers who are more adept at innovation and creativity. Inherent to the idea of the 'New Professionalism' in policing, police officers, supervisors, and executives share a set of skills and follow a common set of protocols that have been accepted by the professionals(Stone and Travis, 2011). There is vital knowledge, understanding, and practice common to good policing everywhere, and this common skill set defines police professionalism (Stone and Travis, 2011).

Professionalism, in the widest sense, has accepted the need for balancing effectiveness and justice that they have acquired the skills on how to reconcile both demands in the varying conditions of their work and that they apply such skill consistently. In practice, balancing justice and effectiveness requires the capacity to make reasonable judgments. Professional police should not engage in the arbitrary (discriminatory), irregular, corrupt, or abusive exercise of their powers (Caparini & Marenin, 2004).

The notion of police professionalism gained currency in the US and UK in the mid-20th century as police departments sought to move beyond the idea of a police officer as an unskilled night watchman to someone with a more substantial, respectable, societal role (Dammert, 2019). Professionalism was also presented as a means of making police agencies more efficient in response to structural changes occurring through the growth of larger police organizations. This, in turn, led to a need for better management, legal knowledge, and general education of police officials (Faull and Rose, 2012).

Police forces in Latin America have experienced multiple processes of reform over recent decades. Since the return to democracy in the 1980s, Latin American countries have faced an increasing problem of crime and violence that affects governments and citizens alike. In most cases, there is a consensus that police institutions are not well prepared, equipped, or trained to deal with the increasing complexities of the criminal world and the illicit markets that are rapidly developing. Most police institutions in Latin America are widely perceived deploying high levels of violence, demonstrate low levels of effectiveness, and pursue general policing strategies based on profiling those most disadvantaged in society (Dammert, 2019). The limited success of these efforts appears to be due to diverse causes. Even when democratic public security policies are in place, they are not always sustainable, given the shifting pressures that sometimes compel governments to abandon long-term policies in favor of more expedient, tough-on-crime policies that more easily attract political support (Dammert, 2019). In 'many' countries in Africa, police are ineffective, unprofessional, corrupt. Their primary mission is in protecting the government in power rather than servicing the public. They are often a source of insecurity rather than providers of security-people to avoid, not seeking out, in the event of trouble. For many African citizens, particularly those living outside urban areas, the police are conspicuous by their absence. Many, perhaps the majority of Africans rely on non-state security providers such as neighborhood watcher groups and chieftdom to keep their safety. Further stated that the police are one of the most dysfunctional, underperforming institutions in sub-Saharan Africa.

It does seem that the police in African states are consistently different from those in Western capitalist states. They tend to be less professionalized: they are less well trained, by prior education and by official training in police academies and on-the-job experience; they are less well equipped; they seem to have less of a sense of organizational self and organizational

interests and, therefore, are less self-assertive in the demands they impose on the state. Second, the police suffer from a persistent negative image in the public eye: they are thought to be ineffective in the performance of their duties and frequently corrupt; they discriminate against certain groups (normally the group the respondent belongs to), and they are careless of the well-being of the citizens under their surveillance and custody. Third, they are more dispersed and are under local control or none at all, at least in their daily activities. The lack of effective communication, transportation, and record-keeping system isolates police posts from effective supervision and leaves them more discretion in their routine activities than Western police have. Control over individual police officers rests with the lower officer and higher rank-and-file ranks. Only occasionally, as a result of clear-cut misuses of power, inefficiency, or corruption does police work come to the attention of the media and the political elites (Marenin, 1982). Due to this, insecurity affects the ability of people to go about their daily lives, farm their fields, run their businesses, and make an investment. Despite, the “patrimonial nature of police institutions in Ethiopia”, the government has been made an effort to “reform” the police institution to professionalism

In 1935 the emperor Haile Selassie authorized the establishment of formal, British-trained police forces in Addis Ababa and four other cities. Seven years later, he organized the Imperial Ethiopian Police under British tutelage as a centralized national force with paramilitary and constabulary units. In 1946 the authorities opened the Ethiopian Police College at Sendafa. In 1956 the imperial government amalgamated the separate city police forces with the national police force. Initially administered as a department of the Ministry of Interior, the national police had evolved, by the early 1970s, into an independent agency commanded by a police commissioner responsible to the emperor (Shuffa, 2014). After it had been functioning under different names and structures starting from the reign of Menelik, it is in 1942 that the police was established as a distinct national institution with its powers and duties stipulated under Ethiopian Police proclamation No. 6/42. According to this proclamation, the functions of the police are provided as follows:-

“The force shall be employed for the prevention of crime, the maintenance of peace and good order, the apprehension of offenders, the safety of persons and property, and the control of traffic.” Despite this, it was in the second half of the 1940s that the country saw the elements of

modern policing in Ethiopian police history. This development is manifested by the fact that the police underwent different training inside and outside of Ethiopia (Tulu, 2010).

Markos, 2000) cited in Tulu, (2010), the Dergue regime (1974-1991) gave more attention to the army than to the police for it was a military government. The Dergue, because of its negative impression regarding the police, carried out certain actions. The first thing it did after it came to power, was to transfer several qualified police officers to the army and to neutralize the police power by delegating it to numerous organizations. In 1977 the Mengistu regime reorganized the national police, placing a politically reliable commissioner in command. A security committee formulated policy, which then was implemented by the Ministry of Interior. The army assumed a larger role in criminal investigation and in maintaining public order. People's Protection Brigades took over local law enforcement duties previously assigned to the constabulary. As a result of these changes, by 1982 the strength of the national police had declined to about 17,000 (Shuffa, 2014).

The current government, in organizing the police according to the decentralized power system arrangement follows a complete deviation, as a result of the dictation of the federal arrangement. (Tulu, 2010). There are signs that the police forces in Ethiopia are trying to deal with the requirements of good governance. One example is the effort to introduce and implement community policing. From how the police manage to get information from communities, the launch of the practice of community policing has strengthened the effectiveness of the police through the improvement of relations between the force and the community at large. There is also growing coordination within the justice system as the police, prosecutors, courts, and other related institutions interact more purposefully while maintaining their independent mandates. It is hoped that this beginning will speed up the delivery of justice, for long a worrying feature in the Ethiopian judicial landscape (Shuffa, 2014).

Thus, the purpose of this study is to assess the current practice of police professionalism in the Addis Ababa police commission and how police professionalism contributed to the effectiveness of police service delivery

## 1.2 Statement of the Problem

The police force is one of the main providers of security and is playing an important role in creating conditions in which development can take place through maintaining security and order, upholding the rule of law, and performing their duties with sensitivity and regard for members of the community (Yeshiwas 2014). Those tasks can be provided to the community when the police profession is supported by fulfilled certain actions. The police can be used for monitoring, training, mentoring, and capacity building or in programs designed such as reform, rebuild, and restructure of police capabilities ((Yeshiwas 2014).

With the increasing rate of crime such as armed robbery, theft, corruption, and other forms of violence in Addis Ababa city, there are perceptions about the gap of police and public trust in which the members of the public are not willing to cooperate with the police in terms of giving useful information and cooperation that may assist in the prevention and control of crime in Addis Ababa city. This situation has posed a serious threat to the city police's ability to strategically position itself to perform a range of constitutional roles, protection of life and property as well as maintenance of law and order in the city.

Some researchers have been conducted on professionalism in policing. For instance, the policing system has been politicized in Nigeria. In his article, the author has discussed the role of local political leaders undermine professionalism through their neo-patrimonial practice (Idowu Johanson, 2013). In the same vein The challenges of law enforcement in Africa Policing in Sierra Leone, Tanzania, and Zambia, politicization, Lack of resources, Personnel, Community policing is frustrated by a lack of trust in the police corruption undermines police professionalism in these countries. (Simon Robins, 2009). In Ethiopia, some researchers discussed the same issues for instance, 'An analysis of the influence of politics on policing in Ethiopia" Workneh (2016)'. He has discussed how political interference of the government undermines police professionalism in Ethiopia. But, did not describe how professionalism in policing is implemented or improve operational autonomy, skills, and capacities to improve the police service, at the lower level like city administration like Addis Ababa. Another author Evaluating the Application of Human Right Principles in Crime Investigation in Ethiopia: A case study of the Addis Ababa city police. (Alemayehu, 2010). He discussed the violation of human rights, arresting suspects without a court warrant, and exposing dangerous criminals to the public

through the media, to make society aware of crime to enable them to take care of themselves against any act of criminals.

However, much of the research is scanty and does not thoroughly investigate how professionalism in policing affecting the role of police in promoting “sustainable” “peace and security” in Addis Ababa. Lack of police professionalism in the Addis Ababa police commission undermines the institutional capacity to deal with the dynamic nature of policing, fighting crimes, improve the status of police professionalism, the service, and empower police officials. But, academic research is limited in this area. Hence, my study will adders the Knowledge gap in police professionalism in the Addis Ababa Police Commission.

### **1.3 Objectives of the Study**

The general objective of this study is intended to evaluate the practices of police professionalism in the Addis Ababa police commission. thereby, to suggest practical solutions which can improve police professionalism as a whole.

#### **The specific objectives of this study are**

1. To explore the practice of police professionalism in different departments like crime prevention, crime investigation, indoctrination, and administration of Addis Ababa Police Commission.
2. To examine the contribution of police professionalism to the effectiveness of police service delivery.
3. To identify challenges of police professionalism in the study area.

### **1.4 Research Questions of the Study**

1. How does the Addis Ababa Police Commission practice professionalism in policing?
2. What are the contributions of police professionalism to the effectiveness of police service delivery in the study area?
3. What are the challenges and opportunities for professionalizing policing in the Addis Ababa Police Commission?

## **1.5 Scope of the Study**

The study is focused on policing professionalism in Addis Ababa, and focuses on how professionalism practiced, what are the challenges and opportunities in general. Thematically, the study deals with the practice of police professionalism in the Addis Ababa Police Commission. Geographically, the study is delimited to the Addis Ababa Police Commission, which encompasses the strategic level, middle level, and employees in the Commission. Methodologically, qualitative approaches were employed for collecting and analyzing the data for the research. The triangulation method was employed for checking the validity and reliability of the data.

## **1.6 Significance of the Study**

This study contributes to understanding the existing knowledge and fills the gap in the Practice of Police Professionalism in Ethiopia: The Case of Addis Ababa Police Commission and contributes to improving interventions in police professionalism to provide adequate service to the public service. It also helps to formulate policy to further improve the professionalization of the commission and the police and encourage academicians and researchers to start further studies on the topic.

## **1.7 Limitations of the Study**

This study focused on police professionalism at the Addis Ababa police commission. So, the data and the findings of the study may not be representing the wider picture of police professionalism in Ethiopia. In addition, the challenge to collecting relevant data for the study due to high turnover of police officers, poor handling of the data in some offices". The other challenges were some Key informant interviews (KII) and members of Focus Group Discussion (FGD) giving exaggerated responses during information gathering activity. To overcome these problems, the researcher uses different literature to balance the information and minimize the gap related to exaggeration and misinformation.

## 1.8 Organization of the Thesis

This study is comprised of five chapters. Chapter one deals with an introductory part of the study. Chapter two focuses on a review of related literature. Chapter three, deal with the research methodology. Chapter four focuses on data analysis and interpretation. Finally, chapter five focuses on the conclusion and recommendations.

## 1.9 Operational Definition of Key Terms

An operational definition is used to explain the words scientifically or technically, its precise meaning must be unambiguous. An operational definition, then makes the concept observable by stating what the scientist does to measure it (Lammers and Badia,2013).

- **Excellence** relates to the tangible achievements of an organization in what it does how it does it, the results it gets, and the confidence that these results will be sustained in the future. Excellence is defined as the condition of surpassing some standards of expectation. It is the dream of human resources (HR) practitioners for employees to achieve people excellence in the workplace (Saltan, 2014).
- **Respect** This relationship [i.e. respect] consists, roughly, in the respecer's judging that the person's having the characteristic is a good thing (from the relevant point of view), his appreciating why it is a good thing, and his being disposed to do what is appropriate to the person's having that characteristic (Darwall,1977).
- **Accountability** is consists of restraining the power of a certain authority that gives an account of its actions, motivations, procedures, and outcomes (Miranda, 2019). Accountability is the quality of being accountable; liability to give an account of, and answer for, discharge of duties or conduct; responsibility, amenableness (Walker, 2002).
- **Integrity** is the quality of acting in accordance or harmony with relevant moral values, norms, and rules, a choice based partly on some of the arguments already put forward (Huberts,2018). The term 'integrity is derived from the Latin 'integrity, which means having no part taken away, that is, being in a state of completeness or wholeness. Integrity may be created through an act of unification of various aspects or parts, or it may be maintained or preserved (Banks, 2009).

