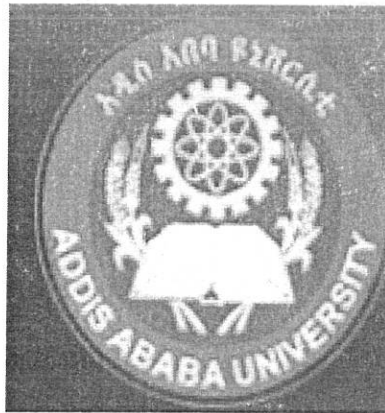




**Addis Ababa University
Graduate Studies Program
Faculty of Business & Economics**

***THE ROLE OF POLICE IN ENHANCING GOOD URBAN
GOVERNANCE: THE CASE OF ADDIS ABABA POLICE
COMMISSION***

**A Thesis Submitted to the School of Graduate Studies of Addis Ababa University in
Partial Fulfillment of the Requirements for the Masters of Public Administration in
the Department of Public Administration and Development Management**

ALENE GEBRU

**July, 2010
Addis Ababa Ethiopia**

*ADDIS ABABA UNIVERSITY
GRADUATE STUDIES PROGRAM
FACULTY OF BUSINESS AND ECONOMICS*

*THE ROLE OF POLICE IN ENHANCING GOOD URBAN
GOVERNANCE: THE CASE OF ADDIS ABABA POLICE
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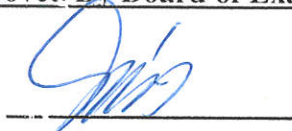
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ABSTRACT

The Ethiopian police force characterized by different organizational culture that come out from different set up in different regimes .It includes the emperor, the military guneta, the current government and even the period during the Italian invasion. There exist undue practice such as absence of good governance, malpractice, illegal acts and unparallel unethical doings are exercised by Addis Ababa city police according to the usual claim of the dwellers. Therefore, in order to assess the claim, the study employed a methodology that gives a chance the study considered with descriptive and qualitative research. The study utilized a discussion with a relevant groups and an interview conducted with Addis Ababa sub city police officials along with desk assessment related with police forces. The study prevails that the problem like accountability, handing of dwellers claim, human right aspects, and low level of participation are exhibited. However, there is a clear determination among and between Addis Ababa police to change the fate of the police force in line with the interest of the dwellers. However, the police force has to build its capacity up to the standards of the international arena. As well, it has to upgrade its capacity to obtain the necessary information and it has to update its database for the future consumption. Nevertheless, the study declares that the performance of the police is somewhat is good.

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Chapter One -Introduction

The concept of good governance is defined differently by several scholars and institutions .The World Bank (1992) refers good governances as the ability to exercise authority in a society efficiently, honestly, equitably and accountably, while respecting individual rights in a democratic context.

Others define it in wider perspectives for example United Nation Development Program (UNDP, 1997) defines good governance as the exercise of economic, political and administrative authority to manage a country's affairs at all level. It comprises mechanisms, processes and institutions, through which citizens and groups articulate their interests, exercise their legal rights, meet their obligations and mediate their differences. UNDP (2006) also identify eight core characteristics of good governance like participation ,rule of law ,transparency ,responsiveness ,equity ,effectiveness and efficiency ,accountability and ,strategic vision

Crime, violence and fear pose considerable challenges to the development of safe and good urban governance. In relation with the role of police, the basic principles of good governance must find a direct application in any urban strategies aimed at effectively reducing and preventing common problems of crime and insecurity (UNCHS, 2001). It is increasingly recognized that traditional role of the police, based on the suppression of crime and maintenance of law and order, must evolve into that of a public service responsibility for the quality of urban safety in partnership with the civil society.

So, police forces must always be responsible for maintaining law and order where necessary, and also must respect human rights even in difficult circumstances. They must always have to track down offenders and place them in the hands of judiciary authorities, and must retain special responsibility for fighting organized crime both nationally and internationally.

Whatever the institutional arrangement, modernization of the police mission must be clearly stated in terms of vision and democratic principles, but also in terms of the legislative and regulatory framework to ensure the accountability and transparency of police actions. These mechanisms

constitute the prerequisites for climate of peace and the development of good governance (UNDP, 1997).

The major objective of this thesis therefore is to gauge the performances of the Addis Ababa Police Commission as per the stated guideline principles of good governance.

1.1 Background of the Study

The role of police in enhancing good urban governance is measured through evaluating different dimensions (UNCHS, 2001). First, the mechanisms used to have an effective partnership with citizens. The police should be effective in mobilizing the society in preventing crime, that is, community policing. Second, police is expected to have a positive interaction between police forces and the public. This means directives governing police behavior take on their true significance only when there is an effective and credible mechanism for handling citizens' complaints.

According to (UNCHS, 2001), the other ingredient that is important in improving the role of police is that moving towards qualitative change in police organization. If the police are to play a leading role in building a just, fair and safe urban society, a number of steps must be taken to modernize police organizations, make them more accountable to civilian authorities and better equip them to target and prevent crime. Changing police organization call for a gradual approach and planned measures to be implemented in stages. These must focus on modernization of the police mission and upgrading of the basic qualification; implementation of ethics and disciplinary mechanisms and better planning of police operations; enhancement of the perception of police work through better targeted action based on security problems and public expectations; development of partnerships with local communities and public credibility; and the police play a leading role in helping create security.

The true measurement of the contribution of police forces to good urban governance is their ability to establish and maintain good relations with citizens while exercising their mandate. The modernization of the police mission, the adaptation of approaches directed towards partnership and problem resolution and the training offered to police officers on respectful and effective modes of

operation which respect human rights are all elements in favor of positive interactions between police forces and the public (UNCHS, 2001).

Therefore, this research assess to what extent the Addis Ababa police commission is playing its role in enhancing the good urban governance of Addis Ababa Administration in congruent with internationally accepted theoretical frameworks. It also attempts to identify the gap between the expectations of the Addis Ababa city residents in terms of the police role and the actual operation.

1.2. Statement of the Problem

It is presumed that, the dwellers of Addis Ababa City blame the police, for being unethical, committing illegal acts and absence of good governance in day to day operation and management of the city police commission. They also revealed that though the organization is playing a lot to strengthen its good governance, it has admitted that several problems have been existed that hindered the good governance from rampant and flowing corruption prevailing undertakings (BPR, 2000).

Based on the above pitfalls, the research attempt to investigate whether the city police commission is playing its vital role in enhancing good urban governance as per the expectation of the society or not? To what extent is it endeavoring to address the gap that is prevailing in meeting the expectations of the city residents to the expected standard?

1.3. Objectives of the Study

The general objective of this research is to assess the role of Police in enhancing urban governance. In order to conduct this study the Addis Ababa Police Commission is taken as a case study. In line of this, the study aim to:

- To asses the practice of the Addis Ababa Police Commission in congruent with core characteristics of good governance.

- To identify whether any system was developed and implemented to contribute for the enhancement of good governance among the general public.
- To examine the part played in enhancing good governance by the existing police system.
- To identify the extent to which the current police system is in line with the needs of political, economic and social aspects of the urban population and
- To suggest possible solutions that helps to improve the performance of the police system so as to play a role in enhancing good urban governance.

In order to achieve the above mentioned objectives, the followings are central question of the research:

- To what extent do the activities of Addis Ababa Police Commission comply with the core characteristics of good governance?
- How can the police and the society establish an effective partnership to combat unethical and illegal practices in the actual practices of the police?
- Is there effective directives governing the behavior of police institution and its members in the performance of their duties?
- Are there any effective and credible mechanisms for handling citizens' complaints?
- What changes are made in changing the commission to strengthen good urban governance?
- What is the perception of the public towards the police commission?

1.4. Significance of the Study

This research is conducted to reveal the role of the metropolitan police playing in enhancing good governance in the city. Thus the findings of the study are valuable for the city police commission to evaluate the existing situation and take corrective measures based on the findings and conclusion of this research. It can also serves as a base line study for other researches, because it has focused on the actual operation of the Addis Ababa Police Commission.

1.5. Scope of the Study

The operation of the Addis Ababa police had established a century ago. However due to the availability of information as well as financial and time constraints, the scope of this research is limited to the role of the police system in enhancing good urban governance in Addis Ababa since 1991. As this topic is vast, the study is focused on the actual practice of the role of police in enhancing good urban governance.

1.6. Research Methodology

The research methods and techniques that are used to conduct this study are described as follows:

1.6.1. Research Design

This research is a descriptive and qualitative research. It is designed to assess the role of the police playing in enhancing good governance in Addis Ababa City. It aims to assess the contribution of the police in strengthening urban governance based on the primary data collected through structured and semi-structured interview, focus group discussion, questionnaire and observation. And also it used secondary data analysis as the source of information.

Due to lack of recent data that would help the study, the author has deployed past data to strengthen the literature review

1.6.2. Population and Sampling

Even though good governance is evaluated through the involvement of all concerned parties in the city due to financial and time constraints it is important to limit the number of the individuals and institutions to be involved in this study that can represent the population. Therefore, the population size is limited to the police departments engaged in preserving peace and maintaining rule of the law of the city, municipal police administration and influential community leaders. With the view to address the issue in a more complete manner the data collection in collecting the

data from the municipal police administration took into account the line institutions that have a very close working relationship with the police such as that of the prosecution section.

Based on the above facts, the sample size is determined to all sub city police station commanders (nine of them) as the researcher himself is one of the commanders of one sub-city. Hundred community leaders also are selected from all sub cities by purposive sampling based on their activities in community policing. And also sixty police force members, six from each sub cities are used also as information source in this study.

In this regard, all the police and administration bodies were incorporated in the study as institutions. While the other bodies were selected through purposive sampling which enables the researcher to select respondents based on contribution they have in describing and evaluating the role of police in this matter.

1.6.3. Data Sources and Collection Tools

To materialize and their by achieve objectives of this study, both primary and secondary data have been collected. The main data gathering instruments for primary data were questionnaire, focus group discussion, interview schedule, and observation. Self administered questionnaires were distributed to police departments, city police administration officials and sub city executives. In addition, it was distributed to community leaders, to check the actual performance of the police. The interview was also held with the higher police officers, particularly top management of the police commanders through semi structured and structured interview. Observation was used to evaluate the actual role in which the police organization has been playing. Furthermore, focus group discussion was conducted with police officers, police force members and community leaders.

Secondary data was collected from different sources such as published documents, government policies and reports in the subject area.

1.6.4. Data Analysis Techniques

Since the study is a descriptive type research, the method of data analysis is percentage computation with qualitative expressions. Moreover, statistical tools like mode, mean were used to analyze the role being played by the police.

To be comparable with the empirical results documented in other studies, descriptive analysis was also used to examine the same issue to test the data gathered through different means.

Chapter Two - Review of Literature

2.1. Theoretical Review

2.1.1 Good Governance

Recently the terms governance and good governance are being increasingly used in development literature. On the contrary bad governance is being increasingly regarded as one of the root causes of all evil that hinders development of the society. Major donors and international financial institutions are increasingly providing their aid and loans on the condition that reforms insure good governance are undertaken. Thus, this part of review of literature tries to explain, as simply as possible, what "governance" and "good governance" means.

2.1.1.1 The Concept of Governance

In order to understand fully what good governance is, it is vital to grasp the meaning of governance first. The concept of governance is not new. It is old as human civilization. Simply, governance means the process of decision making and the process by which decisions are implemented or not. Governance can be used in several contexts, Such as corporate governance, international governance, national governance and local governance. Accordingly, World Bank (1992), governance defined as:

“Since governance is the process of decision making and the process by which decisions are implemented, an analysis of governance focuses on the formal and informal actors involved in a decision making and implementing the decisions made and the formal structures that have been set in place to arrive at the decision.”

Government is one of the actors in governance. Other actors involved in governance vary depending on the level of government that is under discussion. According to Carmen (1999), in rural areas, for example, other actors may include influential landlords, association of peasant farmers, cooperatives, NGO's, Research institutes, religious leaders, financial institutions, political

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parties, and the military etc. In some rural areas locally powerful families may make of influence in decision making. Such, informal decision making is often the result of corrupt practices or leads to corrupt practices.

The situation in urban areas is much more complex. All actors other than government and the military are grouped together as the part of the civil society. In urban areas, organized crime syndicate such as the "land mafia" may influence decision making characteristics

In some countries in addition to civil society, organized crime syndicates also influence decision making, particularly in urban areas and at the national level. In addition to the above actors, media, lobbyists, international donors, multi national cooperation etc may play a role in decision making or in influencing the decision making process. Similarly formal government structures are one means by which decisions are arrived and implemented. At the national level, informal decisions are arrived at and implemented. At national level, informal decision making structures such as "kitchen cabinet" or informal advisors may exist. (Ibid)

2.1.1.2 Characteristics of Good Governance

In order to define good governance, several authors and institutions would like to state its characteristics. According to UNDP (2006), good governance has eight characteristics. These are:

A) Participation

Participation by both men and women is a key cornerstone of good governance. Participation could be either direct or through legitimate intermediate institutions or representatives. It is important to point out that representative democracy does not necessarily mean that the concerns of the most vulnerable in a society will be taken in to consideration in decision making. Participation needs to be informed and organized. This means freedom of association and expression on the other hand and an organized civil society on the other hand.

B) Rule of law

Good governance requires fair legal frame works that can enforce impartially. It also requires full protection of human rights, particularly those of minorities. Impartially enforcement of laws requires an independent judiciary and an impartial and incorruptible police force.

C) Transparency

Transparency means the decision taken and their enforcement is done in a manner that follows rules and regulations. It also means that information is freely available and directly accessible to those who will be affected by such decisions and their enforcement. It also means that enough information is provided and it is provided in easily understandable forms and media.

D) Responsiveness

Good Governance requires that institutions and process try to serve all stake holders within reasonable time frame. Moreover, it must encompass the mechanism that handle complain of citizens and customers effectively.

F) Consensus oriented

There are several actors and as many view points in a given society. Good governance requires mediation of different interests in a society to reach a broad Consensus in a society on what is the best interest of the whole community and how this can be achieved. It also requires a broad and long term perspective on what is needed for sustainable human development and how to achieve the goals of such development. This can only result from an understanding of the historical, cultural and social contexts of a given society or community.

G) Equity and inclusiveness

A society's well being depends on ensuring that all its members feel that they have a stake in it and do not feel excluded from the main stream society. This requires all groups but particularly the most vulnerable, have opportunities to improve or maintain their well being.

H) Effectiveness and efficiency

Good governance means that process and institutions produce results that meet the needs of society while making the best use of resources at their disposal. The concept of efficiency in the context of

good governance also covers the sustainable use of natural resources and the protection of the environment.

I) Accountability

Accountability is a key requirement of good governance. Not only governmental institutions but also the private sector and civil society organizations must be accountable to the public and to their institutional stakeholders. Who is accountable to whom varies depending on whether decisions or actions taken are internal or external to an organization or institution. In general an organization or institutions is accountable to those who will be affected by its decisions or actions. Accountability can not be enforced without transparency and the rule of law.

Unequivocally, from the above discussion it should be clear that good governance is an ideal which is difficult to achieve in its totality. Very few countries and societies have come close to achieving good governance in its totality. However, to ensure sustainable human development, actions must be taken to work towards this ideal with the aim of making it reality.