- **Justice** is a moral concept with no agreed definition, denoting the general notion that people should be given what they deserve. Justice claims gain meaning in specific circumstances, in association with other values and specific cultural contexts. Despite a diversity of interpretations, justice continues to be seen as a fundamental moral principle and an individual virtue (Joanna Crichton Zoë Scott Huma Haider 2012).

## **CHAPTER TWO**

### **2. LITERATURE REVIEW: CONCEPTUALIZING POLICE PROFESSIONALISM**

#### **2.1 Introduction**

Concerning literature written on the topic under study, it was difficult for the researcher to find literature directly related to police professionalism in the Addis Ababa police commission. Making this classification helped me to identify journal articles, books, and research abstracts done on the topic as well. This section of the thesis reviews the existing literature related to the research questions identified in the previous chapter. It begins with explaining the concept of terms of profession, police autonomy, accountability, innovation, and coherence. Moreover, the researcher collected information related to police professionalism in the city, the information generated from these sources includes how the commission managed its regular activities, recruits, training, and promotion of police officers. Therefore, the researcher has classified the topic into concepts that mainly address issues of police professionalism, its historical development, and trend from the formation of ethnic federalism in the post-1991 era until 2018.

##### **2.1.1 What is Profession?**

Following the end of the Second World War, there was rapid political and economic development that was paving the way for the development of science and technology, need the specialization and professionalization of various tasks for both public and private institutions. The professionalization of tasks increased the performance, service delivery, and production of companies to unprecedented levels in the last fifty-plus decades (Vivanco, 2015).

Police institutions also benefited from this development in different parts of the world, especially in western countries. “The professionalization of police help to build the public trust enhanced its autonomy, strengthen its capacity in fighting crime and promote peace and security in general. Professionalism introduces a new paradigm for professional performance consisting of a body of values and professional skills and includes, in addition to the components derived from medical humanism, others that are common to professional practice in general (Vivanco, 2015). Professionalism is the conduct, behavior, and attitude of someone in a work or business

environment. It leads to workplace success, a strong professional reputation, and a high level of work ethic and excellence (Carrer and professional development, 2021). At a minimum, professions are expected to possess a knowledge base cultivated from tertiary education, vocational training, and experience professions maintain self-regulating organizations that control entry into occupational roles by formally certifying that candidates have acquired the necessary knowledge and skill Beauchamp, (2009) as cited (Cruess, Johnston, and Cruess, (2004) expresses a profession as an occupation whose core element is work based upon the mastery of a complex body of knowledge and skills.

Sullivan (2005), takes a profession to be a kind of occupation with three features: ‘specialized training in a codified field of knowledge usually acquired by formal education and apprenticeship, public recognition of a certain autonomy on the part of the community of practitioners to regulate their standards of practice, and a commitment to provide service to the public that goes beyond the economic welfare of the practitioner’. These features are ethical features in the procedural sense and apply to the profession as a body. The commitment to service applies to the professional as an individual.

### **2.1.2 Concept of Professionalism in Policing**

Professionalism in policing can be defined as the ethical conduct of officers who meet the challenges and the needs of the communities in which they serve (Thomas, 2011). As Schneider (2009 cited in Walker, 2006), police professionalism is proactive policing, which implies going beyond traditional definitions of policing, which promotes accountability, strong leadership, continual professional development of police, training, integrity, quality of service delivery, and promoting police professionalism.

Siegfried(1989) cited in Schnieder, (2009), the profession can be defined as an organized undertaking characterized by a body of specialized knowledge acquired through extensive education, a set of formal internal standards, and ethical guidelines that tend to hold the members of the profession accountable to one another and the community/entity/institution they serve. The pursuit of police professionalism has two meanings: First, it has meaning in the traditional sense of integrity, honesty, and adherence to a code of ethics and established standards; and second, in these more complex times, a more sophisticated version of professionalism is necessary for

responding to community, or institutional needs, in being respectful of human rights, in becoming more effective in policing, i.e., achieving a professional model of policing.

The professional model of policing seeks to make police work a “true profession,” similar to the professions of medicine, law, and education. In these other professions, practitioners possess a broad range of discretion in their respective occupations: doctors rely on training, experience, and knowledge to treat patients; lawyers rely on training, education, and experience to pass professional judgment regarding case law or legal questions (Burack, 2006).

### **2.1.3 Human Right**

In any society the police are organized with the responsibility of keeping peace and order, ensuring the rule of law, justice, prevention of crime as well as protection of human rights. Regardless of the circumstances in which the police find them, they should act towards every human being with a sense of duty and care for human rights; it is the responsibility of the police to conduct the process of arrest, search, and seizure according to the law with no neglect of duties (Alemayehu, 2010)

De Rover (1998 cited in Tulu, 2010), the term “Human Rights” can be explained as “the legal entitlements which every person as a human being possesses” that are universal and belong to everyone, rich or poor, male or female, criminal or suspect. For this study, “human rights” constitute the inviolable and inalienable right of every person to life, the security of person, liberty, and the right to be treated humanely following the law. Human rights constitute a set of norms governing the treatment of individuals and groups by states and non-state actors based on ethical principles regarding what society considers fundamental to a decent life. These norms are incorporated into national and international legal systems, which specify mechanisms and procedures to hold the duty-bearers accountable and provide redress for alleged victims of human rights violations (Stephen P. 2014).

Human rights have in common an ethical concern for just treatment, built on empathy or altruism in human behavior and concepts of justice in philosophy. The philosopher and economist, Amartya Sen, considers that “Human rights can be seen as primarily ethical demands... Like other ethical claims that demand acceptance, there is an implicit presumption in making pronouncements on human rights that the underlying ethical claims will survive open and

informed scrutiny.” In moral reasoning, the expression “human rights” is often not distinguished from the more general concept of “rights,” although in law a “right” refers to any entitlement protected by law, the moral validity or legitimacy of which may be separate from its legal status as an entitlement. The moral basis of a right can draw on concepts such as natural law, social contract, justice as fairness, consequentialism, and other theories of justice (Stephen P. 2014).

#### **2.1.4 Crime Investigation**

Crime investigation is a systematic search for the truth with the primary purpose of finding a positive solution to the crime with the help of objective and subjective clues (Van der Westhuizen, 1996). Van der Westhuizen describes the objective clues as to the factual proof and objective explanation of these, that is, the so-called mute, indirect, or circumstantial evidence. Subjective clues, on the other hand, are defined by him as the evidence offered by people (victims, complainants, eyewitnesses, and culprits) who have direct relations with the events (Van der Westhuizen, 1996). Furthermore, it is the assignment and office of the criminal investigator in respect of clearance which can be defined as the discovery of relevant facts, the drawing of inferences from these facts, the reconstruction of the crime scene, the identification and apprehension of the offender, and the preparation of the case for the prosecution and trial of the suspects (Van der Westhuizen, 1996).

A criminal investigation is, according to Cladwell (1965), a police activity directed toward the identification and apprehension of alleged criminals and the accumulation, preservation, and presentation of evidence regarding their alleged crimes. Horgan (1979) says that investigation amounts to observation and inquiry to collect factual information on allegations, circumstances, and associations. Ward (1975) emphasis the gathering of information. Essentially this (criminal investigation) involves gathering information assigning it some value, sorting it, and finally utilizing it to develop facts. Dowling (1979) regards criminal investigation as the systematic process of identification, gathering, and preservation of information to bring the transgressor to trial.

### **2.1.5 Police Responsibilities**

The police are given a variety of powers and responsibilities by law. Some of the most common and familiar are the powers of search and seizure, interrogation, arrest, detention, power of entry into places, localities, and homes where a crime has been committed (or has left traces), powers to search those places for evidence and to confiscate the evidence for prosecution and the power to seize a person and/or objects related to the crime committed or thought to have been committed (Criminal Procedure Code of Ethiopia 1961, Art 9-11). Each of these powers and the authority to use force where necessary are clearly defined in law for the achievement of legitimate law-enforcement objectives (Tulu, 2010).

According to Bush and Dodson, (2014), police have the following responsibilities. For instance, uphold and enforce the law impartially, and to protect life, liberty, property, human rights, and dignity of the members of the public; to promote and preserve public order; to protect internal security, prevent and control terrorist activities, breaches of communal harmony, militant activities and other situations affecting Internal Security. In addition, protect public properties including roads, railways, bridges, vital installations, and establishments, etc. against acts of vandalism, violence, or any kind of attack. The commission work to maintain, prevent crimes and cooperating with other relevant agencies in implementing due measures for the prevention of crimes. Collect intelligence relating to matters affecting public peace, and all kinds of crimes including social offenses, communalism, extremism, terrorism, and other matters relating to national security, and disseminate the same to all concerned agencies, besides acting, as appropriate on it themselves (AAPC, Regulation No 96/2003, in 2003).

### **2.2. Theory of Professionalism**

Theories are formulated to explain, predict, and understand phenomena and, in many cases, to challenge and extend existing knowledge within the limits of critical bounding assumptions. The theoretical framework is the structure that can hold or support a theory of a research study. The theoretical framework introduces and describes the theory that explains why the research problem under study exists (Gabrie, 2008).

### **2.2.1 Institutional Theory**

The institutional theory offers insights into the continuity and conformity of organizational practices through an appreciation of organizational field-level processes. Institutions are conceived as 'multifaceted, durable social structures, made up of symbolic elements, social activities, and material resources that enable or impose limitations on the scope of the human agency by creating legal, moral, and cultural boundaries' (Scott, 2001). New directions in institutionalist organizational theory have embraced the idea of institutionalized practices within organizations that follow from other criteria than technical efficiency. However, at the same time, they have also criticized (1) the limitation of culture in terms of institutions to social norms and value-infused standards and (2) the treatment of values and norms as internalized elements of individuals or organizations (Krueger, 1997).

Institutional theory attends to the deeper and more resilient aspects of social structure. It considers the processes by which structures, including schemas; rules, norms, and routines, become established as authoritative guidelines for social behavior. It inquires into how these elements are created, diffused, adopted, and adapted over space and time; and how they fall into decline and disuse (Scott, 2004).

The institutional theory seeks to explain the processes and reasons for organizational behavior as well as the effect of organizational behavior patterns within a broader, inter-organizational context. The study of organizational institutions occurs across fields of research in sociology, business, and communication and informs public relations practitioners' understanding of corporate reputation and legitimacy. Institutional theory is an approach to understanding organizations and management practices as the product of social rather than economic pressures. It has become a popular perspective within management theory because of its ability to explain organizational behaviors that defy economic rationality" (Suddaby, 2013).

Police agencies are an example of institutional organizations. When talking about organizations that do value work, their constituencies, those who are sovereign or whose opinions affect operational and strategic decisions, tend to frame values in terms of public safety first, and then in terms of other values such as, due process, hiring, and retention, gender equity, and public relations. They also consider internal constituencies, such as line officers who attain sovereignty

vis-à-vis collective bargaining. The bottom line for police organizations is that they must display, in their organizational behavior and design, that they came about constituent's concerns accords this panoply of groups and how the issue is important to them (Crank, 2003). As the author indicated, 'institutional theory helps the police agency to perform and provide basic service based on the professional way for both internal and external constituencies based on the law of the nations in general'.

### **2.2.2 Administrative Theory**

Administrative principles in the form of the management hierarchical pyramid structure were to function as the basis of the part of the organization that involved activities i.e. a top-down approach. Several different theoretical contributions to this administrative approach are concerned with the overall principles, *visa viz*, coordination, and specialization which have more specific underlying demands. Thus, coordination was based on a hierarchical pyramid structure in which members of the organization are linked to each other, and there must be clearly in the administrative structure. Specialization, on the other hand, is concerned with ways of grouping the organization's activities most effectively in separate entities or departments. This is referred to as the principle of departmentalization where homogenous or related activities and grouped in one entity, as it appears from both coordination and specialization, they express a high degree of formalization, which is one of the principal themes of the rational perspective (Laegaard, 2004). Police professionalism is proactive policing, i.e., going beyond traditional definitions of policing. Improved accountability, strong leadership, continual professional development of police, training, proper resource management, cooperation, integrity, quality of service and delivery, performance, and procedures are all partnering variables in promoting police professionalism (Schneider, 2009).

### **2.2.3 Organizational Theory**

The greatest contributions to organizational theory have been collected and called "focus on task performance and structure". In terms of time, these contributions were made in connection with the build-up of the industrial groups, which created a need for theories about the might of many people gathered around industrial tasks (Laegaard, 2004). Organizational theory is the study of why and how organizations behave the way they do. In other words, organizational theory covers

the history, development, and thoughts that describe activities going on in organizations (Emelah, Gentle E. Enyia, Charles Daniel, 2018).