2.1.2 Urban Good Governance Indicators

The concept of good governance is much more complex in urban areas than rural areas. This is not only due to the more number of activists, but also the availability of more powerful crime syndicates such as “Mafia”. Thus scholars and institutions would try to define exceptionally the urban good governance using several indicators. Among these, UNCHS expert group meeting on urban poverty and governance from 21 April to 1 May in 1999, Nairobi, Kenya stated the followings urban governance indicators:

A) Decentralization- financial:

- Autonomy of financial resources;
- Can local government decide on the use of local resource?
- Predictability of inter-governmental transfer
- Principles of financial devolution

- Level of adoption of the budget Sources of local government funding (taxes, user charges, borrowing central government raise resources from capital markets without approval of from higher levels of government?)
- Percent of funds evolved developed from higher levels of government.

B) Decentralization-political

- Dismissal of mayors, councilors and officials
- Progress of deciding political agenda
- Legislation on de-centralization
- Number of gender equity oriented initiatives undertaken by local
- Organization or institutions;
- Percentage of elected and nominated member by sex/ethnic group;
- Control by higher level of government;
- Access to government positions by all groups

C) Local government

- Process of selecting mayor;
- Regulatory framework that governs promotion of civil servants;
- Career prospects of civil servants
- Pay scale of civil servants;
- Tacit knowledge about the power structure.

D) Planning and predictability:

- Openness of procedures for contacts/tenders for municipal services;
- Appointments by higher government
- Annual budgeting;
- Percent recurrent resources for private sector/CBO
- Who supplies and regulates various services;
- Independent decision, regulating /taxes, auditing, removal from office;
- Source of income;

- Transparency of local taxation; and
- Consistency/ regulatory of local mayor election

E) Responsiveness

- Percentage of population served;
- Access of public of stage of policy cycle (planning, budgeting, monitoring. etc) delegation of public service;
- No of public hearings and participant from different income / ethnic groups;
- Are data collected and used by gender and district;
- Existing of conflict mediation at local level (budget)

F) Empowerment

- Existing participatory process;
- Grouping equality in participatory planning and decision making;
- Equal access to education and information;
- Existence or not of information on differential situation and needs of woman and men;
- Legal entitlement to different assets to all categories of people;
- Self determination of grouping in relation to resource management;
- Civil freedom press, association, justice;
- Social group and watch dog for program implementation;
- Number of CBO's and specific organizations addressing gender issues;
- Access to basic needs.

G) Effectiveness

- Consumer satisfaction (survey / complains);
- Capacity for delivery of service(including special coverage);
- Income/expenditure of local government/capital;
- Legislated local government function;

- Targets, program, financial;
- Economic development (city product);
- Environmental quality.

H) Freedom, justice, fairness and equity (concentrated on equity first):

- Equity in tax system;
- Incorporation of excluded groups in the consultation process;
- Resource allocation to services benefiting the poor/the rich;
- Access to basic services for disadvantaged groups , for example spatial distribution of services;
- Quintile distribution of city product;
- Ratio of price of water in formal informal settlement;
- Rental; to income ratio in formal and informal settlement.

I) Accountability and transparency

- Fairness in enforcing laws;
- Clarity of procedures and regulations and responsibilities;
- Existence of sanction, performance standards and disclosure laws;
- Codes of conduct for professional association.

G) Forward looking:

- Social development plan;
- Vision/Mission statements;
- Forward /Strategic Plans;
- Communication strategy;
- Gender perspective;
- Revenue growth(total and own)
- Fund known in advance;
- Setting budgets/targets;
- Existence of planning department.

K) Participation:

- Role of key groups in planning , decision making; implementation, monitoring and evaluation;
- Freedom of media and existence of local media;
- Percentage of people voting by sex and social groups;
- Process of public discussion on key issues;
- Use of establishing association.

L) Private sector:

- Extent of civil society organization(monitoring);
- Predictability of enforcement;
- Integrity of auditing and monitoring;
- Existence of enabling city legislative environment;
- Predictability of rules; and
- Existence of an official admin structure.

M) Security:

- Percentage of unsafe city areas-crime rates (murder ,rape);
- Police corruption –feeling of safety;
- Efficiency;
- Per capital revenue;
- Cost of various services;
- Percentage economic growth;
- Recycling /re-treatment/sustainability;
- Percentage on salaries;
- Employees per delivery service;
- General administration share; and
- Number of local government employees /1000population

N) Civil society:

- Resource requirements to organized groups ;
- Status of local leadership (formal ,informal, legitimate, non legitimate, respected , non respected , independent)
- Existence of emergency laws against public meetings ,tradition of public action:
- Number of NGO's;
- Number of procedures needed to register NGO's.

O) Planning and management:

- Functional responsibilities for service provision (sewerage, water, education, health, social service, green space etc.)
- Possibility that the mayor is good.

2.1.3. Police and Good Governance

The practice of police is more related with protecting crime and disorder in order to guarantee public safety. Thus, police administration is primarily concerned with the performance of management duties with in police departments, and the implementation of policies and programs related to crime, disorder and public safety. Police administrators must focus internally on running their organization and externally on problems in their communities. They must strive for efficiency with the performance of public duties and effectiveness in achieving the goal of policies. In their pursuits of efficiency and effectiveness, police administrators must abide by a variety of legal and ethical constraints, and they must also remain accountable for their action and decision. (Gary et al., 2004)

Police administrator does not take place with in the vacuum, but it has a history and a context. Particularly in a free society, it is important for police administrators to be aware of the social, legal and political frameworks with in which they operate. Accordingly Gary et al. (2004) explain the police as the part of the exclusive branch of government. Their role, then, to enforce the laws enacted by the legislative and refuse alleged violations of those laws of the

judiciary. In active practice, of course, policing is considerably more complex and less mechanical. Thus, the authors stated the following three suggestions, these are:

- A) Police officers utilize description in such away that they do not enforce all of the laws of the time;
- B) Their effort are not universally reviewed by the courts ; and
- C) Many of their practices involve activities not related specifically to law enforcement.

2.1.3.1. The Role of the Police

Although police work involves much more than just enforcing the law, police administration is constrained and affected by the law in the number of ways. Police department sometimes inherit new duties and responsibilities through legislation. In discussing the historical, social, political, and legal contexts of police administration, we have picked the most basic context of all: the democratic nature of our society. This one factor has tremendous implication for the ways in which police action in the society, for the role of the police.

Over the past twenty- five years, the planet has become increasingly urbanized. This has not always been an easy process to the police law enforcement operation .The multiplication of spontaneous zone of urbanization has caused the exclusion as well as social and physical marginalization of an increasingly portion of the population. As a whole, urbanization process is characterized by substantial increase in the size of cities together with elementary infrastructure problem such as the shortage of appropriate housing with the resulting emergence of urban zones deprived of adequate collective service and steadily growing concentration of poor citizen living in the street. (UN Habitat, 1996)

Worldwide uncontrolled urbanization has created deplorable living conditions which have in the progressive deterioration of quality of life and urban social fabric. And according to

Maurice et al. (2001), uncontrolled urbanization are contributing to a rise in crime as well as posing a threat to individual security and the social and economic development of cities.

Apart from the influence of uncontrolled urbanization, the political and economic climate as well as culture and traditions also determining factor in creating a social environment favorable to violence. This is because according to Van (1996), increasing demand for safety requires involvement of a wider variety of players and changes of social regulation mechanisms. In the case of the police, these transformations are characterized by a movement from centralized political legitimacy to a social legitimacy which gives a strategic role to communities and regions.

With in these complex historical, political, economical and cultural changes and development, the role of the police is far beyond the traditional operation. Thus, according to Gary et al. (2004) the following are some of the most important roles:

- Police work inutility had much more to do with maintain order than with crime investigation;
- Police work become more involved with crime fighting, and today crime related;
- Matters make up a substantial part of police work
- Police officers have considerable discretion in performing their crime fighting , law enforcement, and order maintenance duties, and
- Law enforcement is best understood as one means employees by police officers to sure problems, rather than as an end in itself.

Generally, the role of police revolves around law enforcement and the use of force. Thus unequivocally police officers have great discretion in enforcing the law of the only infrequently use force. And also the skill of policing must be build up in avoiding the use of the force while still accomplishing the goal of protecting life and properly as well as maintaining order.

Good governance is considered as vital component of substantial development in any part of the world in general and in urban centers in particular. This concept of good governance refers

to the ability to exercise authority in society efficiently, honestly, equitably and accountably, while respecting individual rights in a democratic context.

This ability must be translated in to the development and importance of policies and the establishment of interactions and partnerships between the state and civil society. Police force can contribute to good governance. In line of this, World Bank (1992) stated also the following police role.

1. The core of the police role involves law enforcement and the use of coercive force;
2. The primary skill policing involves effectively handling problem situation while avoiding the use of force ; and
3. Skillful police officers avoided the use of force primarily through effective, creative communication.

2.1.3.2. Police as public service for good governance

Crime violence and fear in urban environment pose considerable challenges to the development of safe and peaceful cities. The basic principle of good governance must find the direct application in any urban safety strategies aimed at effectively reducing and preventing common problem of crime and insecurity. Thus, according to Maurice et al. (2001) governments all levels initiated a series of approach and strategies to effectively reduce and eradicate violence and crime with in cities. One of these measures is to reinforce personal safety and reduce fear by improving police services and accountability to the community as well as by encouraging and facilitating the implementation of this measures and system of crime prevention at the community level.

It is increasingly recognized the traditional role of the police, based on the suppression of the crime and the main lenience of law and order, must evolve into that of a public service responsible for the quality of urban safety in partnership with civil society. Police forces will always be responsible for maintaining law and order where necessary, even if they operate in a less democratic context by respecting human right. They will always have to track down offenders and place them in the hand of the judiciary, authorities and will renounce special responsibility for

fighting organized crime both nationally and internationally. In this regard Maurice et al. (2001) stated

“whatever the institutional arrangement, modernization of the police mission must be clearly stated in terms of vision and democratic principles, but also in terms of the legislative and regulatory framework to ensure the accountability and transparency of police actions. These mechanisms constitute the prerequisites for a client of place and the development of good governance.”

2.1.3.3. Police and Cities: Mechanisms for Effective Partnership

The true challenge of many police force is to engage in active partnership with civil society and in particular with local authorities in sharing responsibility for persistent problems. Many effective approaches have been implemented by police forces and city administrations to develop closer and more attentive relation with the public by adapt their methods of security management to mobilize local partners. In relation with this Maurice et al (2001) stressed on the general need to clarify the process and mechanism that consolidate the partnership between local police force and authorities, incorporate basic democratic principle with in a legislative framework and ensure the transparency and accountability of police actions in a context of good governance.

In the promotion of security as a common good and the role of the police as a public service, it is critical to first seek mechanism that adapted to each local and national situation. And also such mechanism should encouraging dialogue between all partners on local conditions in matter of public safety and prioritize effective strategies aimed at improving service to citizen. Maurice et al. (2001) more elaborated this concept as:

“It is not intended that municipal elected representatives interference in the operation of the police force but rather assume leadership in one of the most important aspect of the urban development. In the context of decentralization, police forces must see such participatory mechanisms as an opportunity to share responsibility with local and civil authorities.”

In countries where police forces are centralized on a national scale, it is more difficult to establish mechanism of cooperation and dialogue between the police and local communities due to the absence of adequate legislative framework.

On the contrary, in countries where police command structures are decentralized and place under the control of municipal or metropolitan authorities, various methods of dialogues and cooperation may be envisaged. Maurice et al. (2001) stated such mechanism as follow:

“Many district and city councils have commission made up of elected members who are responsible for identifying priorities, following upon program implementations, and overseeing budgetary and administrative controls to ensure local security, which often include, in addition in the police, emergency measures, fire prevention and insurance.”

Thus in such a centralized system of government police can develop local expertise that can suggest effective measures for reducing and preventing conflict and tensions within cities. It has also can use the available resources that allow it to participate in the support, implementation and monitoring of urban crime prevention and safety programs.

2.1.3.4. Police and citizens

The true measure of the contribution of police focus to good urban governance is their ability to establish and maintain good relations with citizens while exercising their mandate. The modernization of the police mission in relation with the adoption of approaches directed to partnership and problem resolution as well as the training offered to police officers on effective modes of operation which respect human rights are all elements in favor of positive interaction between police forces and the public. Keeping in mind these, looking up various basic ideas, theories and concepts of policing is so vital. Berg (1991) elaborated as follow:

A) Human nature and social control.

Humans are social beings from the earliest cave - dwellers to modern apartment dwellers. People try to find the support and company of other people. Throughout history a tension has existed

among humans between their needs and dependence up on one another and their feelings of personal safety. The police as the social institution charged with representing the interest of the community, hold these elements of total freedom versus total control in harmony.

Thus, without social controls, people could recklessly drive their cars, assault and steal from one another, or even rape, kill, or mutilate others. In this instance, unbridled activity creates being freedom and became chaos. Free societies depend up on a balance between a person's ability to act independently and without fear of official repression or reprisal and a person's responsibility not to infringe up on others' abilities to act independently as well.

In today's fast paced technologically advanced society, one still witnesses many systems of social rules. These are rules dress for certain occupations, rules of conduct in and out of the classroom, rules for different games. Rules for the safe operations of motorized vehicles rules of decorum in take rooms of the internet rules of etiquette, rules of certain religious rituals, rules of proper behavior on first dates and lists go on. Interestingly each system of rules varies both in its degree of formal articulation and when violated its censures by society. Social scientists describe norms as the elemental units in social rules. (Niw, 2008)

B) The accountability of policing

Accountability has been described as a "chameleon" term denoting a range of meaning, including answerability, responsiveness, openness, efficient estate management, as well as not to mention participation and obedience to external law. Not surprisingly this complexity extends to its use in the context of policing. An important distinction arises between organizational and individual dimensions of accountability. The former donates the direction and control of organizational policing styles. The latter refers to the accountability via legal rules or compliances mechanisms of individual policing agents as they go about their day to day activities. Of course these two dimensions are not completely distinct in practice, since the behavior of individual policing agents is influenced by borders organizational policies and practices, and vice versa. However although they are clearly linked in important ways, they are analytically distinct in categories and are thus consider separately. (Garten, 1986)

The traditional focus of studies of police governance focuses on the organizational accountability in relation with the conditional and institutional framework for the framing and monitoring of policing policy (Day and Klien 1987). Neither policy accountability nor individual accountability mechanisms can be fully effective in isolation from each other and from the internal mechanisms of monitoring and control. According to Stenning (1995), over reliance up on external controls may actually be counter productive, if they foster in difference or resistance with in policing organizations and weaken internal monitoring systems. Stenning (1995) more elaborated the mechanism as:

“Although the focus is up on external mechanisms of accountability, this can only be effective if they complement well developed internal form of control. The frame work of police governance and accountability is part of range of processes and institutions that shape democratic accountable of policing. The extent to which these frame work is effective depends crucially upon its relationship with the variety of others mechanisms, at both individual and organizational level, and within wider society.”

Generally, in addition to the above mentioned factors that affect the accountability, there are other factors outside of the immediate spare of policing that form a vital part of the broader network or accountability. These include the watchdog role of the media, and the general openness and visibility of political processes and institutions.

C) Democratic Policing

There is a unique relationship between policing and the institutions of democracy. The police are provided with formidable power to enable them to preserve order and protect fundamental liberties. However, this power also provides opportunities for serve abuse of individual and collective rights. The way in which society regulates and controls the organizations and powers of the police deals a curtail indicator of the nature of political and social order. According to Berg (1999), there are a number of reasons why policing should be well accountable to democratic (i.e. collective the representatives) institutions. The first concern is the normative and essentially contested nature of policing. While issue of performance may appear superficially to val by neutral technical mater, policing remains inescapably and inevitably political. It concerns the expression of fundamental value and ultimately involves the exercise of law, power by authorities'

intervention social conflicts. It also involves chooses, given limited resources, between priorities and policing style.