Organizational structure refers to the models of internal relations of organization, power, and relations and reporting, formal communication channels, responsibility, and decision-making delegation are clarified. Amold and Feldman (1986): Helping the information flow is one of the facilities provided by structure for the organization (Monavarian, Asgari, & Ashena, 2007). Organizational structure should facilitate decision-making, the proper reaction to the environment, and conflict resolution between the units. The relationship between main principles of organization and coordination between its activities and internal organizational relations in terms of reporting and getting reports are duties of organization structure (Daft, Translated by Parsayian and Arabi, 1998).

Organizational structure is the framework of reporting relationships in an organization. These relationships can usually be diagramed in the form of an organizational chart. The organization chart does not necessarily reflect actual reporting or decision-making relationships in an organization, so we can make a distinction between the formal and the informal structure. This note will deal primarily with the formal structure. Organizational structure is only one of many aspects of organizational design. Other aspects would include the nature of an organization's leadership, the various systems operating in it, and organizational culture. The organizational structure reflects how to work in an organization is divided. Historically, organizations have developed several ways to do this. The Information Age is creating even more forms as we move ahead (Parsayian and Arabi, 1998).

Organizational systems are the processes that attempt to coordinate those divisions of work. The structure of an organization is like a skeleton: it defines the spatial relationships and influences the power relationships among its various parts. The skeleton alone does not do much work; it merely provides the framework within which the body tries to organize its resources to accomplish its task. The systems of an organization are like the systems of the body that work around and through the skeleton to produce movement and activity. In the organization, these might include recruiting, management development, reward, information processing, performance appraisal and promotion, purchasing, materials handling, grievance, communications, production, accounting, and financing systems, and others (Parsayian and

Arabi, 1998). Police professionalism requires that police officers possess a great deal of specialized knowledge and that they adhere to organizational standards and ethics as set forth by the profession (Schnidser, 2009)

#### **2.2.4 Scientific Management Theory**

Scientific management organized at the beginning of the 20<sup>th</sup> century by Frederick W, Taylor was the primary contributor. Scientific management was based on an idea of systematization where attempts were made to enhance the efficiency of procedures to the best effect via scientific analyses and experiments. Taylor believed that it was possible to prescribe the processes that resulted in maximum output with a minimum input of energy and resources. Thus, Taylor's starting point was the individual work process which had considerable consequences through the system. The structure had to be adapted to the focus that was put on work processes, and in doing so; the manager lost his governing role as he was subjected to scientifically calculated solutions. Therefore, it was necessary to establish a staff of specialists who were capable of determining the optimum work process. Since the employee and his handling of the work process was the starting point, the Taylor approach is categorized as a bottom-up approach (Laegaard, 2006).

According to Schnieder (2009), police professionalism is proactive policing, i.e., going beyond traditional definitions of policing. Improved accountability, strong leadership, continual professional development of police, training, proper resource management. In addition, "scientific police management working towards increasing effectiveness, reducing the frequency of citizen's complaints". All the above theories are related to this work in different degrees to make the research more meaningful.

### **2.3 Principle Vs Elements of Police Professionalism**

Professionals are usually distinguished by their specialized knowledge and training as well as by their commitment to providing important services to patients, clients, or consumers. Professions maintain self-regulating organizations that control entry into occupational roles by formally certifying that candidates have acquired the necessary knowledge and skills. In learned professions, such as medicine, nursing, and public health, the professional's background knowledge is partly acquired through closely supervised training, and the professional is committed to providing a service to others (Childress, 2009). "Elements of police

professionalism help to understand the role played to achieve its objectives professionally and measure its performance in terms service provision to the public and promote institutional capacity through working with various stakeholders to fight crime, respect the rule of law and human right to promote peace and security” (Childress, 2009).

### **2.3.1 Police Legitimacy**

Legitimacy can be expressed as the justifying of a situation so that it becomes accepted socially while being legitimate is behaving in a way that is regarded as having been founded on valid and justifiable grounds. The legitimation process, therefore, presents a unique opportunity to appreciate how a set of relationships can come to dominate others. Societies depend on the police at their core to ensure that the elements of democracy are defended and that order is maintained.

Legitimacy is a feeling of obligation to obey the law and to defer to the decisions made by legal authorities. Legitimacy, therefore, reflects an important social value, distinct from self-interest, to which social authorities can appeal to gain public deference and cooperation. In past research, legitimacy has been measured using items reflecting the perceived obligation to obey legal authorities, as well as trust and confidence in authorities. Recent studies have also operationalized legitimacy via identification with the police. While past research supports the argument that legitimacy encourages deference, more recent research emphasizes the importance of the ability of the police to leverage and secure cooperation from the public. Legitimate authority, when it exists, has a unique and important advantage when it motivates voluntary cooperation that is not dependent on instrumental criteria (Tyler and Fagan, 2008).

### **2.3.2. Police Autonomy**

Christman (1988) and Dworkin (1988), cited in Agich (2009), the term autonomy admits a wide range of meanings which includes qualities such as self-rule, self-determination, freedom of will, dignity, integrity, individuality, independence, and self-knowledge. In ethical thought, it is identified with the qualities of self-assertion, critical reflection, responsibility, absence of external causation, and knowledge of one's interest; it is also thought of in connection with actions, beliefs, principles, reasons for acting, and rules. Autonomy is both open and closed; it requires conditions that explain closure but permit openness. Furthermore, autonomy is closely related to individuality and self-governance, the combination of the two yielding independent

functionalities through the organized interaction of processes. Autonomy requires non-equilibrium conditions, internal dynamical differentiation, hierarchical and interactive process organization, incomplete closure, openness to the world, openness to infrastructural inputs, the existence of autonomy (Collier, 2002).

### **2.3.3 Police Accountability**

The accountability of individual police officers is a fundamental issue for police executives. This is fitting: police officers are the public official's society has authorized even obliged, to use force. Ensuring that police officers use that warrant equitably, legally, and economically on behalf of citizens is at the core of police administration (Kelling, Wasserman, and Williams, 1988). It is a fundamental principle of a democratic society that the police should be held to account for their actions. Accountability includes both what the police do and how they perform. Agency-level accountability involves the performance of law enforcement agencies concerning controlling crime and disorder and providing services to the public (National Institute of Justice, 1999). Individual-level accountability involves the conduct of police officers for lawful, respectful, and equal treatment of citizens. Individual-level accountability procedures fall into two general categories: internal and external. Procedures that are internal to law enforcement agencies include controlling officer conduct through written policies, routine supervision, regular performance evaluations, and the investigation of allegations of misconduct, and early intervention systems (EIS). External accountability procedures reviewed in this paper include citizen oversight agencies. Effective police accountability involves identifying and punishing those who have committed misconduct and ensuring accountability after the act. Because police officers act based on directives, accountability includes responsibility for the direction, control, or diligence exercised before and during operations to ensure observance of the law and policies and human rights (Walker, 2006).

### **2.3.4 Police Innovation**

According to Wisniewski and Olafsson (2004), have indicated that learning and innovation should be seen as an enabler to public organization performance. The building of a body of knowledge, on which good practices are based and with which practitioners are expected to be familiar with strategies, tactics, technologies, relationships, and customer service at police

stations. Reward innovators with recognition, resources, and promotion for continuous learning of professionals. Innovative approaches have been developed for the prevention of theft, mischief, armed violence, drunk driving, and family violence. In both developing and developed countries, police forces have demonstrated their ability to innovate and bring about sustainable change in social dynamics, and their concrete action in the field is indicative of new orientations such as joint action and problem resolution. These innovations have contributed to improving services to the public, creating synergy, and reducing crime.

### **2.3.5 Police Coherence**

The term “sense of coherence” is derived from the salute genesis approach to health proposed by A. Antonovsky. It is described as “human a global orientation that expresses the extent to which one has a pervasive, enduring though dynamic feeling of confidence that the stimuli deriving from one's internal and external environments in the course of living are structured, predictable and explicable; the resources are available to one to meet the demands posed by these stimuli; and these demands are challenges, worthy of investment and engagement This National conversation among practitioners and researchers in achieving national coherence in the radically decentralized system. It is a genuine national standard in the skills, training, education, and accreditation of police professionals (Antonovsky, 2001).

### **2.3.6 Democratic Policing**

A democratic system is a system of governance where the power originates from the people, through free and fair elections. Public authorities are representative of the people they serve and their will. They respect the principles of democracy (DCAF, 2015). As Reiner (1993), cited in Jones, New Burn, and Smith, 1996), the police are arguably the most central public service in a modern state. Indeed, having a public 'policing' service is one of the fundamental reasons for having a state, and only the most ardent libertarian would advocate total privatization of policing. Furthermore, the police have a unique relationship with the institutions of democracy and their legitimacy. They are there to protect the fundamental freedoms of citizens. The police are the specialist carriers of the state's bedrock power the monopoly of the legitimate use of force.

To carry out these functions, the police have certain powers, namely the power to arrest and detain and the power to use force. It is precisely this monopoly on the use of force and the power

to arrest and detain that places the police in a unique and sensitive position within the democratic State so that adequate control mechanisms are required to ensure that these powers are consistently used in the public interest. The police leadership must be granted sufficient autonomy to decide, within an established budgetary framework and in line with laws and policies, how to respond to law-and-order situations and how to allocate resources, based on their professional expertise and intelligence as well as on their community contacts, subsequently accounting for their decisions (Reiner, 1993).