Democratic policing requires that these choices should reflect the wishes of citizens, as well as the views of professional experts. While much rhetoric in debates about accountability stresses the need for policing to reflect community. This is inherently problematic because for policing there are ' where many publics ' as Smith (1987) stated.

“There are sharply conflicting views between different groups of people about what the police should do and how they should do it. Even within the small localities, and diverse range of views about policing can exist. In heterogeneous societies that the increasingly differentiated in terms of ethnicity, age, culture , religion , social class and sexuality , the possibilities for conflict over policing policy are increased. Under such conditions, direct forms of democratic accountability can provide stalemate, or worse, tyranny of the majority and the precaution of relatively power less minorities. “

Thus the challenge of effective accountability mechanisms is not supply to reflect the community view but to provide a genuine conduct for expression, negotiation and ordered compromise. Community opinions are important, but those must be weighted against the effective protection of minority rights protection of policing from capture by patrician interests.

There are also made instrumental links between police accountability and democracy. Police manager have very extensive public recourse provided to them. And it is important that they are held to account to the providers of those recourses and/or their representative to ensure that policing service are delivered as effectively and efficiently as possible. According to Day and Klien(1987),given the very high proportion of police funding that comes from national taxation revenue, it is hardly surprising that central government has become the dominant influence in the promotion of effective use of resources. However, much crime and disorder (and related anxieties) is rooted in the particular characteristics of localities and police effectiveness in addressing such problems is related strongly to the level of information and cooperation provided by local citizens and other agencies. This in turns depends upon the degree to which the police service is viewed as

legitimate and worthy of trust and cooperation. Effective mechanisms of local accountability can play an important part in promoting such legitimacy.

What is clear from the above brief discussion is that the relationship between the accountability and democratic policing is multifaceted and complex. The above mentioned theoretical frame works had explored the multiple meanings of democracy in the sphere of policing and highlighted democratic criteria. These can be used to assess frameworks of police governance (Jones et al., 1994). The authors also stated in brief the frame work of police good governance as follows:

A) Equity: Policing services should be distributed fairly between groups and individuals. When the police are enforcing the law, the pattern of enforcement should be fair and not targeted unjustifiably on particular individuals or groups.

B) Service delivery: The police should deliver the appropriate service as effectively as efficiently as possible.

C) Responsiveness: As long as it is consistent with equitable policing, the police should be responsive to the views of representative bodies in determining priorities, the allocation of resources between different objectives and choice of policing methods.

D) Distribution of power: Power to influence and review policing policy should not be concentrated but should be distributed across a number of institution and agencies.

F) Information: There should be clear and accurate information available to relevant bodies and community groups about funding, expenditure, activities and outputs of policing.

F) Redress: Representative bodies should have the power to dismiss an incompetent or corrupt police officer. There should be effective means of redress for the unlawful or unreasonable behavior of individual police officers.

G) Participation: As far as possible, citizens from all social groups should have the opportunity to participate in discussions of policing policy and have real influence over policy choices. Again, participation must not overrule the commitment to equitable policing.

Good governance is a term referring the process of decision making by safeguarding the participation of the community, equity, respecting rule of law, distribution of power, being responsive to the needs of the society as well as protecting and respecting human rights. Thus good governance is expected to be practical with in this concept in any area of the world. However, it is foolhardy to deny, the exceptional premises of each country whether it is urban or rural or else developed or under developed country.

2.2. Empirical Review

The planet has become increasingly urbanized. Rapid urbanization appears to be the demographic trend of the 20th century in most major metropolises and seems destined to continue for several decades to come. Thus, throughout the world, violence, delinquency and fear undermine the basic right of individuals to live in peace and fully benefit from a healthy and sustainable community. These elements make no real distinction between prosperous and poor cities, and impose a considerable cost on the population, particularly through the decline of communities, the increase in health and security expenditures and deterioration of investments. Violence and fear directly threaten life in society, good governance and the sustainable development of the world's communities and neighborhoods. (Habitat, 1996)

By the year 2020, the United Nation estimate that nearly 57 percents of the world population will live in urban areas. In Africa, the surge in emigration from rural to urban areas suggest that nearly 53 percents of the population will live in urban agglomerations with growth rates two and half times higher than rural areas.

Urbanization indicators show populations of over five million inhabitants in 33 of the world's 100 greater metropolitan areas, 22 of which are located in developing countries (Populations Action

International, 1999) .17 of 20 world's largest cities are located in developing countries, and these drastic changes are a motivation for governments to act globally on this accelerated urbanization process, which also focusing on trends specific to each region.

The world's largest cities face problems of housing and poverty. The United States has the highest rate of child poverty among the industrialized countries, with 20 percents of its children living under the poverty line (UNICEF, 1993). The European Union has more than 52 million poor people and more than 9 million people without housing occupying inadequate dwellings. This poverty is concentrated in the periphery of urban areas, which causes a deterioration of living conditions, a loss of potential investment and compromises social improvement and the effective management of security.

Without posting a causal relationship between urbanization and crime, it is difficult to looking at development. In this regard the report on Human Development indicates an increasingly clear link between human development and delinquency (United Nation, 1994). Over the past 25 years, worldwide controlled urbanization has created deplorable living conditions which result in the progressive deterioration of quality of life and urban social fabric, as well as contributing to a rise in crime in all its forms and posing a threat to individual security and the social and economic development of cities. Thus, in communities where an increasing portion of the population is excluded from the education system or labor market, many individuals, especially the young, see themselves condemned to alternative to models of success and peer recognition, which sometimes implies illicit and criminal activities or leads to violent behaviors.

Almost everywhere on the planet, the incidence of crimes against persons or property is on the rise. Between 1975 and 1990, the number of offenses reported worldwide each year rose from 350 to 500 million. According to the United Nation (1993), violent crimes increased almost 10 percents during the last decade. Offenses such as larceny, robbery and fraud account for 70 percents of reported crimes and increased by 30 percents between 1980 and 1990. While the risks of victimization vary accordingly from one municipal or local district to another, it is also true that residential and commercial areas are the preferred targets for delinquents. The incidence of crimes against property is mainly increased by the characteristics of urban life, such as high population

density, anonymity, abundance material goods and urban development that provides greater opportunities for crime whether in a city in Africa or in an urban centre in an industrialized country. The rate of burglary, currently one of the most common crimes against property, would be one of the best predictors of the more general level of crime in a given area (Van, 1996).

The fourth United Nation crime trends and operations of criminal justice systems report showed that the majority of the world's most populated cities have homicide rates which largely exceed the national rate, emphasizing the urban nature of this type of offense. There are exceptions in countries like Colombia and Sierra Leone. It was further shown that countries with a lower index of human development, characterized by poverty, lack of housing, low education levels and lack of community services, have the highest rate of declared homicides, ranging from 22 to 64 per 100,000 in her habitants, by comparison, the 20 safest cities of Asia and Europe, with homicide rate lower than two per 100,000 inhabitants, have the highest development indexes (Population Action International, 1990).

For most governments, increasing the size of police forces has been the main response to the rise in violence and crime. Over the past thirty years, human resources in the police forces of the majority of industrialized countries have increased by 50 percents and represent on overage of 85 percents of all personnel in the justice system (United Nation, 1995).

The limits of the justice system coincide not only with negative perceptions of the police and justice systems in terms of reduced accessibility due to cost and delays. But it is also with its reduced ability to act, further aggravated by social exclusion, poverty and lack of community services.

In countries, both North and South, where police forces are viewed with mistrust citizens have even less access to the means of dealing with crime and the fear of crime (Frate et al., 1999).

With the rise of violence and the increase of fear, urban tensions and conflicts became central priorities for governments and local authorities around the world. Urban spaces are places where deviant behaviors are more visible with a particularly significant concentration in high-risk zones.

All levels of government have to adopt effective strategies to act on the root cause of delinquency and insecurity in communities. Security is a common good, an essential component of sustainable city development. As discussed at the Zaragoza conference (1996), security refers to

“A situation characterized by a climate of peace, conviviality and mutual awareness allowing all citizens to free exercise their individual, political and social rights, and allowing for the normal operation of public and private institutions”

In decentralized situation like those found in North America, police officers play an essential role in the efficient management of urban security since the police, as a front-line organization, are best equipped to put in to application. The know-how, expertise and information are basic to any integrated prevention policy at the local and municipal level under the leadership of local authorities and representatives. (Vouch and Marcus, 1996)

The support community participation and mobilization, police forces must rebuild community vigilance, adopt proactive attitudes and behaviors. Support local solidarity and respond to the needs of the population (Vouch and Marcus, 1996).

In France, for example, the Bonne Maison Report places to live by eradication feelings of insecurity, has opened the way for a policy of territorial organization to allow for local coordination of prevention and security activities, while recognizing the power vested in the government. It takes into account the perception of a territorial role in regulating and integrating the action of public and private stakeholders. In relations between the state and local authorities, this strategy makes it a local priority to cooperate rather to act in opposition (Gleizal, 1994).

With the priority of ensuring safe communities, the Japanese police promote the exchange of information through the publication of bulletins or the establishment of fax networks to keep citizens informed of any recent incidents in their neighborhoods or to heighten sensitivity to the importance of crime prevention. Other social prevention measures combine police operations with the efforts of volunteer and specialist organizations to lower the risk of violent behavior and young people (National Policy Agency, 1993).

The development of social activities and dynamics that encourage residents to take charge of their own security and manage changes to their habitat forms and excellent platform for the development of measures targeting certain types of offences and elimination the fear of crime in cities and distinct at risk. (Rosendaum, 1998)

In Latin America, cities have adopted a comprehensive approach to crime prevention initiated by municipal authorities. During the 1990s, Mexico City took the first steps to form a commission and launched a public awareness campaign. The city of Cordoba, in Argentina, developed an integrated crime prevention approach based on active participation in districts and a series of programs for young people. (Province of Cordoba, 1996)

Generally, it is increasingly recognized that the traditional role of the police, based on the suppression of crime and the maintenance of law and order must evolve into that of a public service responsible for the quality of urban safety in partnership with civil society. There are any number of examples that illustrate the importance of making radical changes to police organizations, many of which are tarnished with an image of inefficiency, violence and corruption which undermines the legitimacy of the rule of law. Thus the role of the police in enhancing good governance had suggested as remedial for the existed criminal problems.

2.3 The History of the Ethiopian Police Force

The origin of the Ethiopian Police Force has its own legendary beginnings. Though the kings and local leaders may have had security details to protect them and their properties, one can not claim the existence of a police force, even in its rudimentary form, as we understand the term today before the 19th Century. (Andargachew, Tesfay, 2004)

The formation of modern bureaucracy in Ethiopia dates back to Emperor Menelik. The history of the Ethiopia police has started since 1887. During that time the police was named-(Arada Guard). This organization had 10 police stations and departments of criminal investigation and prevention. The government of Belgium trained those forces. There were militias who come from surrounding villages to protect governmental offices. The Arada Guard was consolidated in 1922 and the

structure was organized into 8 departments. By 1940 their number reached 5,630. This professional police force could not continue due to the Italian occupation. (Hassen Shiffa, 2005)

During the Italian occupation, Italy formed its own police called police colonial. The Italian Police was known for its inhuman treatment and torture was rampant. According to code No.6, the Italian Police had full right to imprison whoever they wanted. They moved around the city with their sticks. However, the Italian police brought with them modern policing and a philosophy of western countries. They involved Ethiopians who worked with them and they shared modern policing experience (Hassen Shiffa, 2005).

After the defeat of the Italians, the British took the mandate to run the then existing Italian police force. Soon the British formed ZF force, which was led by a Greek commander. From that time until 1934 (Ethiopia calendar) the Ethiopian police force was led by the "occupied enemy territory, administration". During that time, there were 10 police stations in Addis and 22 regional police stations over the country with British police officers as commanders. Almost all decisions were made by these officers. The Ethiopian Government had little say in the police affairs. However, there was an agreement with the British to let Ethiopian officers work as translators until the police force is transferred to Ethiopians. In 1941 the first regulation "the Ethiopian police and prison force order" was published detailing new uniform, salary; medical benefits were part of this order. The first cadets were graduated, investigation manual was prepared and some modernization of the forensic sciences started.

It was Ras Mekonnen, the governor of Hararghe, who did first establish a police force known as 'Dewaria' before his death in 1906. The term 'dewaria' means 'patrol' or 'watchman' in Arabic (Lakew Yigezu, 1973). Around the year 1916 the Arabic 'Zebegna' replaced the term 'Dewaria'.

A more modern police force, however, started serving in Addis Ababa, Harar, Jimma, Debre-Markos and Bale. The Regent, Prince Ras Teferi Mekonnen, had invited foreign instructors to train the 'Arada Zebegna' in order to transform it into a modern police force. In 1917 fifty physically individuals were recruited to replace 'dewaria' who were transferred to the Arada Zebegna. They were given some training in guard and patrol duties and arrest procedures (Lakew Yigezu, 1973).

In 1930, a 'Regulation to Administer the 'Arada Zebegna'' was issued and nine departments were created to regulate the functions of the Arada Zebegna, which later included the Police Court, the Secret Police, Traffic Police and others (Andargachew Tesfay 2004).

The Ethiopian Police force had to be re-established after the Italians were driven out of the Country in 1941. Following the return of the Emperor setting up the Country's system of administration and the reestablishment of the police force was among the first tasks of the Government (Moges Beyene, 1970).

The 'Imperial Ethiopian Police Force' was re-established in June 1942 under Police Proclamation No 6 of 1942. The Proclamation provided for the establishment of the force and stated that 'it would be composed of superior officers, inspectors, non commissioned officers, and constables as determined by the Minster of Interior' (Kaplan Etal, 1971).

In 1945 a Deputy Police Commissioner's position was created for the first time, and an Ethiopian with a rank of major and police training abroad before the war, was appointed to fill the position (Lefever, 1970). In 1946 the 'Abba Dina Police College' was established in Addis Ababa. Young Ethiopians with grade six education were recruited and Swedish police officers were brought to conduct the training (Lefever, 1970).

The first police proclamation came into force in 1948. From this time the name had changed from occupied enemy territory to "Ethiopian Imperial Police force". Most commanders were Ethiopians except the commander-in- chief who was a British and few British experts. During that time "Force order part one" was changed by new internal procedure code. It had 2376 manpower. In 1945 most British officers went back. In 1948 the security and police were joined and a special rapid deployment force was formed. This time the force numbered 19,250. In 1946, sixteen British police officers came back in order to reorganize the police. The first police college was created and Swedish trainers were brought in the same year. About 300 officers were sent to India Germany, Canada and Israel. From that time on, the Ethiopia police have begun to enter the age of modern policing in its proper sense (Hassen Shiffa, 2005).

Between the years 1948-1991 the Ethiopian police force was centralized and was commanded from the HQ. It was para-military and was involved in all war fronts. It became professional. The Police Colleges was one of the best training institutions in the country. During the period mentioned above, the police became more politicized. The monarchy used the police force as a machine to keep its system. The police was so involved in politics and was perceived by the public as a tool of the regime. (Hassen Shiffa, 2005)

Public participation in policing was weak; however, people with guns “militias” were active to maintain security. Among the early trials to involve the community in crime prevention, the police had a department, that educates the population on crime prevention using the popular paper “police and its progress”. The training centers throughout the country were taking care of children of the community (about 1000). In crime investigation, the police used a method called (Awchachingn) in which if a crime is committed, the entire village would gather and discuss in order to bring the offender to justice. There was also a program in all schools in which they had their own traffic police from the students. Members of the police force were organized in social organization to donate some of their salary in order to build hospitals, police clubs, and associations where members would help each other. The Ethiopian police structure and training continued without change until 1974. The training was mostly academic, with little relevance to the police (Hassen Shiffa 2005).

It was in 1956 that the command of the police force was fully Ethiopianized and the first Ethiopian police commissioner was appointed. The command of the police force in all the provinces was taken over by Ethiopian nationals. By then the total police force stood at 24,515, composed of 1,170 officers, and 23,345 men of other ranks. The number of police stations reached 766 in 76 districts throughout the Country. Out of the number of officers cited above 215 were trained at the Abba Dina Police College (Banks, 1957).

In the 1960s and early 1970s, the police force had a fairly complex internal structural set up. There were four main departments. i.e. Administration, Procurement and Stores, Training and Information, and Crime Prevention and Investigation (Andualem Tesfay 1976).

The size of the police force and its deployment during the last Years of Emperor Haileselassie were 2,800 policemen each one patrolling, on the average, 42.9 square Kilometers with an average of 929.5 people per square Kilometer. There were more policemen in urban areas than rural areas as is typical for many countries (Andargachew, Tesfay, 2004).

Administratively, the Ethiopia Police Force began as a department with in the Ministry of Interior. However, in the early 1970's it was organized as a separate agency and was commanded by the chief police commissioner who was responsible to the Minister of Interior, but with a certain amount of autonomy (Andargachew, Tesfay, 2004).

In 1974 the monarchical regime was removed by the military junta called the "Derg". The military, like any dictator wanted to make itself above the law. The general characteristics of the Derg period can be summarized as follows.

The Derg was confused with the ideology of whether or not the police should be replaced by the militia. Most of the professional police officers were taken to the army. Some of them were also taken to the central security investigation. Thus, the police lost most of its trained officers. (Hassen Shifa, 2005)

The police was left without any real power. Most of the police mandate was taken by "kebele" or local military that were authorized to imprison, investigate and even kill. Most of the investigations were taken by the central investigation department. (Hassen Shiffa, 2005)

The rest of the police was left without attention. Significant members of the police were recruited from the unemployed following the theory "in order to apprehend criminals employ those who are in the business." Those youth employed in the force didn't have job-affection and were not committed to serve the society. Instead, they were employed based on the motives of avoiding their social and economic problems and escaping from the national military service imposed upon them by government. The mistake of the government and the police officials in employing criminals to the police has aggravated the problem. (Hassen Shiffa, 2005)

Since the military was pre-occupied with internal wars, besides taking the best managers, it took most of the cars, arms and buildings. Thus, the number of manpower was reduced from 37, 000 for the population of 32 million to 25 thousand for 40 million people.

Nepotism, mal-administration and the internal structural make up were the obstacles that hampered the police force from achieving its goal. Many enlisted men and officers were poorly staffed. For example, out of the 21,000 police members, 12,418 were idly placed in activities that did not have any relation with the primary objectives of the police. The rest 8202 were put (placed) in patrol, investigation and leadership activities. Those who have been working in patrol duty were not more than 5,000 (25%) of the total number. By comparing and contrasting this figure with the country's geographic area and its population density, it is not difficult to give a judgment how the service of the police force had been deteriorated (Hassen Shiffa, 2005).

In general, from 1974-91 the police did not have clear principles and strategies. It was generally undemocratic and it was too much centralized and bureaucratic, Para-military in nature and alienated from the population, composed of some few nationalities, with very little public service and its was too much politicized.

During the Derg Regime, the police force maintained more or less the same set up and was centrally commanded from Addis Ababa. In the early period of the Revolution the importance of the police force was to some extent down played despite the attempts of some of the police commissioners (four in seven year) that occupied the position at different times, to convince the Derge of the need for a strong police force. 'The Revolutionary Committees of the Urban Dwellers and Rural Peasants Associations' were expected to take over the role of the Police (Andargachew Tesfaye, 2004).

The Police Force remained under the Ministry of Internal Affairs and more or less maintained some autonomy. The Regional Police Forces, headed by Police Commissioners were directly responsible to the Chief Commissioner at the Head Quarters in Addis Ababa but with a lot of control from the regional administrative bodies of the Government, particularly the regional party office

The Police was left with out any real power. Most of the police mandate was taken over by 'Kebele' or local military force was authorized to imprison, investigate and even kill. Most police investigation tasks were handled by the Central Investigation Department in Addis Ababa (Hassen Shiffa, 2005).

To sum it up, from 1974-91 the police did not have clear principle and strategies, it was generally undemocratic and it was too centralized and bureaucratic, para-military in nature and alienated from the population. Mainly composed of few nationalities, it was imbued with no sense of public service and was too politicized (Hassen Shiffa, 2005).

When the Military Regime was overthrown in 1991 and EPRDF came in to power, the police force was reorganized, and important policy decisions were made. The first policy of the new Government was that the police force should be reorganized and there must be a reorientation of the police officers. Those that were allowed to continue in the police force were to be no "party" member. Though it was a rational decision, it had an impact on the professional capacity of the police force. The police lost many of its qualified officers. The whole structure was reorganized under the policy of decentralization. Every region had its own police force and all policing matters were left to the regional government. The gist of the decentralization was that police will become a civil servant. Local and operational matters were left to regions and that the federal police would handle duties that fall under its jurisdiction. But the decentralization process went too far, almost severing the connection between the federal and the regional police force. This has affected the uniformity of the Ethiopian police (Hassen Shiffa, 2005)

Chapter Three

Data Presentation, Discussion and Analysis of the Role of Police in Enhancing Good Urban Governance

In this chapter data generated quantitatively both from questionnaires and secondary data analysis. It also includes qualitatively through focused group discussion and interview so it is presented, discussed and organized according. The presentation and discussion of this chapter is based on the general and specific objectives stated in the first chapter. As mentioned above, the data obtained by using questionnaires were uploaded and enlarged into percentages by using the Scientific Package for Social Science (SPSS). Tables and graphs are used to present the data more elaborately in accordance with their importance.

In order to generate enough information 100, 60 and 10 questionnaires were distributed to community members, rank and file police members and police commanders respectively. Out of these 89(89%) community members, 55(93.3) and 9(90%) police commanders responded to the questionnaires. Looking up the respondents' questionnaire about 9% of variables was not answered. Thus the presentation and analysis of the findings are based on the valid result of SPSS.

All police commanders of the sub cities and the city police higher officials were also interviewed to get more in-depth information. In addition to these, two focus discussion groups which contain eight members from all group members were formed in order to obtain more humanistic data. Each group met two times and discussed the issues thoroughly.

The focus group discussions were conducted in the Kelemeworq School in order to facilitate a comfortable and neutral environment for the participants to generate more natural information in discussing the issues under study.

Personal data of the respondents are presented in the Table 1 below. The group of respondents that are, community leaders, police commanders (officers), and police force members' personal information such as sex, age, educational level, occupation and period living in Addis Ababa are

thoroughly presented in the table. These personal data are basically provided significant information about respondents

Table 1, Percentage of personal Information of Respondents

Police members	Police officers	Community leaders	Respondents group	
92.5	100	67.4	Male	Sex
5.4	-	31.5	Female	
1.7	-	1.1	No response	
32.1	-	41.6	20-30	Age
51.8	44.4	35.9	31-40	
16.1	11.1	22.5	41-50	
-	44.4	-	No response	
3.5	-	1.1	M.A	Educational level
8.9	-	23.6	B.A	
3.5	-	4.5	LLB	
35.7	33.3	22.5	Diploma	
28.6	11.1	22.5	12+	
19.6	11.1	22.9	10+	
-	44.6	-	No response	
14.3	-	12.3	Administration	occupation
73.2	100	-	Officers	
-	-	44.9	Civil servant	
12.5	-	40.4	Others	
-	-	1.1	No response	
10.7	-	11.2	Less than 5	Period living in Addis Ababa
30.3	-	24.7	6-10	
57.1	-	29.2	11-20	
-	55.6	13.5	21-30	
-	-	22.5	More than 30	
1.7	44.4	-	No response	

As shown in Table 1 above most of the respondents from all groups are male in such as 100 percents 92.5 percents and 67.4 percents are police commanders, police members and community

leaders respectively. And most of the respondents from the Police commission are part of police member (73.2%) and officers (100%). The rest 12.3 percents categorize as administration and 12.5 percents as others are support staff. Exceptionally large number of respondents are civil servants (44.9%), followed by administrators (12.3%). Looking up the respondents period living in Addis Ababa, most of them have been living in the city above 10 years, such as 57.1 percents (police members), 55.6 percents (police commanders) and 65.2 percents (community leaders).

3.1. Presentation, Discussion and Analysis of the Study

In order to assess the role of the Addis Ababa police in enhancing urban good governance during the last twenty years, the researcher tried to dig out the process based on internationally accepted principles of good governance. These findings from questionnaire, interview, secondary data analysis and focused groups discussion are presented as follows in their categories. Most of the data are presented in the form of table in order to clearly outline the responses of the major groups such as the community leaders, the police officers and the police members as well as to analyze the data comparatively.

3.1.1. Participating Community and Established System.

Table 2, Percentage of community participation and established system

Community participation and established system	Community leaders			Police officers			Police members		
	Yes	No	Total	Yes	No	Total	Yes	No	Total
Participating stake holders in decision making	35.9	65.1	100	44.4	55.6	100	51.4	48.6	100
Established system to participate the community in police activities	29.3	70.7	100	55.6	44.4	100	51.4	48.6	100
Established forum to participate in decision making	38.2	61.8	100	55.6	44.4	100	50.7	45.7	100
consider the view of minorities and vulnerable groups	22.5	77.5	100	55.6	44.4	100	52.7	40.3	100

Source: own Survey

As stated in the above Table 2, there is a significant different opinion among community leaders, police officers and members regarding community participation and established system. Even though, the stand of police officers system compromising, the two groups opinion (community leaders and police member) seems the two group opinion shows gap. For example, 65.1 percents of community leaders said there is a lack of participation of stakeholders in decision making while only 48.6 percents of police member agree with the majority of the community leaders. In the middle 5(55.6%) out of nine police officers accepted the lack of stake holders and community participation in decision making.

Similarly 70.7 percents of community leaders said there had not established system to participate the community in police activities. On the contrary 55.6 percents of police officers and 51.4 percents of police members agreed on the establishment of the system. In this regard Commander Teketai Yaze of Arada sub city police station underlined on improvement of system establishment to participate the community in police activities.

“For example community policing started years ago, however it was not implemented strongly. Now a days the community has been involved actively and thus community policing is becoming effective in protecting crime. Thus as one method of participating community in police activities, community policing can be stated as a good example of established system.”(Interview, July 3, 2009)

Police members also stated the existence of developed structure of community policing up to kebele level as an example for system establishment to ensure community participation in police activities and at the same time in the focused group discussion they have admitted its less effectiveness. On the contrary, community leaders stress on the lack of the system. One of the community leaders, who participate in the focused group discussion, Ato Mebratu Fantahun, disagrees on the claimed existence of sustainable system for community participation:

“The community was actively participating in recruitment of members of police in the previous years. Not only this, it was also active participant on police members efficiency evaluation. Currently only community representatives are part of the community policing, but most of the community is not actively engaged in the system”. (FGD, July 12, 2009)

Similarly there is a wider difference between community leaders and police members regarding forum establishment to participate the community in decision making. As shown in the Table 2, 61.8 percents of the community say, there is lack of establish forum to participate the community in decision making, while 50.7 percents of the police members and 55.6 percents of the police officers agree on the establishment of the forum.

Table 3, Percentage of Community Participation System Effectiveness

	Community leaders	Police officers	Police members
Excellent	5.6	-	3.5
very good	15.7	22.2	21.4
Good	38.7	44.4	39.2
Poor	33.2	22.2	26.8
very poor	8.8	11.1	5.3
Total	100	100	100

As the above table, shows majority of the community leaders (38.2%) says community participation system effectiveness is "poor". On the contrary majority of police officers (44.4%) and police members (39.2%) rate the effectiveness of the system as "good". Most of the respondents from all groups do not rate the system effectiveness as "excellent" and "very good".

Even though the majority of the police members (51.4%) supported the existence of established system to ensure community participation and stake holders in police decision making as well as the existence of forum to participate the community in police activities, the difference is not such wide with police members (48.6%) against the idea, as shows in Table 2. In addition to this, those who say there is established system and forum to participate the stake holders in decision making and to participate the community in police activities are only looking up it in a very narrow sense, because in the focused group discussion and interview they state only the following as the systems:

- community policing
- providing information in crime prevention
- student trafficking as new as fire and incident prevention

And also the majority of the respondents rate the effectiveness of the police established system to participate the community in the police activities as well as the stake holders in decision making as good followed by poor.

Looking up the wider perspective of good governance principle of community participation, stakeholders specially the community should participate in all activities starting from planning up to decision making. However the above mentioned data reveals that in the practice of the Addis Ababa police commission the community is the least participant, because its participation was limited in crime, emergency incidents and traffic accident prevention. Even in these activities, the community participation had highly bounded in the area of providing information to the police in the above mentioned prevention activities.

Table 4, Percentage of community and police meeting period to discuss security matter.

Time of meeting	Community leaders	Police members	Police officers
Monthly	6.9	28.6	55.6
Quarterly	7.7	19.7	33.3
Semi-annually	19.6	5.3	11.1
Yearly	22.5	12.5	-
Rarely	41.3	33.9	-
Total	100	100	100

Regarding the frequency of community and police meeting to discuss security matter, majority of the community members (41.3%) say rarely and also 33.9 percents of police member's agree with the community leaders. While none of the police officers say it was undertaken rarely. On the contrary 55.6 percents of the police officers states the community and police meeting to discuss security matter monthly.

During the focused group discussion community leaders and police members are agree on the existence of formal and programmed meeting of the community and police to discuss security matters ,however they do not also deny that it had taken place rarely. One of the community representatives, Weizero Zinet Mohamed says:

“Police usually arranges community meeting only when there is a security problem or when criminal activities increased in the neighborhood. In the normal circumstance, police usually is not arranging meetings with the community. Thus I can say that we are meeting with the police rarely.”(FGD, July 23, 2009)

Members of the police also agree with the community leaders on the rarity of the meeting and the increment of crime and security problem as the cause for the meeting. While police officers disagree on the opinion of both community leaders and police members. In this regard Lideta police Commander Simon Fenta says:

“Of course in the previous years, we were making the community to participate in the selection of police members and in the evaluation of police efficiency regularly. However, currently the community is actively participating in community policing and discussing matters in monthly meetings.”(interview, July 8, 2009)

As regards the frequency of meeting of the community and police to discuss security matters, only police officers or commanders answered that it is taking place monthly. However the majority of community leaders and police force members responded that it takes place rarely.