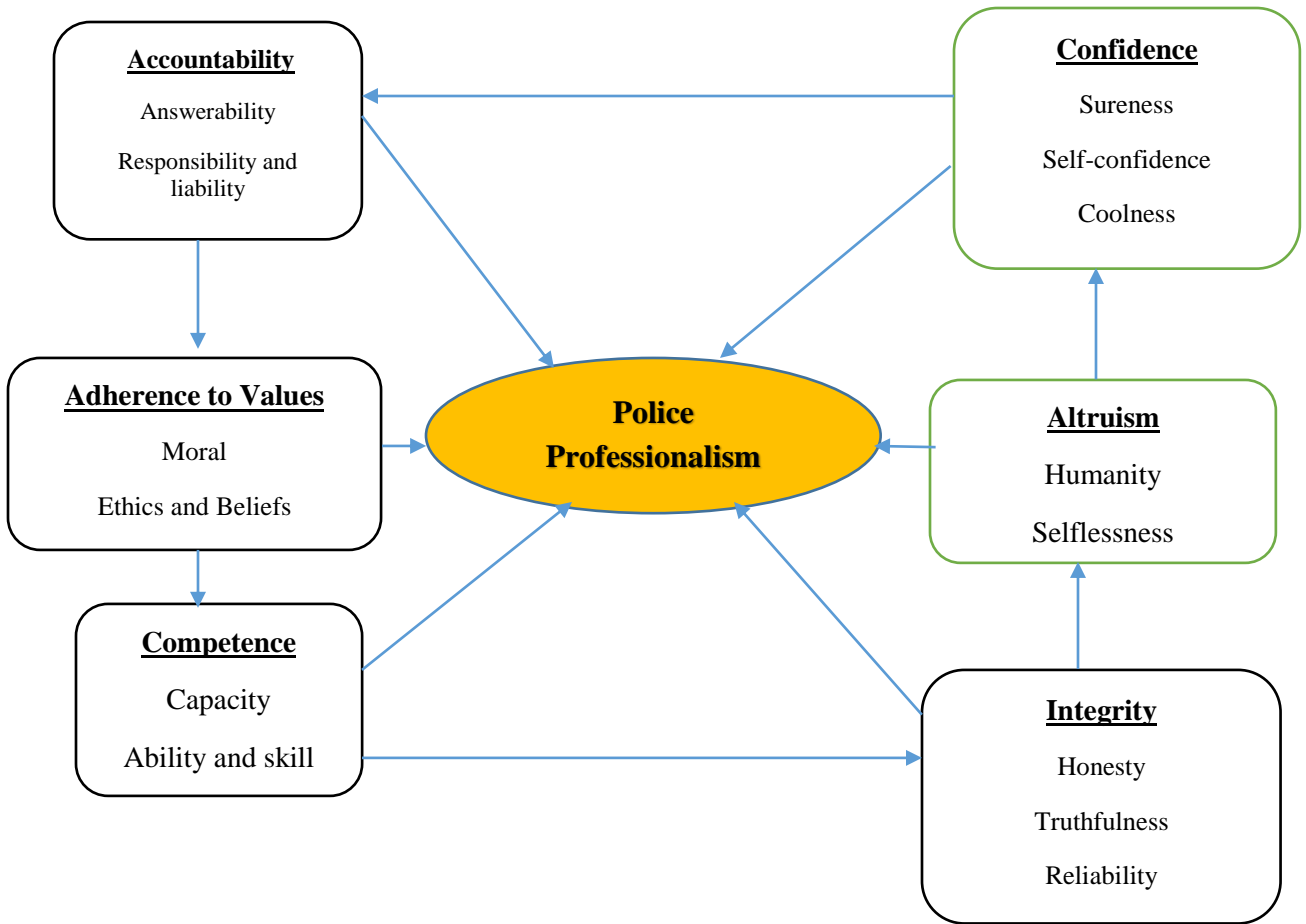
### **2.3.7 Politics and Policing**

The police, perhaps more than any other government entity, function in a complex political environment. Sources of political influence range from citizens to interest groups, from professional associations to other departments, and from the media to other governmental actors. This array of sometimes competing interests makes law enforcement a difficult, sometimes contradictory, and above all else, political profession (Worrall, 2014). As Black (1990 cited in Worrall, 2014) noted, policing is as political as any government function—and not necessarily in a pejorative sense. The word “political” can be defined, simply, as “about, or incidental to, the exercise of the functions vested in those charged with the conduct of government” as though “political” often connotes dysfunction, favoritism, and influence, it can also be regarded as an essential element of government. If politics is incidental to the functioning of government, then there can be no politics without government. And if politics pertains to government, then government and politics are the same things. The same extends to policing. Being a government function, it cannot be— and perhaps should not be—divorced from politics. But, on the other hand, police organization's recruitment and selection, training, and education; and accreditation of police members based upon expertise and performance, not political connections or cronyism. Dobrin (2012) has taken it as an independent variable and found politics as one factor of being unprofessional policing. It is important to note that the development and implementation of community policing were happening within the context of the dramatic 2005 elections, as well as increasing crime rates in the country (Lisa and Demelesh, 2013).

## 2.4 Conceptual Framework

The conceptual framework explains the path of research and grounds it strongly in theoretical constructs. The overall aim of the two frameworks is to make research more meaningful, acceptable to the theoretical constructs in the research areas, and ensures generalizability. They assist in stimulating research while ensuring the extension of knowledge by providing both direction and impetus to the research inquiry. They also enhance the empiricism and rigor of research (Adom, Hussein, and Agyem, 2018). As Camp (2001) and Peshkin (1993), described a conceptual framework is a structure that the researcher believes can best explain the natural progression of the phenomenon to be studied. It is linked with the concepts, empirical research, and important theories used in promoting and systemizing the knowledge espoused by the researcher. It is the researcher's explanation of how the research problem would be explored.

The conceptual framework was prepared based on techno-bureaucratic police professionalism. Techno-bureaucratic ideology values technical expertise itself and its technical experts, efficiency, economic development, and the resultant mass consumption. Technobureaucratic ideology places its belief in planning and rational management. Thus, techno-bureaucratic ideology gains perfect internal logic and becomes a powerful instrument for the seizing of power by the techno-bureaucracy. Also, technobureaucratic ideology belief that all problems are technical problems and can be technically solved (Olufemi, Iyabo, and David, 2015).



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## **CHAPTER THREE**

### **3. RESEARCH DESIGN AND METHODS**

#### **Introduction**

This chapter aims to reflect on the methodological issues of the study. The chapter deals with the research design, methodology, approach, instruments of data collection, sampling method, sampling technique, method of data analysis, and trustworthiness of the study employed.

#### **3.1 Research Design**

A research design is a procedural plan that is adopted by the researcher to answer questions validly, objectively, accurately, and economically (Kumar, 2011:94). Methodology refers to the way the researcher deploys the researcher's whole research design: it should be thoughtful and robust enough to withstand critique; it should be logical, systematic, and consistent with the research questions; it should guarantee valid and reliable inferences based on high-quality data (Symeou, 2008:2). Research design is the type of inquires within a qualitative, quantitative, and mixed methods approach that provides specific direction for procedures in a research design (Creswell, 2014:12). According to Kruger and Newman (2006), exploratory research is research into an area that has not been studied and in which a researcher has to develop initial ideas and more focused research questions. Exploratory research is also aimed at exploring all sources of information based on a range of evidence and by discovering new ideas and using qualitative data. Therefore, this particular study focuses on experiences, ideas, and perspectives of police professionalism in the Addis Ababa police commission.

#### **3.2 Research Approach**

The research approach is the procedure for research that encompasses the steps from broad assumptions to detailed methods of data collection, analysis, and interpretation. The overall decision involves which approach should be used to study a topic (Grover, 2015:1). There are two basic approaches to research, viz., the quantitative approach and the qualitative approach. The former involves the generation of data in a quantitative form which can be subjected to rigorous quantitative analysis formally and rigidly. A qualitative approach to research is concerned with the subjective assessment of attitudes, opinions, and behavior. Research in such a

situation is a function of the researcher's insights and impressions. Such an approach to research generates results either in non-quantitative form or in the form which are not subjected to rigorous quantitative analysis (Kothari, 2004:5). This study was used a qualitative research approach because it enables the research to understand the people who are involved in the activity and understand their experiences and views.

### **3.3 Data Collection Tools**

In research, there are different methods used to gather information, all of which fall into two categories, i.e. primary and secondary data. As the name suggests, primary data is collected for the first time by the researcher while secondary data is the data already collected or produced by others (Kumar, 2012:140-141).

#### **3.3.1 Primary Data**

Primary data collection is one way of getting firsthand information about a situation, person, and problem or phenomenon (Kumar, 2012:139). The researcher uses primary data to collect information from police officers in the Addis Ababa police commission. Key informant interviews and focus group discussions were used to collect information about professionalism in the police. All these methods were applied in the information gathering process. They allow the researcher to see/listen to the reality on the ground. The researcher has applied unstructured interview techniques because; it will allow a deep understanding of the overall activities of the processor development. Respondents were selected purposively from the police officers and ranks, which are believed to have a "good understanding" of professionalism in the police.

#### **3.3.2 Secondary Data**

Secondary data collection is the outcomes of the people's works that are preserved in the form of publications like, journals article, books, and reports. In most cases, secondary data help us to get information about the previous activities and provide information about other experiences. Here, the researcher will use government reports, manuals, booklets, books, journals, etc.

### **3.4 Instruments of Data Collections**

In undertaking this study, two instruments of data collection were employed. The techniques of data collection used to fall into two categories. The first one is a key informant interview and the second one is a focus group discussion.

#### **3.4.1 Key Informant Interview (KII)**

Key informant interviews were held by selecting individuals both men and women to gather information about professionalism in policing in the study area. As part of the primary data, using key informants will help fill the balance in the limitations of another method of information gathering like, focus group discussion. In-depth interviews were used to collect information from police officials and people with different ranks from the Addis Ababa police commission. The unstructured-interview question is used, because, it helps to collect important data about professionalism in the study area and help the respondent to tell their side of the story. Furthermore, the role and responsibility of the informant were taken into consideration.

#### **3.4.2 Participant of Focus Group Discussion (FGD)**

A focus group discussion was organized to gather qualitative information about the overall process of professionalism in policing among the Addis Ababa police commission. It allows a participant to express their thought, perception, experience, and views about professionalism in policing. The participant was selected based on purposive sampling to get relatively “reliable information” from the respondent, with a “better” understanding of the activities from long time experience in the study area. People were participating in FDG to make it manageable and to use time efficiently.

### **3.5 Description of the Study Area**

Addis Ababa<sup>1</sup>, the political capital and the most important commercial and cultural center of Ethiopia, is geographically located at the heart of the nation, 9o2’N latitude and 38o45’E longitude. Its average altitude is 2,400 meters above sea level, with the highest elevations at Entoto Hill to the north reaching 3,200 meters. This makes Addis Ababa one of the high-altitude capital cities of the world. Addis Ababa occupies a total of 540 sq. km land area surrounded by mountainous landscape.

### **3.6 Population of the Study**

The population of the study was police officers with different ranks and responsibilities in the Addis Ababa police commission. The main respondent were police officers with different ranks, the age range was between 30 to 60 years old and more than ten years of experience. Because these people will have a relatively “good experience” and “understanding” of professionalism in policing. They have some degree of “seniority in the institution and among their co-workers” about the trend and development of police professionalism in the commission.

### **3.7 Sampling Method and Techniques**

Sampling is the process of selecting a few (a sample) from a bigger group (the sampling population) to become the basis for estimating or predicting the prevalence of an unknown piece of information, situation, or outcome regarding the bigger group (Kumar, 2011:193). Ethiopia is consisting of ten regional states and two self-administration cities, i.e. Addis Ababa and Dire Dawa city. The city consists of eleven sub-cities. Addis Ababa police commission is selected purposely to study. Because the area is less researched with its unique features in recent time. The population of the study was selected purposively from police officers and ranks who believe to have “better knowledge or understanding” of professionalism in policing. One Focus Group Discussion (FGD) with seven members, Key Informant Interview (KII) eight members used for in-depth interviews with ranked police officers from the Addis Ababa police commission (Appendix 1 and 2).

### **3.8 Method of Data Analysis**

To finalize the research work, data analysis has an important role. Based on the research approach and objectives of the research, the thematic content analysis technique was implemented. Based on the research questions, transcribed data will be reduced into themes and analyzed accordingly. The data analysis begins in categorizing and putting data into the theme; the data with regards to conflict management in the study area. According to Thematic analysis will be used, if the research is inductive, the themes emerge from the data and are not imposed upon it by the researcher. Data arrangement and writing assignments will be made together with the data collection process concurrently to reduce data omission and missing important

information. Purposive sampling is most successful when data review and analysis are done in conjunction with data collection. Each data source, key informant interview, and focus group discussion are treated as one piece of the “puzzle,” with each piece contributing to the researcher’s understanding of the whole phenomenon and promote a greater understanding of the case.

### **3.9 Trust Worthiness of the Study**

Triangulation of data collection techniques, peer review of data collection instruments, getting approval of the data collection tools by the adviser, researcher’s commitment to empirical research which helps the research only depend on the actual life of the research participant, and following scientific, as well as the ethical standard of the research, helped to keep the research valid. Focus group discussion and key informant interviews were used to triangulate and get holistic information from different sources like officials, experts, and the hosting community. In addition, the data collection tool was reviewed by peers and approved by the immediate advisor confirming the fact that the tool address answers the objective of the research.

### **3.10 Ethical Consideration**

The study takes into consideration the ethics of research. Before proceeding to conduct the study, an official letter from the university/institution (IPSS) was taken to the concerned bodies to receive or get permission. While contacting respondents, the purpose of the study was explained about police professionalism and practice in the Addis Ababa police commission and the objective of the study at the beginning of the conversation. Their full consent was first being checked before starting interviews or discussions. Besides, they were informed that their name and identity, was kept confidential and would be used for the study purpose only.

## CHAPTER FOUR

### 4. DATA PRESENTATION, ANALYSIS, AND INTERPRETATIONS

This chapter is dedicated to presenting the research findings and discusses the analysis of police professionalism in the Addis Ababa police commission. It deals with the discussion of findings obtained from primary and secondary sources of data. In the process of data presentation and analysis, the results obtained through each data collection instrument are presented in a mixed way manner. The results of the interview and focus group discussion are presented together with document analysis as it is appropriate.

Moreover, in this chapter, the basic research questions are answered, and the objectives of the study are addressed. The results of the analysis are presented under topics and sub-topics created in line with the objectives and basic research questions of the study. The information about the research participants' general background is attached in appendix 1, 2, 3, 4, at the back of the paper.

#### 4.1 The development of Police in Ethiopia

More recently, the police have started something more far-reaching; implementing what is known as “Business Process Reengineering (BPR).” Speaking in general terms, BPR represents a management approach that aims at the institutional improvement and better service delivery using increasing the effectiveness of the processes that exist within organizations – in this case, the police force. The very fact that the police consider their work as ‘service delivery is in itself a departure from the past. The force has pledged to upgrade its education and training system, as well as its administration, and plans to revamp its crime prevention and investigation work.

*As one of the participants in KII (002), January 2021, there were some efforts to reform the police following the 2005 election and its aftermath, but the reform process was carried out without the proper assessments of the institution the new development in the country. He further explained that police should be a servant of the public and stand for the rule of law and human rights, to achieve these objectives, it must be autonomous, professionally organized, with clear responsibility and mandates free from ethnic affiliation embezzlement and*

*nepotism. But the Addis Ababa police commission is too far from these practices, dwarfed its development as an institution, and undermine its capacity, overshadowed by the federal police.*

This statement shows that the reform process was not ‘genuinely’ started to change the institution but redesigning the institution to serve the short-term objective of the government rather than institutional development of the commission and professional development of the officers. The reform process was carried out by cadres sometimes with no police background, police science, and inadequate training in modern management. In addition, the hangover of authoritarian political culture, ethnic federalism, and party loyalty paralyzing the institution in the last half-century.