The above information's imply that there is no such formal procedural meeting with community to discuss and make decisions on the common interests of the society. In the focused group discussion the community leaders and police force members reveal the information that strengthens the quantitative data collected from the questionnaire. Inspector Getachew Feyisa says in this regard:

“There is lack of planned schedules to undertake police activities. This is because our activities are highly influenced by current events and daily assignments downwards from the higher officials. This had also a direct effect on not undertaking the community meeting as planned.”(FGD, July 12, 2009)

Assessing the opinion of the community leaders is so vital to looking up the matter. According to them Addis Ababa police often calls the meeting when there is hot security issue or politically escalated matters. Ato Dinku Esuendale says:

“We are not meeting with police regularly to discuss security matters; rather they are arranged meetings when there is crime rise in our neighborhood or uncertainty. Our meetings are always aiming to solve the existing problems than on preventing problems before happening. Thus our meeting is generally based on the interest of the police rather than society. Though crime is our problem we are not actively participating.”(FGD, July 12, 2009)

Unambiguously to guarantee the participation of the community, the meeting should be arranged regularly and also at least on the basis of the interest of the society or based on the mutual interest of the community and the police. On the contrary data's on this research reveals that the meeting with the community had not taken place regularly as planned and it is not based on the interest of the society and/or based on the mutual interest of the community and the police.

As also shown in the table, majority of the community leaders (77.5%) and 55.5 % of the police officers says police do not consider the view of minorities and vulnerable groups. Quite the opposite 52.7 percents of the police members says police considered the views of minorities and vulnerable groups. In this regard Constable Elisa Debela says:

“For example we have established a special unit to deal with children cases exceptionally, cases like women rapes and abuses are also providing priority. Thus even though there is some limitations, police is considering the view of minorities and vulnerable groups” (FGD, July 23, 2009)

The community leaders in the focused-group discussions stress on the lack of police consideration of the view of minorities and vulnerable groups. Among these respondents Ato Abera Bikila states:

“Police is not giving the emphasis to minorities and vulnerable groups. For example people living with HIV/AIDS are usually exposed to stigma. They are displaced from their houses or rented houses; however police was never seen dealing with their cases exceptionally.” (FGD, July 23, 2009)

Table 5, percentage of prior groups of society

	Community Leaders	Police officers	Police members
All members	66.4	55.6	64.3
Minorities	-	-	7.1
vulnerable groups	24.7	22.2	23.2
Others	8.9	22.2	5.4
Total	100	100	100

To elaborate, respondents were asked to which group of the society Addis Ababa police had prioritized in the provision of its services. As table 5 shows the majority of the respondents, such as community leader (66.4%), police officers (55.6%) and police members (64.3%) say, the Addis Ababa police had provided its services to all members equally. Regarding minorities' only 7.1 percents of the police members say they had prioritized. In regard to the police priority to the vulnerable groups, 24.7 percents of community leaders, 22.2 percents of police officers and 23.2 percents of police members say they had got priority services. Asked to elaborate more about the identity of vulnerable groups in the focused group discussion and in the interview, they state children, women and to some extents elders.

Surprisingly in the focused group discussion and interview, the respondents who were answered others as priority groups of the society reveals interesting information and pointed the following groups.

- higher officials i.e. politicians and intelligence officers
- celebrities i.e. Athletes, singers, doctors
- wealthy individuals
- foreigners

In the principle of good governance, minorities and vulnerable groups should get priority in the service provision of the police force. Unlike the general principle, the above data reveal that these members were denied priority in delivery of the services. Contrary to the general principle, the well to do members of the society such as higher officials, celebrities and wealthy persons get priority in the service provision of the Addis Ababa police. Surprisingly, the responses show that in some instances members of the Addis Ababa police seen giving priorities to foreigners and not treating citizens in the same way.

The above data gathered through qualitative and quantitative methodologies reveal that the practice of Addis Ababa police in ensuring public participation is limited only to the level of community policing such as informant in crime prevention, student trafficking and fire and incident prevention. In the establishment forum to participate the community, there is unregulated meeting which is arranged rarely. Such events takes only on the basis of the interest of the police to prevent incidental crimes and dealing with other security matters, rather than on the basis of the community interests or mutual interests. Considering the priority of groups in community participation of groups expected to be given priority on the basis of international principles of good governance such as minorities and vulnerable groups are not being given due attention.

On the contrary, certain groups such as celebrities, wealthy persons, higher officials and foreigners get priority in the Addis Ababa police service provision. Moreover the data reveals that the view of residents of Addis Ababa in terms of effectiveness of the police participation of the community rated as good.

3.1.2 Respecting Rule of Law and Human Rights

In order to assess the Addis Ababa police practice of in terms of respect and protection to the rule of law and human rights, questions were administered to the respondents based on relevant principles of rule of law and human rights. Theoretical frame works stated good governance requires legal frame works that are enforced impartiality. It also requires full protection of human

right, particularly those of minorities and vulnerable groups. The respondents asked to answer questions addressing these issues have answered as follows

Table 6, Percentage of respecting rule of law and human rights

Rule of Law and Human Right	Community leaders			Police officers			Police members		
	Yes	No	Total	Yes	No	Total	Yes	No	Total
Respecting rule of law	45.4	54.6	100	57.8	42.2	100	50.4	49.6	100
Respecting and protection of human rights	42.0	58.0	100	56.7	43.3	100	53.2	46.8	100
Provision of system	49.6	50.4	100	44.4	55.5	100	48.2	51.8	100

The above table shows, the response as regards the practice of Addis Ababa police in respecting the rule of law and protecting human rights as well as providing service with out discrimination. Even though there is a slight difference of opinion among the community leaders, police officers and police members, the differences between those who say there is a respect to the rule of law and those who answered that the rule of law is not respected is significant. For example 57.8 percents of police officers agree on the respect of rule of law by the Addis Ababa police, while 42.2 percents of them are against it. Their difference is a matter of only 5.6 percent. Similarly 50.4 percent of the police members answered that the police is respecting rule of law while 49.6 percents are against this idea. Their difference is below one percent. On the contrary, majority of the community members (54.6%) stress on the lack of respect of the rule of law by the police while 45.4 percents of the community members agree on the police endeavor of respecting rule of law.

Community leaders' state there is an improvement in the police practice in Addis Ababa in respecting rule of law, they however pointed out that there is a weakness in this regard. Among the focused group discussion participants Weizero Lemlem Niguse stated:

“Police is still arresting people arbitrarily. Members of the police are seen arresting people intentionally at Friday in order to keep them in detention up to Monday. Not only this, police employing violent means in most cases of the arrest as well as the process of solving street disputes. Besides members of the police seen favoring those individuals they know. Most of the times police is also denying detainees right to release bail.”(FGD, July 12, 2009)

As stated above, though the majority of the police officers and police members agree on the police respecting rule of law, undeniable number of them also accept absence full compliance to the respect of rule law. Commander Tadesse Bekelle of Bolle Sub City police stated this fact as follows:

“We are respecting the constitution and other laws of the country. As much as possible we are trying to treat the city residents and detainees according to the law. However it is hard to deny that some members of the police force make discrimination on the basis of family relationship and friendship as well as some benefits.” (Interview, July 5, 2009)

More information gathered through focused group discussion, interview and open ended questionnaire questions. These discussions revealed that there are problems in the police service weakening the respect of rule of law and human rights listed as follows:

- Illegal arrest such as arresting at Friday up to Monday when the courts are not open to hear application for release on bail, such measures taken mostly for individual motives of revenge or accepting bribe
- Causing harassment to suspects such as denying a suspect the chance to explain his/her case and insulting without even understanding personal disputes
- The police uses physical attacks and beating even in simple and personal street disputes
- Use of unconventional methods of interrogation such as using forces and physical attacks
- Denying detainees rights such as denial of communication with family members, lawyer etc

- Effecting arrest or failing to arrest due to reasons of personal relationships and gain of undue benefits
- Failure to respect court order to release detainees as well as to arrest a criminal or suspect of crime
- Failure to timely release to the owners property taken as exhibit and sometimes acquisition of it for personal benefits by member/s of the police
- Cooperate with criminals in their illegal practices and also in discarding information from police records. Some police members also seen cooperating with criminals by providing advance information and covering suspects from arrest
- The police members, particularly the traffic police receive bribe and free criminal offender or suspect of a crime
- In the scene of crime, some members of the police force do not exercise their duty as a police and fail to act in preventing crime or ensuring public order
- Members of the police force also personally violate human rights in their individual life during entertainment and their normal living in their neighborhood.

Several local and international human rights groups had also released reports equivocally stating that the Addis Ababa police do not respect rule of law and violate human rights. Among them are a local NGO the Ethiopian Human Rights Council and the international human rights watch dog Human Rights Watch known for their strong accusations of the government security forces and the Addis Ababa police for violation of the rule of law and rights of human beings. Among the reports human rights Allians 2009 report states:

“Since the 2005 elections, there have been credible and continued reports concerning harassments and threats against members of political groups, artists, human right defenders, journalists and other members of the public. In what amounted to mass arrests, government security forces detained thousands of Ethiopians following peaceful protests in November 2005. Among those arrested were leaders of the main opposition party, journalists and human rights attorneys. These individuals were charged, convicted and sentenced to life imprisonment on charges of treason. After serving two years in prison, they were released as a result of negotiations, between the government and the Ethiopian Elders, Which

provided for pardons for the prisoners in exchange for signed confessions. The terms and parameters of the pardons as well as the confessions remain uncertain.”

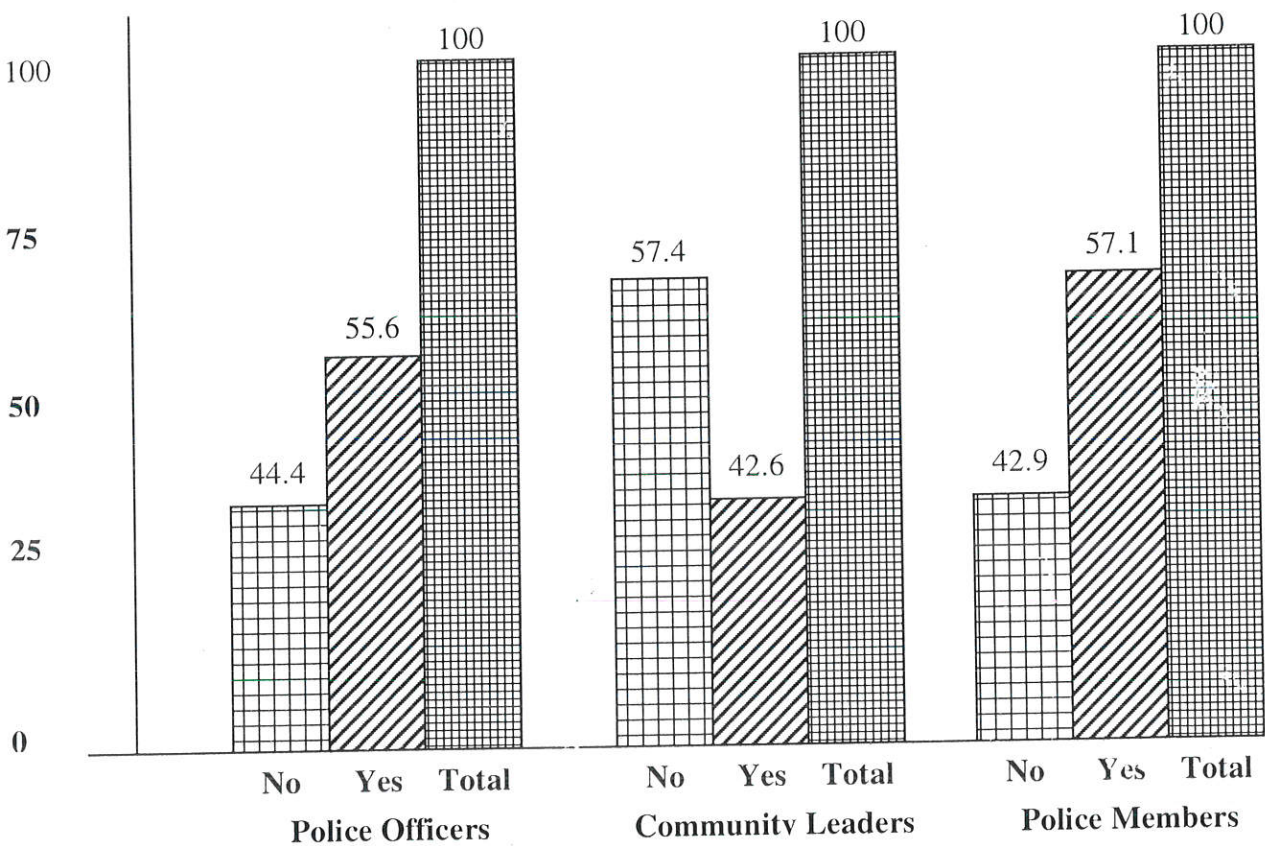
The Business Processing Reengineering (BPR: 2000) study undertaken by the Addis Ababa police also indicated the existence of human and democratic rights violations.

“There is citizens’ human and democratic rights violation. Among the community respondents 39.3 percents in traffic police and 48.8 percents in criminal investigation say there is violation. Similarly among the police forces, 80 percents of criminal investigator police and 26.7 percents traffic polices say there is human and democratic rights violation.”

As the above data from questionnaire, focused group discussion, interview and secondary data analysis indicate, even though there is improvement in protecting rule of law as well as respecting and protecting human rights, the study reveals that there is still a work to be done to curve violations occurred under different circumstances as discussed above. In overall the study shows that despite the initiatives launched by the Addis Ababa Police Commission to improve the police service and accountability of the police force there still remains a work to be done to curve the trend of violation of rule of law and human rights in the actual practice of Addis Ababa police caused by motives of relationship, benefits or bribes and personal reasons of members of the police force.

3.1.3, Police Practice to Fight Corruption

Graph a, Existence of police system to suppress corruption.



As the above graph shows majority of the community leaders (57.4%) say the Addis Ababa police had not established system to suppress corruption while 42.6 percents of them say it had. On the contrary 55.6 percent of the police officers and 57.1 percent of the members of police members stated the existence of established system. However, it is foolhardy to deny the number of respondents from the police members (42.9%) and the police officers (44.4%) who say there is lack of established system to fight corruption.

According to the response of community leaders signs of corruption still exists in the day to day operations of the Addis Ababa police. Among community leaders who participated in the focused group discussion Weizero Tiblets Gebremesqel says:

"Members of the police force, particularly the traffic police, provide special treatment to individuals by receiving bribe. Some members of the police force who works in the investigation unit also receive bribes in order to undertake investigation of or to simply ignore it. She stated that some of them even cooperate with criminals."(FGD, July 12, 2009)

The respondents underlined that the Addis Ababa police had not established effective system to fight such practices of corruption. In this regard W/o Tiblets continues:

"In the previous year, the community was participating in the police force members' evaluation. In those years the community was exposing the corrupted police members. Now a day such community participation is not being practiced."(FGD, July 12, 2009)

Even those who say there is established system to fight corruption couldn't deny the existence of corrupt police members. In this regard Commander Mekonen Ashagre of Yeka sub city says:

"We know that there are corrupt police force members. Thus we are undertaking continuous evaluation with the view to tackling this problem. Based on the evaluation we had fired several police force members. In addition to this evaluation, we are establishing the system to receive complaints related to our service and corruption related issues." (Interview, July 10, 2009)

In the process of focused group discussions and interview, the police members and police officers state the following system is established to fight corruption:

- information box
- complaint receiving offices and
- efficiency evaluation

Table 7, Percentage of the System Effectiveness to Combat Corruption

Effectiveness of the system	Community Leaders	Police officers	Police members
Very Strong	4.5	-	8.9
Strong	25.8	-	23.5
Fair	53.9	55.6	37.6
Poor	13.5	33.3	21.2
Very Poor	2.3	11.1	8.8
Total	100	100	100

As shown in the table majority of the respondents from all groups i.e. community leaders (53.9%), police officers (55.6%) and police members (37.6%) rated effectiveness of the system to combat corruption inside and outside the organization as “fair”. Even though the second majority of the community leaders (25.8%) and the police members (23.5%) state effectiveness of the police system to combat corruption in and outside the organization as “strong”, none of the police officers agree on this. In this regard Commander Mekonen says:

"Even though we are establishing a system to receive information to combat corruption, the community is not providing sufficient information. In the process of evaluation also there is a chain covering up each other. Thus the system is not as such effective as expected. The very exemplary for this is the continuity of corrupt police force members' existence. (Interview, July 10, 2009)

Table 8, Percentage of Police System to Minimize Corruption

System to minimize corruption	Community leaders	Police officers	Police members
Strongly Agree	8.9	-	10.7
Agree	17.9	22.2	32.2
Neutral/ Don't Say	23.6	22.2	10.7
Disagree	46.2	44.4	35.7
Strongly Disagree	3.4	11.1	10.7
Total	100	100	100

Similarly, the majority of respondents from all groups as shown in table 8, i.e. community leaders (46.2%), police officers (44.4%) and the police members (35.7%) disagree on the existence of police system to minimize corruption. The second majority of the police officers (22.2%) and police members (32.2%) strongly agree on the existence of the system. while the undeniable numbers of respondents from all group i.e. the community leaders (23.6%) police officers (22.2%) and (10.7%) remain neutral or decline to comment.