This is an encouraging beginning, but we need to acknowledge that it is just that – a beginning. To start with, transforming good intentions into new initiatives of implementation is a big task. But, the real test is to see the reforms take hold and impact the life of the institution and the professionals that staff it. The response of the public represents the biggest test of all. Many are watching and waiting. The Ethiopian federal state structure is mirrored by the police. There is a federal and a regional police structure for each of the ten regional states. The Federal Police are responsible for the federally administered areas of Addis Ababa and Dire Dawa.

## **4.2 Evaluation of Police Professionalism in Addis Ababa**

The institutional theory seeks to explain the processes and reasons for organizational behavior as well as the effect of organizational behavior patterns within a broader, inter-organizational context. The study of organizational institutions occurs across fields of research in sociology, business, and communication and informs public relations practitioners’ understanding of corporate reputation and legitimacy. As (Christman 1988, 1989; Dworkin 1988), cited in (Agich 2009:1), the term autonomy admits a wide range of meanings which includes qualities such as self-rule, self-determination, freedom of will, dignity, integrity, individuality, independence, and self-knowledge. In ethical thought, it is identified with the qualities of self-assertion, critical reflection, responsibility, absence of external causation, and knowledge of one's interest; it is also thought of in connection with actions, beliefs, principles, reasons for acting, and rules.

The Addis Ababa City Police Commission Established with the Regulation No 96/2003, in 2003. Its accountability was to the federal police commission. According to the proclamation (2003), the Federal Police Commission determines and follows up its implementation of the commission's organization, procedure, training, policies about crime prevention and investigation, directions of strategy, and standardization of the commission. On the other hand, the city administration follows and determines the commission's plan, budget, assignment, and day to day activity.

*As one of KII (001) participant (January 2021) said about the commission lack of autonomy, as follow.....*

*Addis Ababa police commission is one of the most important public institutions in the country. The police commission should organize independently to run its functions without interventions from other government institutions. Addis Ababa is the diplomatic capital of Africa and home to many international organizations and UN agencies. But its police institutions are not independently organized and internal structure was left to the mercy of the Federal Police Commission, hampering its activity severely and undermines the professional development of officers and institutional capacity. The real power is in the hands of the federal police, we are doing what they told us to do. Addis Ababa police commission should organize independently to achieve its objectives.*

*Another FGD participant in January 2021 stated that the police commission is a car without its engine, simplify it has a body with one role. You can understand about the city police when they are patrolling the city, the way they dress, behaving or communicating with people and their logistics, and so on. It tells something, about internal coherence, professionalism, and police discipline. Do you expect people have a positive attitude towards police as a profession? What does it tell children? Are they dreaming to be a police officer, as we imagined before? No no no.... everything is unprofessional.*

This statement implies that the Addis Ababa police commission is under the shadow of the federal police commission for the entire policing activity except for routine planning and

financial activity. Addis Ababa police commission cannot perform its function without the approval of the federal police commission. Addis Ababa police commission has not the power to prevent and investigate any crime in the city, it is only reserved to investigate and prevent crimes related to petty crimes and offenses that fall under the jurisdictions of the Addis Ababa Municipal Court that are stated under Article 41 Sub Article (2) of the charter of Addis Ababa.

According to the Regulation No 96/2003, in 2003, the city police commission has the following responsibility, that is to prevent any activities that jeopardize the administration by violating the charter of the city administration, Prevent crimes against the interest and institutions of the city administration, safeguard the institutions of the city administration, give security protection to the higher officials of the city administration, Execute orders or decisions of the federal and municipal courts, Execute orders issued by the Federal Public Prosecutor and City Administration public prosecutor in regard to investigations of crime, conduct citywide studies to enhance crime prevention and investigation and submit to the Federal Police Commission and to the city Administration, collect and analyze criminal data that fall under the jurisdiction of the commission and report to Federal Police commission and to the city Administration Exchange information and undertake coordinated activities with security organs enforce the rules and the follows of traffic in the city, give patrol service to public and religious ceremonies, to sporting and other similar events, Enter in to contracts, sue and be sued in its own name. In addition to these, its mandates and responsibilities mainly emanate from the following four major areas. These are the FDRE constitution, the Ethiopian Federal Police Commission Establishment Proclamation No. 720/2004, Addis Ababa City Police Commission Establishment Council of Ministers' Regulation No. 96/2003, and also indirectly emanates from the Criminal Procedure Code of Ethiopia.

*As one of FGD(007) January 2021, participants described that even though, the city police commission has a wide range of responsibilities to protect peace and security in the city, the training of officers is inadequate to handle these responsibilities, the duration of the training, the recruitments of the police officer has a lot of problems. The training has not equipped the officers to overcome the dynamic environments of crime. Officers were recruited without proper procedural criteria to fit the service demanded by the public. Currently, police training is*

*adequate to overcome unexpected accidents. For instance, a couple of years ago police training includes rescue training like swimming and horse ride in the case of emergency. According to basic police science, every police officer should have basic skills to help people under different circumstances, even if there is a special division to hand a specific accident or issue.*

As this statement indicated, the city police lost its autonomy to the federal police commission for its core function. The training is not fit to serve the diplomatic city of Africa. The lack of Anthony to this institution makes it paralyze its function and professional development from time to time.

### **4.3 Addis Ababa Police Commission Structure**

Mintzberg (1972) cited in Ahmadya, Mehrpourb, and Nikooraveshb, (2016), Organizational structure is the framework of the relations on jobs, systems, operating process, people, and groups making efforts to achieve the goals. Organizational structure is a set of methods dividing the task by determining duties and coordinates them. Hold and Antony (1991): Structure is not a coordination mechanism, and it affects all organizational processes. Organizational structure refers to the models of internal relations of organization, power, and relations and reporting, formal communication channels, responsibility, and decision-making delegation is clarified Arnold and Feldman (1986). Helping the information flow is one of the facilities provided by the structure for the organization (Monavarian, Asgari, & Ashena, 2007). Organizational structure should facilitate decision-making, the proper reaction to the environment, and conflict resolution between the units. The relationship between main principles of organization and coordination between its activities and internal organizational relations in terms of reporting and getting reports are duties of organization structure (Daft, Translated by Parsayian and Arabi, 1998).

Organizational structure is the framework of reporting relationships in an organization. These relationships can usually be diagrammed in the form of an organizational chart. The organization chart does not necessarily reflect actual reporting or decision-making relationships in an organization, so we can make a distinction between the formal and the informal structure. This note will deal primarily with the formal structure. Organizational structure is only one of many aspects of organizational design. Other aspects would include the nature of an organization's

leadership, the various systems operating in it, and organizational culture. The organizational structure reflects how to work in an organization is divided. Historically, organizations have developed several ways to do this. The Information Age is creating even more forms as we move ahead.

As the Structure of the commission indicated the commissioner and deputy commissioner are to be appointed by the Minister of Federal Affairs as per the recommendation of the Federal Police Commissioner, a management council comprising of the commissioner, deputy commissioner, and department heads; and other staff necessary for its activities. (Federal police commission, 2003). The Management Council shall examine policy and strategic research that help crime prevention and investigation in the city and submit the same to the mayor of the city and the Federal Police Commission with its recommendations. Examine studies about the organization, structure, and operation of the commission; and submit along with the measures to be taken with its recommendations to the Federal Police Commission. Based on the Federal Police Commission decision that determines basic training strategy and standard, the commission prepares its basic police officers' training plan and submits it to the city Administration for approval. Evaluate the annual plan, report, and performance of the commission and submit to the city mayor and the Federal Police Commissioner with its recommendations.

*As one of the FGD(001) participants January 2021, described that even though there is the structure in the organization from commissioners to officers there is a lot of political intervention, poor management practice with people no police background, ethnically affiliated decisions were making the commission highly dependent on the federal police commission. Decisions were made without proper planning; the line of command is not followed, and every decision was made in line with party politics.*

These statements from KII and FGD indicated that police officials were victims of mismanagement of the human resource, costing the commission to lose elite officials to international organizations, embassies, African Unions (AU), the United Nations (UN) agencies, and private security companies in the capital as a security adviser and risk assessment jobs from their long year service. Left the room for “unqualified police official to manage the commission.

According to the participants of the FGD and KII (002 and 007), January 2021 described that the organization of the commission is suffocated with complex working processes difficult to understand and implement. The name of different offices and directorates are long confusing difficult to remember and spell them properly. This poorly structured design is placed, unqualified people, for the responsibility which is a complex task and process. On the other hand, qualified people were assigned in the place basic training is enough to handle various tasks and responsibilities.

Business Processing Reengineering (BPR) was prepared based on the interests of higher officials and groups in the Addis Ababa police commission. The main objective of BPR is to place “the right person to the right place based on its educational and experience”. But this was not the case in the Addis Ababa police commission many people were assigned to place depending on the degree of their loyalty to their officials. The new officials who were assigned to the newly formed positions are not fit to the position; decisions were made arbitrary without the consent of coworkers in the office, which was affecting coherence of activities, accountability in the commission. Following the implementation of BPR, many qualified police officials have left the commission due to discrimination and poor implementation of BPR (Addis Ababa police commission report, 2020). This report was released in 2020 when the new doctrine was prepared to restructure the commission and back its legitimacy and autonomy as an independent institution to serve the interests of the people (preliminary study on Ethiopian federal police commission institutional structure, 2021).

*According to KII(004) participants January 2021 who was a member of the committee when Business Process Reengineering prepared for the police commission, he explained that we do not consider the existing situations on the ground at the time because there was pressure from top officials to manipulate the political interests of the ruling party. Many of the committee members were less familiar with the concept of modern police science and management style. Professionalization of the police was not on the agenda, like any other public service institution Addis Ababa police commission joined the club of BPR (ism) without giving much attention to its unique nature like the type of training, pressure, anxiety, the hardship of the profession. Let alone thinking about*

*forming a police standard at the horn of Africa level. It was a hasty activity in general. We see the effects of these processes in the current police activity.*

This statement implies that the structure of the police commission was systematically manipulated by higher police officials and their circles to protect their interests and the political establishment. Redirecting the restructuring process from the professionalization of police to the right hands of the government to silence its oppositions and any forms of criticism from different groups. The professionalization of police pushes aside to neo-patrimonial practice further undermines the commission's role in serving the public.

#### **4.4 The Recruitments Process of Police Officer**

The importance of productive recruitment and selection procedures cannot be overemphasized, regardless of the level involved. Poor recruitment and selection procedures result in hiring or promoting personnel who cannot or will not communicate effectively with diverse populations, exercise discretion properly, or perform the multitude of functions required of the police (Cox, Mccamey, and Scaramella, 2009).

An examination of the various requirements and strategies employed in the recruitment process reveals some of the difficulties involved in selecting personnel who will both fill the official vacancy and meet the situation-specific needs of various departments. However, we need to understand the legal context in which such processes occur before we turn our attention to recruitment and selection at the various levels (Cox, Mccamey, and Scaramella, 2009). According to the federal police commission report (2020), the selection criteria for the selection of recruits is obsolete and did not consider the situation in the country. For instance, people with primary education were selected that make a situation for officer and their immediate leader to handle the situation in the same commitment due to misunderstanding of the task, incoherence, and lack of accountability affecting police professionalism in Addis Ababa.

*As KII(004) January 2017, a participant explained that in recent year's police recruitment process in Addis Ababa city is in bad shape to get qualified candidates due to various reasons. Low salaries and beneficiaries are the main reason for the dry-up of recruits. The other factor is bad images of police officials and their institutions resulted from the 2005 election and its involvement in crackdown on*

*protestors severely hamper its damage, no efforts have been made to restore the good images of police. Even it is exceedingly difficult to get people from rural areas.*

*No day's due to the ethnic-based federal structure regional police commission has better access to get recruits for 'regular' and 'special forces. Because they have a better resource than the Addis Ababa police commission. I am afraid shortly we will not have a chance to get a single person.*

### **Case 1**

*When I was a child, I see many police officials including my father and some members of my family. They have nice police uniforms with nice discipline. I was well remembering the way they depress, greeting people. I was interested in and I decided to join this profession in early childhood. Thanks to God I joined the police commission when I was 19 years old and joined Sendaffa Police College as a junior cadet. Currently, it is upgraded by the university. Everything was fascinating to me, the student, facility, and instructors. I was serving my country for more than 20 years. I left the institution due to discrimination, mismanagement, lack of good governance, and poor leadership. Now I opened my security firm and giving security service to private and public institutions when we a request.*

This statement indicated that the structure and institutional capacity of the police commission are not in the right truck to attract new energy to the system due to lack of interest from the federal government to give autonomy which was taken in post-2005. The government is giving attention to the federal police and its various institutions since the country engulfed with a wave of violence since 2015. Unable to take urgent action to restructure the police commission is aggravating the problem of attacking new sole to one of the veteran institutions in the country.

#### **4.4.1 Training of Police Officer**

One important personnel expense for any organization is the cost associated with attracting qualified applicants to fill vacancies. As indicated previously, this is certainly true in policing, which is labor-intensive. The costs of recruitment begin with the advertising process and,

hopefully, end with the successful completion of the probationary period. In other words, the objective of the recruitment process is to select potential police officers who can not only meet entry-level requirements but also complete training academy requirements and the probationary period. While recruit qualifications vary tremendously in different departments, some general requirements and concerns can be discussed. The objective in advertising is to attract from the total pool of potential applicants for police work those, and only those, who are both qualified and seriously interested in policing (Decicco, 2000).

The training of police officers for the Addis Ababa police commission was experienced a severe shortage of resources to provide basic and standard training to enable the officers to start their job. Lack of properly developed standards for training was another challenge for the commission since its formation two decades ago. As the report indicated for professional police training scientific selection process must be in place and create a common understanding between various stakeholders. Like accountability, honesty, and commitments of the trainee (federal police report 2020).

*As one participant of FGD (004), explained that the type of training offered to cadets it was not like before, in terms of time, resources spent for the training, the duration has been decreased from time to time due to internal and external factors. Another challenge was the number of recruits is a decline from time to time. The main objective is giving short and basic training for the short term highly affects the professional development of police. They are assigned to different positions without having adequate knowledge. Today technology is playing a central role in every aspect of our life. Officers should have these skills to overcome the complex task of policing and protecting the peace and security of the people. For instance, basic computer skills, modern investigating techniques, etc. See Appendix 5 According to the report (AAPC, 2021) from 2016 to 2021 more than 1066 officers was left the commission due to various reasons. For instance, “systemic discrimination”, lack of benefits, and poor disciplinary records that emanates from the recruitment process make them incompetent for the profession in general*

#### 4.4.2 Promotion of Police Officer and Ranking

Performance measurement in Policing Literature points out that the Police use both traditional and evolving measures of productivity. The former is a police-generated measure focusing on effort, while the latter is a 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. 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 to 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 to manipulation. However, it ignores the deployment nature. A substantial amount of police officers is 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, the difficulty of sampling, costly, and needs repetition. Police Task Evaluation is the study of workload, 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.

*As one of the KII (001), January 2021, participants explained unfortunately the Addis Ababa police commission has no rules and regulations to promote or demotivate police officers based on performance. Promotion is not merits-based in all these years since its formation two decades ago. Every three years officers promote not based on what they contribute to the commission it is considered as benefits. Other types of promotion are based on political affiliation, loyalty, and party membership as a passport to get a promotion. There is no system for officers who contribute*

*something substantial to the development of the commission activity or brought some kind of 'radical change' to upgrade the commission performance. In sated of encouraging innovative working conditions ethnicity and loyalty have a lot of meaning in promoting officials in general.in this regard, "loyalty" was the priority to promote without significant contribution to the commission.*

This practice shows that the commission was established without a proper feasibility study that takes into consideration the reality on the ground. The internal structure was weak no dictated responsibility for each department, make the responsibility of office overlap in some cases, caused the lagging of decisions based on the rules and regulations. Overlapping department's tasks and confusing work procedures undermine the integrity of tasks, innovations, and accountability of officers dwarfing professional developments of officers, affecting the legitimacy of the institution due to unprofessional way of decision.

One of the main obstacles in promoting police officers were lack of standard based on merits and the achievements of an officer. People were promoting having a proper development scale to measure their performance. This situation discharge officers to upgrade them and make the profession a lifetime carrier like other professions in the country (Federal police report, 2020).

#### **4.5 Police Professionalism and Peace and Security**

Policing could benefit from a peacemaking focus, where the primary mission would be to foster a sense of connectedness, care, and mindfulness within and between police officers and citizens. We believe the current approach to policing allows a few major areas of policing to impact the overall effectiveness of the policing mission and these could be alleviated with a different way of thinking about the police mission and the role of the police officer. The overall mission appears to be centered on finding a balance between providing safety and security while also creating and nurturing relationships with citizens. Police community relations have always been a concern for the police institution; although, how those relationships operated was a product of the social environment. Ultimately, building relationships with community members is a vital component of police work as police rely on citizen complaints to become aware of and resolve most situations (Bush and Dodson, 2014:195).

*As KII participants (005) January 2021, described that professional police are the center of the modern and advanced city for their astonishing development, peace, and security. Professional police are, involved in gathering, analyzing, evaluating different information, and using them to protect the public from any possible danger and criminal activity. They handle suspects with full dignity, respecting their human rights, are accountable, working with a group, and are highly integrated with the institution and the public.*

### **Case 1**

*I got a chance to visit four European and two African countries. Let me tell you about my experience in Europe police are the most respected profession and the trust of the people towards the police is amazing. They provide the police with any information if they suspected something. The police are listening to them and taking them seriously and try to handle the issue professionally. The police officers are highly alert to respond to any request. Because the training covers many topics and areas that enable them to handle different incidence. We have the same training methods I do not know why we are so unlucky to have the most inefficient police institution when we compare its serve and age?*

## **4.6 Police Professionalism and Human Rights in Ethiopia**

The universal, indivisible, equitable, and indispensable claims and entitlements that are endowed to all persons simply for the sake of being human. In its contemporary sense, the term 'human rights' were first used by U.S. President Franklin Delano Roosevelt in a 1941 speech delivered to Congress in what was then seen as a secular expansion of what had historically been referred to as 'natural rights. Natural rights had been advocated in the treatises of the British philosopher John Locke (1632– 1704), perhaps the most influential natural law theorist of modern times, and the works of eighteenth-century philosophers working in Paris, including Montesquieu, Jean-Jacques Rousseau, and Voltaire.

Human rights derive from these philosophical traditions as well as from the deeply rooted concepts of several non-Western traditions. Legally recognized internationally as applying to individuals and collectivities, human rights were enshrined by the United Nations General

Assembly in the Universal Declaration of Human Rights (UDHR) on 10 December 1948. Yet, the principles enunciated in the declaration are not enforceable; rather, they offer guidance that is now universally admired and increasingly accepted.

The police agency is the most important government agency to which the protection of human rights is entrusted because of the nature of its powers and functions. The duty of the government to protect the human rights of individuals against public and private invasions is possible only through the proper discharge of the function of the police. From this, it appears that the duties and functions of the police are closely related to the protection of human rights. The corresponding duties of the police towards human rights serve to check police powers by safeguarding human rights. They are the results of a compromise prescribed by the law. Based on this compromise, the police are justified in exercising their powers, only to the extent limited by the law while performing their duties.

The Federal Democratic Republic of Ethiopia constitution (FDRE, 1995) stated human rights from articles 14 to 20. These consist of Rights to life, the Security of persons, and Liberty. Every person has the inviolable and inalienable right to life the security of person and liberty. They are envisaged to enable the police to perform their functions without authorizing an unwarranted and undue interference against individual rights and freedom. The task of maintaining the balance by exercising their powers in line with the purpose placed on them is principally burdened on the police. This balance is accomplished when the police strictly comply with the duties intended to safeguard human rights. In a way, the police, through the proper discharge of their duties, play a role in human rights" protection (Tulu, 2010). The police are expected to comply with the arrest and seizure procedures designed to ensure the protection of human rights. The duty of the police towards individuals in their custody is to treat them humanly and with due respect, for inherent human dignity is an intrinsic component of the individual's" fundamental human rights (Drzewicki, 1996:65).

The strict observance of those human rights and the satisfaction of these requirements by the police are unavoidable and at the same time, constitute valuable contributions of the police towards the protection of human rights. A democratic police service should be aware that a lawful and ethical investigation of crime may ensure a fair trial, whereas unlawful and unethical investigations can subvert that even before the trial has commenced. In light of the above, the

Addis Ababa City Police Commission should perform its tasks following Ethiopian law, so that trust and public confidence can easily be attained between police and the community (Tulu, 2010).

*As KII and FGD (006 and 002) participant explained that according to the FDRE (1995) constitution human right is the pillars of the constitution. Ethiopia was one of the signatories of the declarations of human rights in 1948. And signed many international agreements related to human rights. Even though, Ethiopia accepted these obligations the reality on the ground is below the standard violated by the government and its security apparatus for the last half-century. The police handling of the Derg period was inhuman and no accountability that emanates from the political ideology and the type of government on power. Up until 2005, there was a lot of improvement in the handling of the human rights issue by police in the process of investigation, prison, and the court system. But, following the 2005 election and the subsequent political turmoil pave the way for the violation of human rights by police. Suspects were detained without proper legal procedure, they never appear in court within 48 hours of their detentions, frequent biting, torcher was rampant. Police refuse to accept court decisions in many incidences. Professional policing was push aside for arbitrary measures were the images of Addis Ababa police. Criminal suspects were ordered to realize by higher police officials with a phone call. Even if there is evidence.*

This statement implies that the police commission is highly vulnerable to political intervention when there is some kind of shake-up for the ruling establishment. In a country like Ethiopia, government legacy is secure or ensure with violence. Systematically undermine institutionalization of the public sector to buy support for its existence from the resource collected from taxpayers to suppress any opposition to the ruling elite. The post-2005 human rights violation was one of the “dark ages” for the history of human rights recorded in the country after the overthrow of the military government. Police were given a free ride to take any action if it is necessary. Professionalization of the police is becoming taboo for the government.

An effective police accountability system must take account of the special needs of vulnerable groups and the concerns of minority groups. Also, the accountability system must be gender-

sensitive. Two strategies can be adopted for incorporating gender issues, that is, the particular needs and roles of men, women, boys, and girls:" Gender mainstreaming "Promoting the equal participation of men and women Gender mainstreaming is "the process of assessing the implications for women and men of any planned action, including legislation, policies or programs, in all areas and at all levels. It is a strategy for making the concerns and experiences of women as well as men an integral part of the design, implementation, monitoring, and evaluation of policies and programs in all spheres so that women and men benefit equally and inequality is not perpetuated." Secondly, it is important to ensure that men and women are equally represented in the police accountability structures, both within the police, as well as within state institutions (the parliament, the executive, and the judiciary) and independent oversight bodies. To date, men have tended to be overrepresented in these structures (Tulu, 2010).

"Increasing the participation of women in oversight helps to ensure that they are—and are perceived to be—representative, which can increase public confidence and responsiveness of oversight to the concerns of all citizens. Involving civil society with gender expertise, including women's organizations, men's organizations, and gender experts can strengthen both formal and informal security sector oversight mechanisms. They have the expertise and capacity to Provide gender-responsive policy advice on improving transparency, accountability and responsiveness Monitor the implementation of international and regional agreements on gender equality as related to security sector institutions" Provide capacity-building for governance and oversight bodies on gender and security issues "Help ensure that oversight is comprehensive and responsive to communities' needs" The strategies of mainstreaming and equal participation can also be applied to other groups, including minority groups, vulnerable groups (youth, children, the elderly) and economically deprived groups (UNODC, 2011).

Police and human rights issues will be the subject of discussion. Specifically, the discussion will pay attention to such topics as the general background to the conception of the role of police about Human Rights protection, the discretion of the police vis-à-vis fulfilling the protection of human rights, police accountability, and ethics while performing its responsibilities in the course of crime investigation.

*As one of the KII (005) participants described that the way police handling of venerable groups and gender issues is the reflection of the way society exercises the*

*issue. There is a lack of awareness among police officials from top officials to officers. The commission prepares training, but it takes time and commitment to improve the situation. Mistreating women prisoners is taking as a normal way of life. But no one considers the psychological burden of women prisoners. I remember the story that a woman prisoner who was raped by a guard. Men guard should not be assigned in the women section of the prison. This is the negligence of the pension administration, lack of predicting of the possible vulnerability of women pensioners for gender-based violence including insult and other verbal assault.*

This statement indicated that the city police commission is well far behind in the issue of human rights let alone handling or respecting the rights of women and venerable groups unless political interventions and enhancing professionalization of the police institution and police officers.