Unequivocally, it is clear that corruption exhibits in the practice of the Addis Ababa police both in crime prevention and in traffic police services. It is also impulsive to deny the existence of established system to combat corruption in the Addis Ababa police commission. However, the system is only limited on efficiency evaluation as well as establishing complaint offices and information box. However the system is not effective to combat the existing corruption as well as it is not also strong to minimize corruption.

3.1.4. Police Practice of Accountability

Table 9, Percentage of Accountability and Handling Citizens Complaint

Accountability system	Community leaders			Police officers			Police members		
	Yes	No	Total	Yes	No	Total	Yes	No	Total
System to facilitate accountability	45.3	54.7	100	57.8	42.2	100	59.7	40.3	100
System to handle citizens complain	47.6	52.4	100	55.6	44.4	100	52.2	47.8	100
The complain known by customers	48.6	51.4	100	44.4	55.6	100	43.9	56.1	100

As the above table shows, the majority of community leaders (54.7%) say there is no system to facilitate the Addis Ababa Police Commission’s accountability. While majority of the police officers (57.8%) and the police members (59.7%) say there is the system for accountability. In the focused group discussion community leaders underlined the Addis Ababa Police had not established the system to be accountable to the public, Ato Gebru Weldemariam:

“Even though the police are expected to be accountable to the public, there is no clear established system in the Addis Ababa police commission practice to be accounted to the residents. It is highly hierarchical in the system of police commission rather than to the residents of the city.” (FDG, July12, 2009)

Those who say there is established system asked to elaborate the accountability system noted that the system is more focused on the formal chain of command with the police commission. Surprisingly, after the 2005 election even, the accountability of the Addis Ababa police commission was transferred to the federal government.

This transfer of accountability from Addis Ababa City Administration to the Federal Government had caused also a conflict of interest as well as chain of command. In in-depth interview a police officer who would like to be anonymous says in this regard:

“Due to the dispute after the 2005 election the Addis Ababa police commission had become accountable to the federal government. Due to this, the city administration denied the authority over the Addis Ababa police. However, still the police budget is being assigned from the city administration. On the contrary it can’t order the police directly. It had created a complex problem.”(Interview, July 24, 2009)

Table10, Percentage of Police Accountability

Accountability	Community leaders	Police officers	Police members
Immediate boss	52.7	55.6	51.8
Local community	11.4	33.3	25.0
Public representative	-	-	10.7
Other	35.9	11.1	12.5
Total	100	100	100

The data from the questionnaire also reveals the same information as regards to who the Addis Ababa police is accountable. As table 10 shows, the majority of respondents from groups i.e. community leaders (52.7%), police officers (55.6%) and the police members (51.8%) say the accountability of the police is to the immediate boss. Regarding the police accountability to the local community the data reveals the wide opinion gap between the community leaders on the one hand and the police officers and police member on the other. This is because only 11.4% of the community leaders say that the Addis Ababa police are accountable to the local community while 33.3% of police officers and 25% of the police member agree on this.

As the data reveals, the accountability of the Addis Ababa Police is highly bound with in the institution than to the community. In the research endeavor to dig more information on the accountability, those who say the Addis Ababa police are accountable to others were reluctant to elaborate in brief during the focused group discussion. However, one of the community leaders who would like to be anonymous stated personally to the researcher:

“Political party leaders, specially the government party leaders and cadres are very influential in the activities of the Addis Ababa Police. Thus when I say other, I say that the Addis Ababa Police are also accountable to the governing party leaders and cadres.”(Interview, July 24, 2009)

Ethiopia as a federal state, the accountability of civil servants with in the administration should be to the regional state. Even though Addis Ababa City Administration has unique administrative structure both as a region as well as accountable to the federal state, the accountability of civil servants including the police force should be to the city administration. However in the aftermath of the 2005 election the accountability chain had changed to the federal government. As participants stated it in the focused group discussion this change had caused conflict of interest, resource allocation, and chain of order. At least the Addis Ababa police should be accountable to the city administration; it might be partially fulfill the principle of good governance that said “not only governmental institutions, but also the private sector and civil society organizations must be accountable to the public and to their institutional stake holder”. This is because the city administration is the public representative in due process of election.

As part of the accountability in good governance, the police practice as regards handling complaints customers and the city residents were asked to the respondents and their answer presented in the above table 9. As shown in the table, respondents vary on the handling system of citizen's complaint. Majority of the community leader (52.4%) disagree on the establishment of the mechanism in Addis Ababa Police Commission to handle citizen's complaints. On the contrary, the majority of police officers (55.6%) and the police member (52.2%) say there is mechanism for handling complaint. In more elaboration, they are stated information box and establishing complaint office as part of the system.

On the contrary, unlike the opinion difference on the existence of the system among respondents group of the community leaders, the police officer and the police member, the majority of them agree on the fact that the system is not known to customers. As indicated in the table 9, majority of the community leaders (51.4%), police officer (55.6%) and police members (56.1%) say the

established system to handle citizens' complaint is not well known to customers'. Commander Teketai Yaze of the Arada sub city police station says:

"There are complaint reception systems such as information box, complaint handling offices and to appeal to the next higher hierarchical level. However mostly, we are not getting more and in-depth information from the box. The customers might consider it as normal, but we are serious to looking at it. On the other hand, we have established complaint handling office, but most of the customers are not appealing to it. However as members of the society we are hearing more complaints on the street and in the neighborhood." (Interview, July 3, 2009)

The community leaders agree on the fact that the complaint system of the police is not well known by the customers as stated by the police officers and the police members. The community leaders considered it as just part of the over all Business Process reengineering (BPR) program of the government, Weizero Tiblets says:

"We know the existence of information box and complaint handling office however we consider it as the normal procedure of the BPR. Besides I still doubt that the police use the information from the box. It is also quiet difficult to say that the office is strongly aggressive on the police force in addressing complaints of members of the public. To appeal to the higher offices, the officers are not cooperative enough in receiving and addressing complaints of the customers. This might be caused by the work load they have. Thus, there should be intensive awareness creation endeavor." (FGD, 12 July 12, 2009)

Table 11, Percentage of Police Accountability Effectiveness

Accountability effectiveness	Community leaders	Police officers	Police members
Excellent	10.5	11.1	10.8
Very good	21.4	-	10.8
Good	34.8	55.6	35.5
Fair	-	-	-
Poor	24.8	22.2	25.0
Very poor	8.4	11.1	17.9
Total	100	100	100

The respondents were asked also to rate the Addis Ababa Police accountability effectiveness. As Table 11 indicates that majority of the community leaders (34.8%), police officers (55.6%) and police member (35.5%) rate, effectiveness of accountability of the Addis Ababa police as “good” where as the second majority of the respondents, that are, 24.8 % of the community leaders, 22.2 percents of the police officers and 25 % of the police member rate it as “poor”.

Theories of good governance stated accountability as a key requirement of good governance, and it must be to the public (Vourch and Marcus, 1996):

“Not only governmental institutions, but also the private sector and social society organization must be accountable to the public and to their institutional stake holders.”

This principle is also applicable to the Addis Ababa Police in the line of practicing good governance. However, practically the Addis Ababa Police had lacked, this key requirement of good governance i.e. accountability to the public. This is because as the data gathered reveals the Addis Ababa Police has accountability to the formal hierarchical leadership than to the public. The transfer accountability of the Addis Ababa Police from the city administration to the federal government after the 2005 election had also minimized the direct accountability of the Addis Ababa police of the city administration or to its residents through. This had also created the

conflict of interest, problem in resource allocation and chain of command. Surprisingly, the political parties' interference, particularly the government party leaders and cadres is completely out of the general principle of accountability.

3.1.5 Police practice of transparency

Table 12, Percentage of police transparency during operation

Transparency rate	Community leaders	Police officers	Police members
Excellent	4.5	-	1.9
Very good	16.5	11.1	19.6
Good	48.3	55.6	46.4
Poor	28.5	33.3	28.6
Very poor	2.2	-	3.5
Total	100	100	100

As the above table shows, majority of the respondents, i.e. 48.3 percent of community leader, 55.6 percent of the police offices and 46.4% the police member rate the Addis Ababa police transparency during operation as “good”, while the second majority, the community leader (28.5%), the police officers (33.3%) and the police member (28.6%) as “poor”. The third majority of all group 16.5 percent of the community leaders, 11.1 percent of the police officers and 19.6 percent of the police member rate the police responsiveness as “very good”.

Table13, Percentage of information availability and community treatment

Availability of information and equal treatment	Community leaders			Police officers			Police members		
	Yes	No	Total	Yes	No	Total	Yes	No	Total
Availability of non-classified information to the public	41.9	58.1	100	55.6	44.4	100	54.3	45.7	100
Serving the public equally and fairly	47.5	52.5	100	44.4	55.6	100	50.3	49.7	100

The key criteria for measuring degree of transparency in any system are the availability of information. As shown in table above most of the community leaders (58.1%) say there is lack of availability of non-classified information to the public in the operation of the Addis Ababa police. On the contrary, majority of the police officers (55.6%) and the police members (54.3%) say non-classified information is available to the public. Even the police officers and the police members who say non-classified information is available couldn't elaborate more than the advertisement of the number of offices and their service provision. Inspector Tesfalem Weldu says:

“The blocks and office numbers in line of their services are clearly stated in boards. In addition to this, the mission and objectives of the station are also posted clearly. Based on these information customers can ask and obtain the information which they need.” (FGD, July 23, 2009)

On the contrary, the community leaders do not agree to the view of the police officers and the police members. According to them, the police force members are not willing to provide information, let alone making it easily available. In this regard Teacher Weldu Mulat says:

“Information about detainees is not only available easily, but also it seems it is banned. The where about of the detainees and the cause of their arrest is not revealing even for family members. Not only are these, even the detainees forced to sign in their testimony with out reading it. And their testimony is not also available to their family in order to

prepare for defense. This is not the case of transparency only for me; it is also the violation of the rule of law and human rights.”(FGD, July 23, 2009)

In regards to the equal and fair treatment of members of the service seeking public majority of the police members (50.3%) responded that services of the Addis Ababa Police are being provided to the public in an equal and fair manner. However looking in to the data gathered from the response of members of the police of which (49.7%) disagree to this proposition the difference with those who say that the service is being rendered on an equal and fair basis is just 0.3 percent. Thus, a sizable number of members of the police force do not agree on the availability of equal and fair treatment by comparison. On their side the community leaders (52.5%) and the police officers (55.6%) say there is no equal and fair treatment of the public. As stated in the police practice of respecting rule of law and human rights, the police force members had treated some individuals exceptionally by violating the equal and fair service provision principle due to relationship and benefits.

The police members went even further to state their disappointment on the unequal and unfair treatment of members of the police themselves within the organization. The Addis Ababa Police BPR study (2000.34) also clearly stated the unfair and unequal treatment of the police members as follow:

- sending non-capable police members to training
- Not undertake selection based on rules and regulations
- There is ambiguous terms in selection criteria such as health, physical fitness and ethics
- Undertake the selection based on relationship
- There is also discrimination
- Lack of transparency and responsibility in the system
- Not respect the police members based on rules and regulations.
- Lack of matching the employees and the job
- There is no clear job description
- Leadership incapability
- There is no trust between leaders and police force members

- The return to work of police force members who are penalized for serious disciplinary breach or violation
- Lack of job security
- Taking evaluation as the only correction measure rather than continuous follow up
- Focusing on responsibilities rather than respecting rights of members of the police force
- Absence of scheme for compensation of extra hours in work

By presenting the above BPR findings to the police members in the focused group discussion, most of them agree on the lack of equal and fair treatment of the police members. Deputy inspector Asmamaw Welde says:

“Promotion and assignment to the higher position and relatively in a better working condition had highly related with the affiliation to the bosses. Due to this, most of the members are trying to get their bosses good will rather than merit.” (FGD, July 12, 2009)

Several police force members were reluctant to express their views in the focused group discussion. Thus the researcher had tried to talk to them individually, particularly those individuals who have the interest to say something but reluctant. Among them one police member who would like to be anonymous says:

“Evaluations are fixed in advance in order to intentionally remove some police force members. Even those who were hard worker were fired with such highly chained evaluation mechanism. But those corrupted and related with the chained power group still survived and in some cases are even promoted. Thus it is difficult to feel secure in his/her job for member of the police, because we can't predict what will result from the next evaluation.” (Interview, July 23, 2009)

Table 14, Percentage of police response to community needs

Response to community needs	Community leaders	Police officers	Police members
Always	20.2	11.1	21.4
Frequently	28.1	33.3	25.1
Sometime	43.8	33.3	33.9
Rarely	6.7	33.3	19.6
Never	1.1	-	-
Total	100	100	100

As part of transparency, the effectiveness of the Addis Ababa Police in responding to the needs of community was also presented for the evaluation of respondents. As table 14 shows, majority of community leaders (43.8%), police members (33.9%) and police officers (33.3%) say the Addis Ababa Police respond to the needs of the community “sometimes”. The second majority of the respondents i.e. community leaders (28.1%), police officers (33.3%) and police members (25.1%) say responds “frequently”. As the larger group in the data presentation, the community leaders complain the effectiveness of the police in relation to responding to the community needs, W/ro Senayit Abegaz says:

“When we report crimes around our neighborhood, police is not responding immediately. They always respond to the community complaint when crimes rise at the highest rate. In between this we suffer a lot. Even when we call emergency to get police support, they are do not arrive timely. It is also difficult to get their telephone line. Thus for me, the police is negligent in the responding to the needs of community.”(FGD, July 12, 2009)

Theoretical frame works relating with good governance state transparency in connection with undertaking of decisions based on rules and regulation:

“Transparency means that decisions taken and their enforcement are done in a manner that follows rules and regulations. It is also means that information is freely available and directly accessible to those who will be affected by such decisions and their enforcement. It

also means that enough information is provided and that it is provided in easily understandable form and media" (World Bank, 1992)

Looking in to practice of the Addis Ababa Police against the theoretical frame works of transparency, it is hard to say that decisions and enforcement are always done in line with rules and regulations. The best indicative data from the BPR reveals that most of the decisions relating with the police force members selection, promotion and assignment were not being undertaken in the manner of rules and regulations. Surprisingly, the BPR data even indicates the lack of rules and regulation.