#### **4.7 Police Professionalism and the Rule of Law in Addis Ababa**

The rule of law is fundamental for any functioning democracy. Adherence to it implies that governments are accountable by law and that citizens are equal under the law. A broad conception of the rule of law incorporates such elements as a strong constitution with constitutional limits on power, human rights, an effective electoral system, a commitment to gender equality, laws to protect minorities and other vulnerable groups, and a strong civil society (IDEA, 2014).

At the national level, governments ensure the practice of the rule of law. This is primarily defended by an independent judiciary that safeguards human rights and the dignity of all citizens. The judiciary also protects the various institutions of accountability from potential obstruction and intimidation by other branches of government and state actors. In this context, government responsiveness to the interests and needs of the greatest number of citizens can be associated with the capacity of democratic institutions and processes to bolster the rule of law. At the international level, the responsibility of governments to be responsive to their citizens is underpinned by the rule of law. The UN secretary-general has stated that the rule of law accords UN member states with ‘predictability and legitimacy, as well as strengthens their sovereign equality’ (IDEA, 2014).

According to the new police doctrine prepared by the federal police commission (2021), stated that the rule of law will be the bedrocks of the Addis Ababa Police commission to promote the rule of law in the commission and enable officers working towards achieving its objective, handling of various issues in related to police service to the public in general.

#### **4.8 Police Professionalism and the Crime Prevention in Addis Ababa**

The police are a vital public service to protect life and property of citizens. Citizens in our country have not experienced an increase in satisfaction with the services that the police provide (Mesfin Mekonnen, 2014). Service is a set of activities performed by an organization that aims at creating value, which includes economic or specific services (Edvardsson, 2005). Service quality is defined as an overall judgment similar to attitude towards the service and generally accepted as an antecedent of overall customer satisfaction (Zeithaml & Bitner, 1996). The state of satisfaction is determined by how consumers perceive the service they received compared to what they had expected before service (Rust, Zahorik, & Keiningham, 2002).

According to Ethiopian Federal Police Commission Proclamation No.313/2003; the Police is respectful to the laws enacted following the Constitution, equipped with adequate training required for his profession. Also, Police being mandated to serves the public, respect and ensures the observance of human and democratic rights as well as maintains peace and order of the community. However, 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 (Mekonnen, 2014).

Crime prevention is urging the active participation of all stakeholders to collaborate with police institutions. Citizens are the center of policing activity to protect the safety, stability of society. Crime prevention is one of the major activities of police activity. Standard and modern training supported by technology help the police to predict, prevenient crimes before affecting the social interactions of the society. In this regard, the professionalization of policing will be the priority of the commission (federal police report, 2020).

*As one of KII (001) January 2021 described that when I think of police in Ethiopia, what comes to my mind is brutal biting of people without identifying the real guilty party. No respect for people at all both the federal and Addis Ababa police. I don't like to report to the police whatever happens. It just likes wasting my time.*

### **Case 1**

*My son has been killed by an unknown person in the Gullele sub-city the police had been calling in the morning to inform me about the death of my son. I want there with my daughter, police ask about different questions to elaborate their evidence about crime and open the court case. Unfortunately, the police officials are reluctant to capture the suspect and brought him to justice. We were tried to contact them in the following weeks they gave us different reasons as usual. I think they need something to give them (money) it is an insult for us, whatever the case may be, I lost my son with cold blood, they could not help me. With the agreement of all family members and relatives, I gave to call for the inspector. "Let God judge" "እግዚአብሔር ይፍረድ". I have no idea about police professionalism but what I see here is no discipline and respect for human beings and human rights. The death of someone is like crush ant and go. I will never go to court. I don't have trust.*

This statement implies that police officials are interested in the case where they can make many from the case I mention here. Because, psychologically losing someone like your son is blowing to family, especially for mothers. Peoples are eager to know who is responsible for the death of their beloved ones. But the situation here is indicated how police professionalism is undermined by corruption and unqualified, corrupted officials who are working in their interest. Some of the top police officials know the problem but there is no accountability if police officials do not have any problems with their master.

As one of the FGD participants put it we do not have adequate salary and benefits one's you join the commission what is the big deal if someone is looking for money or involve in corruption? Professionalism is a luxury for officials unless they put food on the table or support themselves. The government knows the problem. "If you have the money you have everything" that is why

one of the reasons police as a profession is hated by ordinary people in most cases is because they perceived that police is the guardian of rich people and politicians.

Various factors affect police service quality. The attitude of the Police Force itself by the police officers and the community they serve are the main factors that influence the service quality (Alemika, 1988 & Okereke, 1995). Mesfin Mekonnen (2014) stated that in developing, countries like Ethiopia, inadequate knowledge and skill, incompetent leadership, inadequate policy procedure & supervision, improper selection of police members, work overload, violation of the rights of suspects, corruption, and other misconducts are the influencing factors of police service quality.

*As one of the KII (007) participants explained that we have had a negative image of the police since childhood. The parents always talk about the violent nature of police due to their experience especially during 'red terror' and the subsequent government action towards the public. When we cry like a child they said we will call the police to keep us silent. This create a stereotype about police brutality and taking action whenever necessary even to keep silent a baby. The living standards of police, the long-age perception of police violence and brutality have left negative perceptions to the public at large. In this regard, the authoritarian nature of the government in the country has its role; lack of professional development in the police institution undermines the role of police as a servant of the public interest in the country.*

#### **4.9 The Prospects for Police Professionalism in Addis Ababa Police Commission**

As participants of KII and FGD said that currently due to the reform the Addis Ababa police commission has new doctrines that guiding the main responsibility of the commission in line with the development of political, economic, and social changes in the country. Lack of doctrine and guidelines not only undermines the development of the institution but also affecting promotes professional development of officers, modernization of the institutions in the last two decades. The police institution in the country has been playing a significant role in maintaining peace and security in the country. Throughout its history, the institution has been the right hand of the ruling elite to control the public and silence any opposition. But the imperial period and

the military era were relatively better for the development of professional policing in one way or another regarding the type of training, the resource was by far better to provides basic service to the public.

Following the collapse of the military government in 1991, police professionalism has experienced somehow a democratic environment tries to decentralize up until 2005. Some of the problems in these years were the commission was accountability was frequently changed from institution to institution make things challenging to have regular follow-up and evaluation. The institution taking the activity of the commission as their supplementary activity.

As the federal police commission report (2021) shows that there was a lot of obstacles to improve the commotion that emanated from the way the commission organized, a delegation of power to different departments, the redundancy of activities, etc. were some of the problems that undermine the prospect for change in the commission.

*As KII January 2016 participants indicated that in the last three years, the government has given attention to the police commission to restore its autonomy developing doctrine as the guideline to promote police professionalism in the country and deliver the intended service for the public. It is a good start by itself for the Addis Ababa police commotion. Hope the time has come to see the light at the end of the tunnel.*

*On the contrary one of the FGD, January participants described that we will not expect a significant change soon. Because like the time of EPRDF political loyalty and ethnic affiliation will be the rule of the game for the time being that means the opposite of professionalism. These reforms should include regional state police commissions unless and otherwise, it will have that much change for professionalism in the country. There is a lack of integration between regional police commissions and the Addis Ababa police commission in information exchange activities to overcome these properly we need to develop guidelines, rules, and regulations that clearly stated their role based on the federal as well as regional constitutions. Before we talk about police professionalism.*

This statement indicated that there is a lot of tasks that need to be done before the government developed or finds a way to go along the line in preparing police doctrine and restructuring the

police institutions in the country. Now a day, regional states act as sovereign states and challenging federal institutions intentionally or unintentionally. The federal government must work together in the security sector reform before things change their color. Because one of the functions of the police is respecting the rule of law not interpreting the law along the ethnic line, work against its pills like protecting civilians, fighting crime, maintaining peace and security.

#### **4.10 Challenges of Police Professionalism in Addis Ababa Police Commission**

According to the Federal police commission report (2021), the Addis Ababa police commission has faced a lot of challenges since its formation. The report indicated that the structure of the commissions was the main problem for its efficiency; many of the tasks were designed to benefits individuals and groups in the commission. Lack police doctrine that can determine the overall progress of the commission, promoting officers and improve the standards of training, etc. The other challenge was the lack of benefits for the offices including salary. Under resource and underfunded of the office and fieldwork is another challenge to the police to serve the public to meet the demand. Unable to change its bad reputation in the post-2005 election and its involvement in excessive crackdown on protesters affect its legitimacy. Lack of modernization of the major police task that could feet the socio-political developments of the country, the dynamic nature of the crime, and ever-growing and complex “urban life” (Federal police Commission report, 2021). The report further explained that the newly prepared police doctrine will solve some of the serious problems soon and help to overcome some of the challenges in the commission.

*As one KII participant explained that as long as you work in the Addis Ababa police commission you will improve your life with no benefits, no opportunity, it is a risky job you might lose your life, but nobody care is waiting the day to stop this job. May God help me? What can I do? No option?*

This statement shows that one of the challenges for the commission ahead is changing the attitude of a police officer from their long years of frustration, lack of trust about the commotion role in improving their life and their future carrier as a police officer, the neo-patrimonial practice of the government fevering loyalty instead of merit-based carrier development in the commission are concerns for many officers in general.

## **CHAPTER FIVE**

### **5. CONCLUSION AND RECOMMENDATIONS**

This part of the study deals with the conclusion and recommendation part to finalize the study. It used to give or remind the reader about the research question raised by the researcher to assess the practice of police professionalism in Addis Ababa police commission the development and trends, the challenges, and opportunities for the promotion of police professionalism. The researcher used qualitative research methodology and exploratory research design. The chapter of the research is organized into five chapters consists of introduction, literature reviews, research methodology, data presentation and analysis, and finally conclusion and recommendation.

#### **5.1 Conclusion**

In any society the police are organized with the responsibility of keeping peace and order, ensure the rule of law, justice, and prevention of crime as well as protection of human rights. Regardless of the circumstances in which the police find them, they should act towards every human being with a sense of duty and care for human rights. It is the responsibility of the police to conduct the process of arrest, search, and seizure according to the law with no neglect of duties. The police are expected to comply with the arrest, search, and seizure procedures designed to ensure the protection of human rights, the rule of law, and police professionalism in the country.

Police professionalism is one of the vital aspects of development in the political, economic, and social development in a country like Ethiopia. Police have a long history in Ethiopia since the 20<sup>th</sup> century. They were playing important role in maintaining peace and security fighting crime in major cities and towns. Following the end of the Italian occupation (1936-1941) the idea of forming modern police institutions in the country as part of the centralization of power by Haile Selassie. The opening of police training colleges in Sendafa and other places enable the imperial government to have well-organized police institutions with the help of various European countries.

The coming of the military government to power further boosts the capacity of police institutions in the country. The police college was the center of excellence for police officials; they were a place for highly trained officials to play a pivotal role in promoting police professionalism and enhance the institutional capacity to maintain peace and security, fighting crime. It was a strong arm of the government to silence any opposition to the political elite. Even though, the government mainly consists of military units the police professionalism was in good shape. The recruitments of officials and cadets were selected with regress process to join the institution and to build their future carrier.

The post-1991 era was another milestone for police professionalism in Ethiopia. In the previous year's policy is highly centralized that mirroring the unitary form of government in the country. The new development has given different shapes for police institutions in the country. The ethnic-based federal arrangement dissolves power to regional states to have their police commotion, trains their officer and other supporting staff to promote peace and security in their respective regions.

Regionalization of the police institution paves the way to empower regions to maintain peace and security depending on the situation in the local context, as part of self-administration enable them to prioritize their security concern the types of crime and other related issues. The concept of policing with its modern future was spread. On the other hand, poor training, under resource institutions was a daunting task for regional governments.

As part of the new state structure, the Addis Ababa police commission and Dire Dawa police remained autonomous and accountable to the federal government. Since the formation of the Addis Ababa police commission in the 1990s, it was accountable to the ministry of justice, the federal police, and now under the ministry of peace. The police commission has been playing a significant role in maintaining peace and security, fighting crime in the city along with the federal police commission.

The commission management is left to the Addis Ababa city administration for planning and financial issues. Other police duties are reserved for federal police. Despite, these situations the government has been taking various measures to improve the commission in recent years spotting light on police professionalism in near future.

Generally, the Addis Ababa police commission has been taking a lot of efforts to serve the public in a professional way from recruitment to promoting officers based on the existing management system for many years. As some reports indicated that the commission was highly overshadowed by the federal police commission, and it was accountable to different institutions affecting the autonomous, and professional development of the officers and the commission. The researcher understands that many of the problems which were published in various reports are more or less show that police professionalism was in bad shape make the government doing its best to improve the police service and build its legitimacy and trust.