In addition according to the literature the information must be freely available and directly accessible to those who will be affected. In the case of the Addis Ababa Police informative board about the where about of the offices and services are available clearly as well as the mission and objectives of the police force are clearly posted. However other information, particularly personal information about detainees is not available even for the families. Moreover the Addis Ababa Police service showed weakness in regards to equally and fairly serving the city residents and even the police members.

3.1.6. The General Opinion and Period of Good Governance

Table 15, Percentage of general perception and police Good Governance Practice

Rate of good governance	Community leaders	Police Officers	Police members
Excellent	-	-	-
Very good	11.1		5.5
Good	43.8	66.7	53.6
Neutral	7.8	11.1	7.3
Poor	21.5	22.2	26.8
Very poor	16.8	-	6.8
Total	100	100	100

As shown in the above table majority of the community leaders(43.8%),the police officers(66.7%) and the police members(53.6%) rate the over all practice of the Addis Ababa Police good governance as “good”, while the second majority, that are ,the community leaders(21.5%),the police officers(22.2%) and the police members(26.8%) as “poor”. None of the respondents rate the Addis Ababa police practice of good governance as “excellent”.

Table 16, Percentage of Police Good Governance Period

Good governance Characters*	Community leaders				Police members				Police officers			
	1991-1995	1996-2000	2001-2005	2006-2009	1991-1995	1996-2000	2001-2005	2006-2009	1991-1995	1996-2000	2001-2005	2006-2009
Participation	4.5	10.1	14.6	43.8	5.4	7.1	14.3	58.1	11.1	11.1	22.2	77.8
Accountability	6.7	12.3	13.4	49.4	12.5	21.4	21.4	41.1	11.1	22.2	22.1	77.8
Transparency	7.9	12.3	13.4	44.9	7.1	12.5	21.4	53.6	22.2	33.3	33.3	66.6
Respecting & protecting human right	5.6	8.9	13.4	43.8	19.6	17.8	25	55.3	22.2	33.3	22.2	66.6
Respecting rule of law	10.1	12.3	19.1	43.8	14.2	19.6	21.4	55.3	22.2	33.3	22.2	77.7
Being responsive	7.9	10.1	14.6	46.1	14.2	17.8	26.8	53.6	22.2	33.3	33.3	66.6

*Respondents were allowed to mark more than one period

Looking in to the practice of the Addis Ababa police in enhancing good policing practice, as shown in table 16, most of the respondents agree that the last four years is a period of relative success for the Addis Ababa police. For example, 43.8 percent of the community leaders, 58.1 percent of the police members and 77.8 percent of the police officers say the period from 2006 up to 2009 is a good time in participating the community and participation in decision making. The same period is selected as good period by the community leaders, the police officers and the police members in terms of accountability, transparency, respecting and protecting human rights, respecting rule of law and being responsible to customers complaints. This indicates the Addis Ababa Police shown improvement in enhancing good governance recently.

Respondents also listed stated the challenges of Addis Abba Police in its endeavor to enhance good governance in the last twenty years in questionnaire, interview and focused group discussion. According to them the following are challenges the Addis Ababa Police encounter in its daily practice:

- Shortage of skilled manpower
- Absence of strong relationship with the community
- Failure to provide timely response to the community needs
- Failure of members of the police force to comply with professional ethics
- Shortage of budget and materials
- Lack of police laboratory facilities for forensic investigation
- Lack of job security of police members in relation with losing job by evaluation
- Absence of necessary attention from the city administration
- Unable to set clear strategy and focused in tackling day to day incidents.
- Undue intrusion by politicians into the work of the police
- Absence of proper and continuous training mechanism
- Absence of clear line of accountability

In depth examination of the above mentioned challenges listed by respondents implies that most of the problems are related to weakness in institutional development and failure in establishing clear

rules and regulations. Parallel to that, in recent period, various initiatives are under implementation by the Addis Ababa police to solve these problems and improve delivery of the police service. That seems the reason why significant number of respondents rate efforts of the Addis Ababa Police to enhance good policing practice as “good”. However the responses equally provide strong data that there is a lot of work to be done with a view to ensuring good policing practice and improvement in the overall service delivery by the police.

Chapter Four

Summary, Conclusion and Recommendation

This chapter consists of summary of the findings of the research work, the conclusion drawn based on findings of the study and recommendations for consideration in the future for improved police service.

4.1 Summary of the Findings

In the bid to explore the role of the Addis Ababa Police Commission in enhancing good urban governance, the research attempted to evaluate compatibility of the activity of the police force in Addis Ababa with the core characteristics of good governance i.e. participation, accountability, transparency, respecting the rule of law and human rights. Besides the attention given to the established system to combat corruption, system to handle customer complaint, and to respect and protect human right as well as the effectiveness of the directives to respect the rule of law were considered as assessment principles. Based on these principles the study comes up with the followings major findings:

1. The Addis Ababa Police Commission gave relatively less attention to the participation of the community and stakeholders in the actual practice of the police. Even though there is a slight difference of opinion among the respondents, in which the community leaders on the one hand who responded there is no active participation of the community in the works of the police and the police officer and the police members who responded differently, all of the respondents agree on the police inability to ensure participation of the community and stakeholders to the extent necessary. Thus, the participation level of the community and stakeholders in the practice of the Addis Ababa Police is incongruent with the core characteristics of good governance. As stated in good governance theories as well as in its objectives, the Addis Ababa Police must participate at maximum level and frequently. However, the Addis Ababa police ensured community participation at the minimum level.

- Although the community and stakeholders are expected to participate at all levels starting from planning up to decision making, the community participation in the

practice of Addis Ababa police is limited only at the level of community policing, particularly informative in crime prevention, student trafficking, fire and incident prevention.

- Meeting with members of community is not being practiced as an established system to ensure participation of the community in the police activities, it had never taken place as a formal as planned undertaking. Whenever it happened it is rather initiated based on the interest of the police than the interests of the community or mutual interests of public and the police.
- In principle the views of minorities and vulnerable groups need to be given priority in community participation. However there is limited effort to establish and of use different mechanism that takes account of their vulnerability only in units that deal with cases that involve children and women. The findings do not show existence of mechanisms to ensure consideration of views of other vulnerable groups of the society such as minorities and the disabled. Surprisingly respondents pointed that there is the tendency that groups such as politicians, celebrities and wealthy persons are being given exceptional treatment contrary to the principle of good governance.

2. The findings show that in the actual practice of the Addis Ababa Police in not so few instances rule of law and human rights are violated and this is among other is caused by unfair and unequal treatment in the police service motivated by family and friend relationship, acquiring illegal benefits and bribe.

- As one component of respecting rule of law and human rights, the police should treat all members of the community equally. However the data collected for the purpose of this research reveal that there is a degree of discrimination in the practice of service delivery by Addis Ababa police.

- In addition the data gathered showed that members of the police force seen in some instances providing covers to criminals and participating in crime by committing violent treatment on individuals.
- Detainees' rights were also not being respected. Evidences indicate practice of unconditional interrogation methods such as beating and harassing a suspect have occurred in violation of rule of law and human rights.

3. Although the police officers and members agree on the establishment of the system to combat corruption such as evaluation, information box and complaint office, the community leaders question the effectiveness of the system. Moreover, a significant number of the respondents believe that corruption exists in the actual practice of the Addis Ababa police, pointing particularly to the crime prevention and traffic police units. Respondents also pointed out that the weakening of previously established system that enabled members of the community to participate in police force selection and efficiency evaluation had hindered the system.

4. Units of the Addis Ababa Police posted clearly their addresses and services as well as the objectives and missions however the study revealed that there is problem in making information available about personal information of detainees as well as the where about of them. Some of the respondents state that this problem goes to the extent of forcing to sign their testimony without reading it.

- As part of transparency, the decisions should take in the manner of rules and regulations. According to the police force members and the secondary data of BPR, measures relating to police force selection, promotion and assignment had not taken based on rules and regulations. And this default had created discrimination in the Addis Ababa police human resource management.

5. The transfer of accountability of the Addis Ababa police from the city administration to the federal government after 2005 had created conflict of interest, problem in resource allocation and problems caused by duplicity of chain of command. Besides, in the practice of the Addis Ababa

police, accountability of the police force to the community or the public stands in a very weak institutional setting. This is because the accountability of the police force is strongly related with the institutional chain of command rather than to the public. The interference of ruling party politicians and/or cadres is also pointed out as one problem undermining the accountability of the Addis Ababa police to the community. The data summary in table 16 of the study implies the existence of this problem with in the police institution and the measures and improvements to tackle the problem taking place from time to time are showing results. As a person who has led a sub city police in one of the sub cities in Addis Ababa I also witness that interference of politicians in the works of the police is improving for the better and the space for independent operation of the police is becoming the practice.

6. The over all assessment of the respondents about the role of the Addis Ababa police commission to enhance urban good governance rates as “good” followed by” poor”. And also 2006-2009 stated as relatively successful period in the effort of the Addis Ababa to install accountable and good policing practice.

7. Most of the challenges such as shortage of skilled man power, material, budget, proper training scheme as well as rules and regulation are internal deficiencies with in the Addis Ababa police commissions. Others such as political interference indicate the inability of the commission to be professionally defensive.

4.2. Conclusion

From the findings of this study, it can be concluded that there is improvements in recent years in the role of the Addis Ababa Police Commission to enhance urban good governance. This does not mean that there are no deficiencies in the practice of the Addis Ababa Police. Analysis of the data gathered through different methodologies and evaluating the practice in the Addis Ababa Police against the core characteristics of good governance gives us the reason to conclude that the Addis Ababa Police Commission has a lot to do to ensure practice of good policing and contribute to the realization of good urban governance.

The community as the key component in good governance should be guaranteed participation in the works of the police in a sustainable way. However the study shows that the community is not given its role in planning and decision making in the works of Addis Ababa Police. This is because the community participation made to remain limited to community policing and crime prevention.

The existing system established to join the community to fight corruption and ensure transparency are neither well established and undertaken nor well known to the community and the customers. Besides, this system was not effective in the manner it tries to achieve community participation as well as to combat corruption and secure transparency.

The key characteristics of good governance such as respecting rule of law and human rights as well as combating corruption are facing serious challenges in the practice of the Addis Ababa Police which leads to non fulfillment and thus endanger the attainment efforts of the Addis Ababa Police Commission to ensure good governance in the police service.

From the findings of the analysis, it is possible to conclude that the Addis Ababa police is not in a position to fully contribute in the enhancement of urban good governance. Moreover, this is not resulting only in the failure to respect rights of members of the community but also in failure to protect the rights of members of the police force. In other words, even though the will is there and a number of initiatives aimed at improving the police service and ensuring its accountability are under implementation over the last few years, the Addis Ababa Police Commission is not at the expected standard in its endeavor to enhance good governance. There are signs that the Business Process Reengineering initiative under implementation by the Addis Ababa police is resulting in improvements in the police service. Initiatives such as getting the police service closer to the service seeking public, amending laws that govern works of the police and evaluation of the ethical and professional standings of members of the police are few of the changes that are taking place within the police institution and resulting in change and improvement in the police service. However, the police governance related problems identified in this study are far from being fully addressed and seeks concerted effort to fully address them.

4.3 Recommendations

There is the sign that the Addis Ababa Police are trying to deal with community participation in its effort to introduce and implement community policing. However, such endeavor should be strengthened to the highest level of community participation starting from planning up to decision making.

The Addis Ababa Police will need to work to bring good governance in the Addis Ababa Police service by directly reviewing and reforming the decision making process; rules and regulations so as to upgrade the already existing systems to for combating corruption and install transparent and accessible system of complaint handling as well as modern police force management. It should work towards making such reviews participatory and also it should seriously address the previous weaknesses such as ignoring the view of the community and members of the police force; tackling chained group influence in the works and internal administration of the police and excessive political interference in to the works of the police.

The very fact that members of the Addis Ababa Police have the duty and responsibility to protect and respect rule of law and human rights, the police institution needs to upgrade its education and training system, as well as its administration and address the problems identified in its training and administration. Since the challenges identified by this study can not be addressed with a sole intervention of the government the institution needs to devise and institutionalize mechanism for public participation and take measures that ensures and install system of accountability accessible to members of the community.

In order to ensure accountability in the works of Addis Ababa Police, the federal government should return the authority of controlling the Addis Ababa Police Commission to the city Administration. Since one way of ensuring accountable governance is exercise of an oversight control by representatives of the public accountability of the Addis Ababa Police can be ensured when representatives of the constituency in Addis Ababa City are exercising this role. The city administration is the body that represents the Addis Ababa public which acquired that role by election. If any effort to make the Addis Ababa Police accountable to the Addis Ababa public is to

succeed the federal government needs to return accountability of the police to the City Administration. In addition to this public participation in the works of the police force must be directly guaranteed in the activities of the police at all level so that to good and accountable police service can be established.

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Participants of Focused Group Discussion

Group One

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Weizero Tiblets Gebremesqel
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Inspector Tesfalem Weldu
Ato Abera Biqila
Weizero Senayit Abegaz
Ato Abnet Ayana

Group Two

Weizero Zinet Mohamed
Ato Dingu Esuendale
Constable Elisa Debela
Weizero Lemlem Niguse
Teacher Weldu Mulat
Deputy Inspector Asmamaw Welde
Ato Shiferaw Shamena
Ato Balcha Dady

Interviewees

Commander Teketai Yaze –Head of Arada sub city police

Commander Tadese Bekelle- Head of Bolle sub city police

Commander Tadese Tesfaye - Head of Kerkose sub city police

Commander Haile Amare- Head of Addis Ketema sub city police

Commander Mekonen Ashagre- Head of Addis Yeka sub city police

Commander Syoum Goffe - Head of Inspection Department of the city Police

Commander Simon Fanta- Head of Addis Lideta sub city police

Commander Amanuel Reta- Commissioner of Law Department of the city police

Commander Daniel Gebreegzabihir- Head of Finance and Administration Department of the city police

Appendix

Addis Ababa University
Graduate Studies
Faculty of Business and Economics

/questionnaire designed for police officers, City Administration officials, community leaders and scholars/

This questionnaire is designed to collect data for academic purpose to fulfill the requirements for master degree on “The Role of Police in Enhancing Good Urban Governance: The case of Addis Ababa Police Commission.”

This questionnaire has two parts: the first part deals with personal information of respondents. However, there is no need of disclosing your name. The second parts concern about the subject matters.

Thus, please answer the question honestly and properly. Mark “X” sign on boxes provided.

1. Personal Information

1.1 Sex -----

1.2 Age -----

1.3 Education level -----

1.4 Occupation -----

1.5 How long you have lived in Addis Ababa -----

2. Research Questions

2.1 Has been Addis Ababa Police participating its stake holders in marketing decision?

Yes ☐

No ☐

2.2 If your answer for question No. 1 is Yes

2.2.1 In what issue the communities have participating?

2.2.2 Have any system established enable to participate the community in policing activities?

Yes ☐

No ☐

2.2.3 If yes, could you describe the system please?

2.2.4 How much the developed system is effective?

Excellent ☐

Very good ☐

Good ☐

Poor ☐

Very poor ☐

2.2.5 Is there any forum set up that enable the community to make a decision on policing activities?

Yes ☐

No ☐

2.2.6 How often the community and local police meet to discuss on security matters? ☐

Monthly ☐

Quarterly ☐

Semi annually ☐

Yearly ☐

Rarely ☐

2.2.7 Do Addis Ababa Police consider the minorities and group views?

Yes ☐

No ☐

If Yes in what matter? If No why?