## **5.2 Recommendations**

Based on the study and findings, this research makes the following recommendations to the policymakers the researcher forwarded the following recommendations to improve the way of applying police professionalism in Addis Ababa.

Providing an adequate environment for the development of police professionalism and institutional capacity building to achieve the objectives of policing.

Equipping the police and other stakeholders with the necessary skills that enable them to provide basic service of the police to investigate complicated crimes compatible with the ever-evolving and dynamic socio/economic and theological environment.

Enabling members of the police to have experience sharing based on the level of the institutions between federal and regional states, and other countries related police professionalism and institutional capacity building in the area of the police profession.

Instituting periodic evaluation programs to follow up the development or progress of police professionalism in the Addis Ababa Police Commission.

Promoting public awareness among the public about the basics of police professionalism it's a role in promoting institutional capacity, promoting peace, security and empowering police officers.

Promoting opportunities or enabling other security agencies to actively participate in the promotion of professionalization of police institutions and their service so as provide adequate public service.

Working towards Introducing modern technologies that help the police gather timely and relevant information from multiple sources that enable them to track and tackle crimes in the city. Technology helps the police officer to do more jobs with less expense and provide world-class service by integrating with other African countries with a better experience in policing.

Creating ample opportunities to work with different sections of the society to change the perceptions of police as a profession and servant of the public interest and working towards attracting new blood to the institution.

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## Appendix 1

**Table 1: Background information of Key Informant Interview**

No	Name of participant and profession	Age	Sex	Rank	Academic Background	Years of service
KII 001	Police Officer	45	M	Commander	Masters	20+
KII 002	Police Officer	48	M	Commander	Degree	28+
KII 003	Police Officer	45	M	Commander	Degree	24+
KII 004	Police Officer	45	M	Commander	Degree	17
KII 005	Police Officer	31	F		Degree	12
	Police Officer	30	F	Commander	Degree	17
KII 006	Police Officer	31	F	Commander	Diploma	12
KII 007	Police Officer	44	M	Commander	Degree	23+

**Source: Author (2021)**

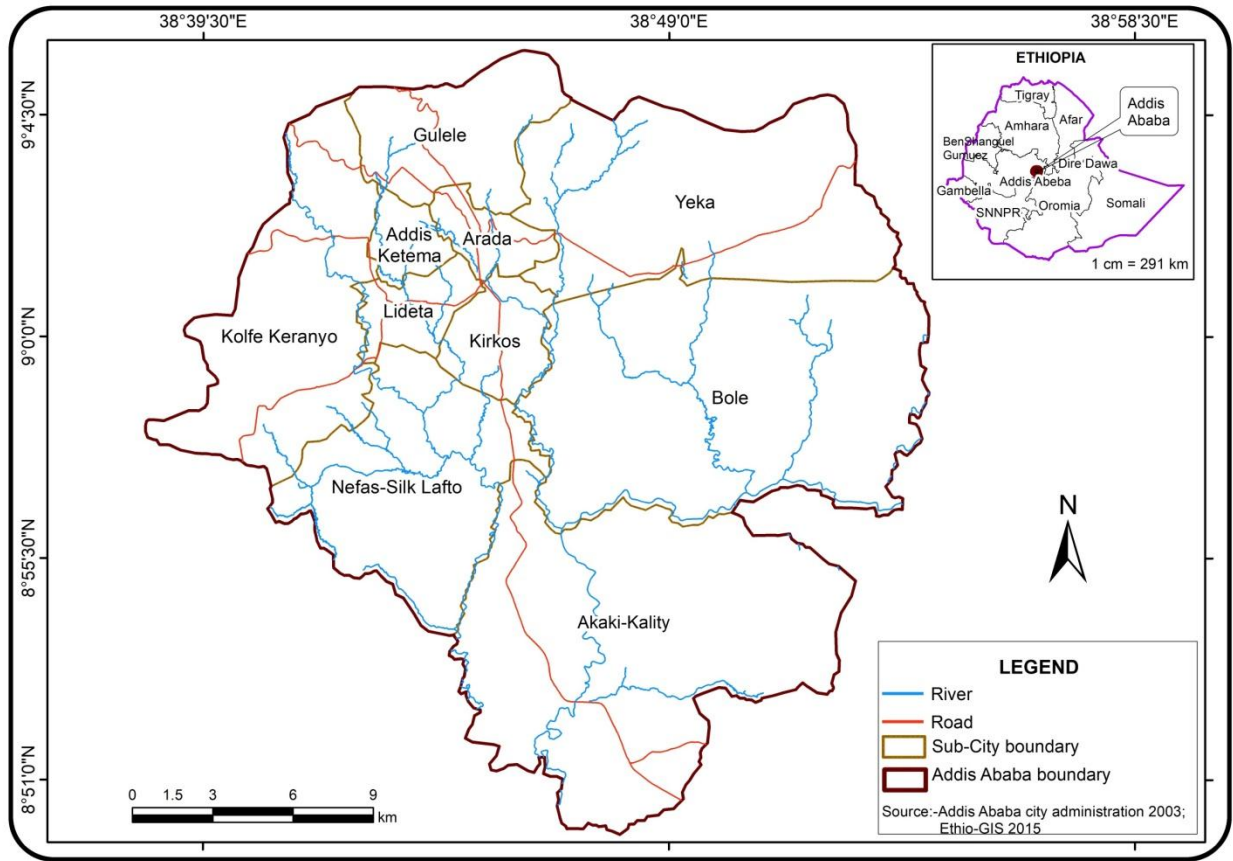
## Appendix 2

**Table 2: Background Information of Focus Group Discussion Participants**

No	Participants	Age	sex	Rank	Educational Background	Year of service
FGD001	Police officer	M	48	commander	Degree	28+
FGD002	Police officer	M	38	Chief inspector	Diploma	24+
FGD003	Police officer	M	38	inspector	Diploma	21
FGD004	Police officer	M	32	Assistant inspector	Diploma	17
FGD005	Police officer	M	29	Chief sergeant	Diploma	18
FGD006	Police officer	M	29	Chief Sargent	Diploma	16
FGD007	Police officer	M	28	Chief sergeant	Diploma	17

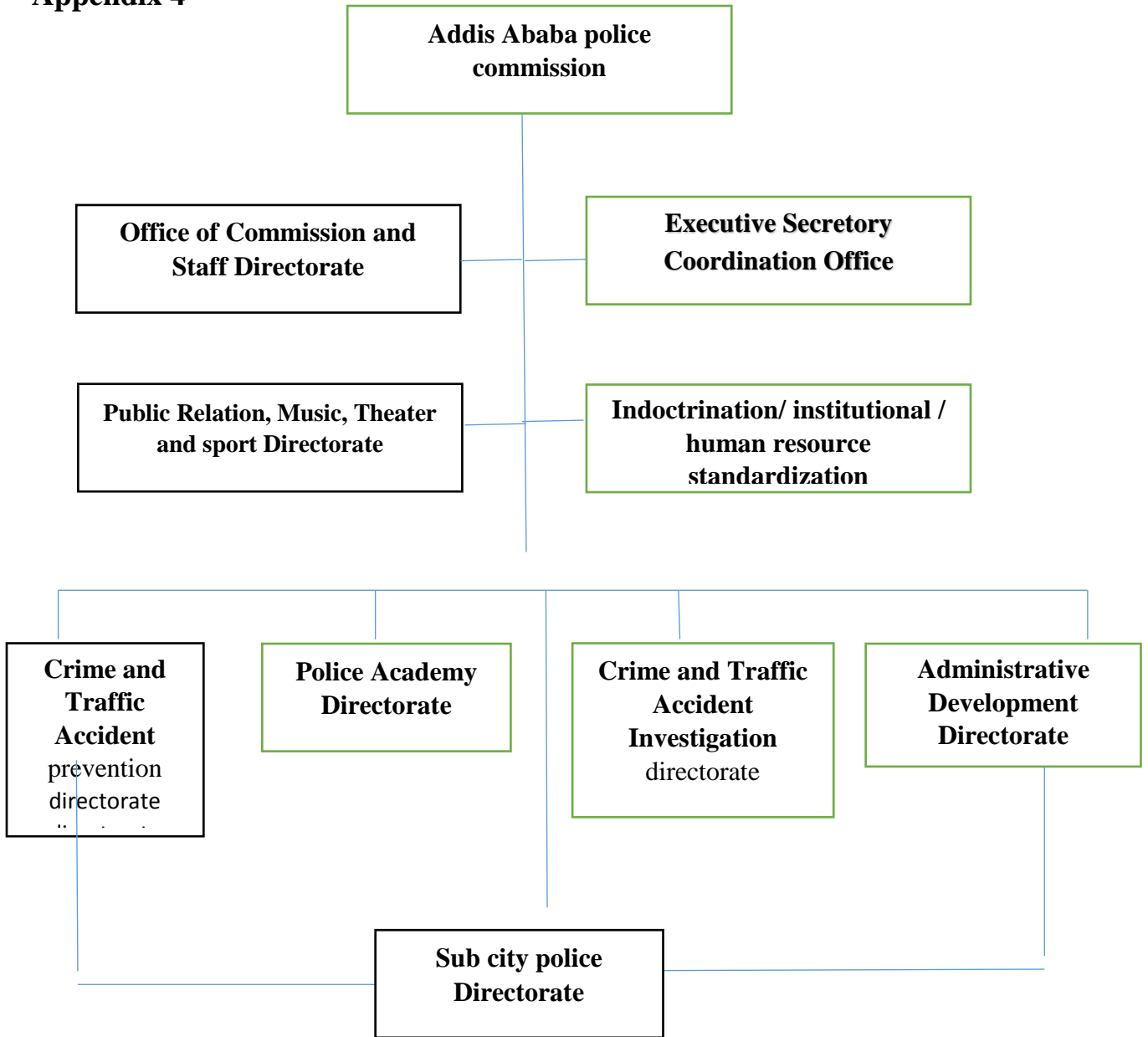
**Source: Author (2021)**

### Appendix 3



Map .1 Addis Ababa City Administration Map GIS Map (2021).

**Appendix 4**



**Diagram 1: Organizational Structure of Addis Ababa police Commission.**

Sources (AAPC, 2021)

## **Appendix. 5 Focus Group Discussion Question**

1. What is your understanding of professionalism in policing?
2. What looks like professionalism in policing in your institutions?
3. How do you explain the over development of professionalism in policing in your institutions? (Historically and Politically)?
4. What is the importance of professionalism in policing to improve the service provided by police?
5. What is the purpose of professionalism in policing?
6. How do you see the role of government in promoting professionalism in policing to promote peace and security in your area and the city in general?
7. What are the challenges of professionalism in police in your institutions?  
In terms of?
  - Institutional
  - Political interference
  - Resource

**Thank you very much for your time.**

## **Appendix 6**

### **Key Informant Interview Questions for Police Officials and Ranks**

1. What is professionalism for you? How do you understand professionalism?
2. How do understand the development of police professionalism in Ethiopia?
3. How does professionalism implement in your institution?
4. What have the measures taken to promote police professionalism in the institution through education, training, and experience sharing?
5. How do you see the promotion of officers to the next level or rank? Do you believe is it helping to promote professionalism?
6. How do you see the structure of the institutions in promoting professionalism? Do you see any strengths or drawbacks?
7. How do you relate professionalism in policing in promoting peace and security?
8. How do you see the efficiency or effectiveness of police officials in maintaining peace and security?
9. How do you see the handling of various issues by police officials and ranks within the institutions? How do you see from a professional point of view? Tell us the strength and the weakness of the entire process?
10. What are the opportunities for the development of professional practice among police officials and ranks? Tell us from the efforts from policy, strategy, and institutional perspectives?
11. What are the challenges of police professionalism from a policy, strategy, and institutional perspective?

Appendix 7

**የአዲስ አበባ ፖሊስ ኮሚሽን ከሃምሌ 1 ቀን 2008ዓ.ም እስከ ሰኔ 30 ቀን 2013ዓ.ም ድረስ ያለው የሰው ኃይል ፍልሰት መጠን**

<b>ተራ/ቁ</b>	<b>የፍልሰት ዓይነት</b>	<b>የፍልሰት መጠን</b>
1.	ፍላጎት	1066
2.	ከጂ.	3163
3.	በዲ.ሲ.ፕሊ.ን	266
4.	በፍ/ቤት ውሳኔ የተሰናበተ	41
5.	ታግዶ የተሰናበተ	544
6.	ያለምትክ የተዛወረ	149
	<b>ድምር</b>	<b>5229</b>

Source AAPC (2021) Human Resource, Development and Statistics Directorate