2.2.8 If there are other methods and systems established to enhance the community participation, please list down.

2.3 If your answer for question 1 is yes, when did police employ this system?

2.4 Have been Addis Ababa Police respecting rule of law?

Yes ☐

No ☐

If No how and when the police violate the rules?

2.5 Have been the Addis Ababa Police respect and protect human rights?

Yes ☐

No ☐

If No, how and which rights are not respected?

2.6 Have been The Addis Ababa Police serving the public without any form of discrimination?

Yes ☐

No ☐

If yes what types of discriminations are happened in police?

2.7 Are there any systems that suppress corruption to minimize the corruption practice in Addis Ababa?

Yes ☐

No ☐

If yes, what are the systems employed in police to prevent corruption?

2.8 Do you think that Addis Ababa police is practicing strong system for preventing corruption in it?

Strongly agree ☐

Agree ☐

Neutral/don't say ☐

Disagree ☐

Strongly disagree ☐

2.9 How do you rate the effectiveness of the police in combating corruption inside and outside the organization?

Very strong ☐

Strong ☐

Fair ☐

Poor ☐

Very poor ☐

2.10 how do value the transparency Addis Ababa police during its operation?

Excellent ☐

Very good ☐

Good ☐

Poor ☐

Very poor ☐

2.11 If it is excellent or very good, could do list the method police used to be transparent please?

2.12 Is all non-classified information available to the public?

Yes ☐

No ☐

2.13 How often Addis Ababa police responsive to the need of the local community?

Always ☐

Frequently ☐

Sometimes ☐

Rarely ☐

Never ☐

2.14 How fast the Addis Ababa police respond to the public request?

Very fast ☐

Fast ☐

Medium ☐

Slow ☐

Very slow ☐

2.15 Has been Addis Ababa police serving the community with equality and fairness?

Yes ☐

No ☐

2.16 Please mark "X" on the following groups a police treat in equitable and fair manner.

All members of the society ☐

Minorities ☐

Vulnerable groups (children, women, disabled persons etc) ☐

Others ☐

2.17 If you mark on others, please specify who are they?

In what manner police serve these groups in an equitable and fair

2.18 To what extent police perform its activities effectively and efficiently?

Excellent ☐

Very good ☐

Good ☐

Fair ☐

Poor ☐

Very poor ☐

2.19 Have Addis Ababa police established systems that facilitate accountability?

Yes ☐

No ☐

2.20 How do you rate the effectiveness of accountability system established by police?

- Excellent ☐
- Very good ☐
- Good ☐
- Fair ☐
- Poor ☐
- Very poor ☐

2.21 to whom Addis Ababa police is accountable (you can mark on more than one option)

- Immediate boss ☐
- Local community ☐
- Public representatives ☐
- Others, specify-----

2.22 How many Addis Ababa police departments or police officers are accountable?

2.23 Is there any system developed to handle citizens' complain?

- Yes ☐
- No ☐

2.24 If yes, is it known by the customer?

- Yes ☐
- No ☐

2.25 What are the procedures and requirement to whistle blowing his/her complain?

2.26 how fast the complain is handled

Very fast ☐

Fast ☐

Medium ☐

Slow ☐

Very slow ☐

Never respond ☐

2.27 Do you think that Addis Ababa police operates with the compliance of good governance?

Always ☐

Frequently ☐

Sometimes ☐

Rarely ☐

Never ☐

2.28 Do you believe that Addis Ababa police is operating in a system that enhances good governance?

Always ☐

Frequently ☐

Sometimes ☐

Rarely ☐

Never ☐

2.29 Do you believe that Addis Ababa police is operating in system that enhance good governance?

Yes ☐

No ☐

Can't determine ☐

2.30 During what time the Addis Ababa police was operating the following characteristics of good governance (you can mark in more than one period of time)

No	Description	Period of time			
		1991-1995	1996-2000	2001-2005	2006-2009
1	Community and employee participation in making decisions				
2	Accountability				
3	Transparency				
4	Respecting and protecting human rights				
5	Rule of law inside and outside the organization				
6	Being responsive to customers				

2.31 In your view, what is the perception of the general public towards Addis Ababa police?

- Very good ☐
- Good ☐
- Neutral ☐
- Poor ☐
- Very poor ☐

2.32 What are the challenges facing to police in contributing its role to enhance good governance?

2.24 What should be done to enhance the contribution of police in strengthening good governance?

2.25 Could you have any opinion on the police role related to good governance?

Thank you!!!

አዲስ አበባ ዩኒቨርሲቲ
ድህረ ምረቃ መርሃ ግብር

የቢዝነስ እና ኢኮኖሚክስ ፋኩሊቲ

ይህ መጠይቅ « የከተማ መልካም አስተዳደርን በማስፈን የፖሊስ ሚና በአዲስ አበባ ፖሊስ ኮሚሽን ላይ በማተኮር » በሚል ርዕስ ለሁለተኛ ዲግሪ ማሟያ ለሚሰራ ጥናት እና ምርምር መረጃ ለማሰባሰብ የተዘጋጀ ነው።

መጠይቁ ሁለት ክፍሎች አሉት። የመጀመሪያው ክፍል የመረጃ ሰጪዎችን ግለሰባዊ መረጃዎችን ይይዛል። ይህንን ክፍል ሲሞሉ ስምዎትን መጥቀስ ግዴታ አይደለም ። ሁለተኛው ክፍል ደግሞ ጥናት እና ምርምሩን የተመለከቱ ጥያቄዎችን አንቷል።

1. ግለሰባዊ መረጃዎች

1.1 የታ _____

1.2 ዕድሜ _____

1.3 የትምህርት ደረጃ _____

1.4 የስራ መስክ _____

1.5 በአዲስ አበባ ለስንት ዓመት ኖሩ _____

2. የጥናትና ምርምር ጥያቄዎች

2.1 የአዲስ አበባ ፖሊስ በውሳኔ አሰጣጥ ላይ ባለድርሻ አካላትን ያሳትፋል?

አዎ ☐

አይደለም ☐

2.2 ለጥያቄ አንድ መልስዎ « አዎ » ከሆነ

2.2.1 በምን ጉዳዮች ላይ ነው ሕብረተሰቡ የሚሳተፈው?

2.2.2 ሕብረተሰቡን በፖሊስ እንቅስቃሴ ውስጥ ለማሳተፍ የተዘረጋ ሥርዓት አለን?

አዎ ☐

አይደለም ☐

መልስዎት አዎ ከሆነ የተዘረጋውን ሥርዓት ቢገልፁልን።

2.2.3 የተዘረጋው ሥርዓት ምን ያህል ውጤታማ ነው?

እጅግ በጣም ጥሩ

በጣም ጥሩ

ጥሩ

ደካማ

በጣም ደካማ

2.2.4 ህብረተሰቡ በፖሊስ እንቅስቃሴ ውሳኔ እንዲሰጥ የተዘጋጀ ፎርም አለን?

አዎ

አይደለም

2.2.5 በደህንነት ጉዳዮች ላይ ለመወያየት ህብረተሰቡና ፖሊስ በምን ያህል የጊዜ ልዩነት ይገናኛሉ ወይም ይሰበሰባሉ?

በየወሩ

በየሶስት ወሩ

በየስድስት ወሩ

በዓመት አንድ ጊዜ

አንዳንዴ

2.2.6 የአዲስ አበባ ፖሊስ ለአካላዊነትና ለአደጋ የተጋለጡ የህብረተሰብ ክፍሎችን ጉዳይ ትኩረት ይሰጣልን?

አዎ

አይደለም

መልስዎ አዎ ከሆነ በየትኛዎቹ ጉዳዮች? አይደለም ከሆነ ለምን?

2.2.7 የህብረተሰቡን ተሳትፎ ለማሳደግ ተግባር ላይ የዋሉ ተጨማሪ ዘዴዎችና ስርዓቶች ካሉ ይዘርዝሩልን?

2.3 ለጥያቄ አንድ መልስዎት አዎ ከሆነ ፖሊስ ይህን ሥርዓት መቼ ነው በተግባር ላይ ያዋለው?

2.4 የአዲስ አበባ ፖሊስ የህግ የበላይነትን ያከብራልን ?

አዎ ☐

አይደለም ☐

መልስዎት አይደለም ከሆነ እንዴት እና መቼ ነው ፖሊስ ህጎቹን የጣሰው?

2.5 የአዲስ አበባ ፖሊስ ሰብአዊ መብትን ያከብራል እንዲሁም ይከላከላልን?

አዎ ☐

አይደለም ☐

መልስዎት አይደለም ከሆነ የትኞቹን መብቶች ነው የማያከብረው? እንዴት ?

2.6 የአዲስ አበባ ፖሊስ አለምንም መድልዎ ያገለግላልን ?

አዎ ☐

አይደለም ☐

መልስዎት አይደለም ከሆነ ምን ዓይነት መድልዎ ነው የሚፈፀመው?

ቢዘረዝሩልን::

የመድልዎው ምክንያት እና መንስኤ ምንድን ናቸው?

2.7 ሙስናን ለመቀነስ የሚያስችል በአዲስ አበባ ፖሊስ ኮሚሽን ተዘረጋ ሥርዓት አለን?

አዎ ☐

አይደለም ☐

መልስዎት አዎ ከሆነ ሙስናን ለመከላከል ፖሊስ ምን ሥርዓት በተግባር ላይ አውሏል?

የአዲስ አበባ ፖሊስ ሙስናን ለመከላከል ጠንካራ ሥርዓት ዘርግቷልን ?

በጣም እስማማለሁ ☐

እስማማለሁ ☐

ድምፀ ተዓቅቦ / አስተያየት አልሰጥም ☐

አልስማማም ☐

በጣም አልስማማም ☐

ፖሊስ በተቋሙ ውስጥ እና ከተቋሙ ውጪ ሙስናን ለመዋጋት የወሰዳቸውን እርምጃዎች ውጤታማነት ደረጃ እንዴት ይገልፁታል?

በጣም ጠንካራ ☐

ጠንካራ ☐

ደህና ☐

ደካማ ☐

በጣም ደካማ ☐

2.8 የአዲስ አበባ ፖሊስ ተግባሩን ሲወጣ የሚከተለው የግልፅነት ደረጃ ምን ይመስልዎታል ?

እጅግ በጣም ጥሩ ☐

በጣም ጥሩ ☐

ጥሩ ☐

ደካማ ☐

በጣም ደካማ ☐

እጅግ በጣም ጥሩ ወይም በጣም ጥሩ ከሆነ ግልፅነትን ለማስፈን የተጠቀማቸውን ዘዴዎች ቢዘረዝሩልን ?

2.9 ሚስጥራዊ ያልሆኑ መረጃዎች ለህዝቡ ዝግጁ ናቸውን ?

አዎ ☐

አይደለም ☐

2.10 የአዲስ አበባ ፖሊስ ለህዝቡ ፍላጎት እንዴት እና መቼ ነው ምላሽ የሚሰጠው?

ሁል ጊዜ ☐

በየጊዜው ☐

አንዳንዴ ☐

ዘግይቶ ☐

መቼም ☐

2.11 የአዲስ አበባ ፖሊስ ለሕዝቡ ጥያቄ በምን ያህል ፍጥነት ምላሽ ይሰጣል?

በጣም በፍጥነት ☐

በፍጥነት ☐

መካከለኛ ☐

ዘግይቶ ☐

በጣም ዘግይቶ ☐

2.12 የአዲስ አበባ ፖሊስ ህብረተሰቡን በእኩልነትና በፍትሃዊነት ያገለግላልን?

አዎ ☐

አይደለም ☐

ከሚከተሉት ውስጥ ለየትኛው የሕብረተሰብ ክፍል ነው ፖሊስ በእኩልነትና በፍትሃዊነት አገልግሎት የሚሰጠው ? በሳጥኑ ውስጥ « » ምልክት ያድርጉ።

ለሁሉም የሕብረተሰብ ክፍል ☐

ለአናሳዎች ☐

ለአደጋ ለተጋለጡ የህብረተሰብ ክፍሎችና (ሕፃናት ፣ ሴቶች ፣ አንል ጉዳተኞች ወዘተ) ☐

ሌሎች

ሌሎች በሚለው ላይ ምልክት ካደረጉ እነማን እንደሆኑ ቢዘረዝሩልን ?

የጠቀሷቸውን የሕብረተሰብ ክፍሎች ፖሊስ በምን መልኩ በእኩልነት እና በፍትሃዊነት እንደሚያገለግል ቢገልፁልን?

2.13 በምን ደረጃ ነው ፖሊስ ተግባሩን በብቃት እና በውጤታማነት የሚያከናውነው?

እጅግ በጣም ጥሩ

በጣም ጥሩ

ጥሩ

ደካማ

በጣም ደካማ

2.14 የአዲስ አበባ ፖሊስ ተጠያቂነትን ተግባራዊ የሚያደርግ ስርዓት ዘርግቷልን?

አዎ

አይደለም

በፖሊስ የተዘረጋውን የተጠያቂነት ስርዓት ደረጃ እንዴት ገልፀታል ?

እጅግ በጣም ጥሩ

በጣም ጥሩ

ጥሩ

ደካማ

በጣም ደካማ

የአዲስ አበባ ፖሊስ ተጠያቂነቱ ለማን ነው ? (ከአንድ በላይ መምረጥ ይችላሉ)

ለቅርብ አለቃ

ለአካባቢው ህብረተሰብ

ለህዝብ ተወካዮች

ለሌሎች (በዝርዝር ቢገልፁ) _____

እንዴት ነው ማንኛውም የአዲስ አበባ ፖሊስ መምሪያ ወይም የፖሊስ መኮንኖች ተጠያቂነት?

2.15 የህብረተሰቡን አቤቱታ ቅሬታ ለመመለስ የተዘረጋ ስርዓት አለን ?

አዎ

አይደለም

መልስዎት አዎ ከሆነ በተገልጋዩ ይታወቃልን?

አዎ ☐

አይደለም ☐

ቅሬታን ለመመለስ ምን አይነት የአሰራር ስርዓት ተዘርግቷል? ምን ቅድመ ሁኔታዎችስ አሉ?

2.16 በምን ያህል ፍጥነት ቅሬታዎችን ይስተናገዳሉ ወይም ምላሽ ያገኛሉ ?

በጣም በፍጥነት ☐

በፍጥነት ☐

መካከለኛ ☐

ዘገምተኛ ☐

በጣም ዘገምተኛ ☐

ምላሽ አይሰጥም ☐

2.17 የአዲስ አበባ ፖሊስ በመልካም አስተዳደር ማዕቀፍ ውስጥ ተግባሩን ምን ያህል ይወጣል ?

ሁል ጊዜ ☐

በየጊዜው ☐

አንዳንዴ ☐

ዘግይቶ ☐

መቼም ☐

2.18 የአዲስ አበባ ፖሊስ መልካም አስተዳደር ለማስፈን ይሰራልን ?

አዎ ☐

አይደለም ☐

መግለፅ አልቻልንም ☐

2.19 ከሚከተሉት በየትኛው የጊዜ ወሰን ነው የአዲስ አበባ ፖሊስ የተዘረዘሩትን የመልካም አስተዳደር ባህያት ተግባራዊ ያደረገው? (ከአንድ በላይ የጊዜ ወሰኖችን ምልክት ማድረግ ይችላሉ?)

ተ.ቁ	የመልንም አስተዳደር ባህሪያት	የጊዜ ወሰኖች			
		1983 - 1987	1988 - 1992	1993 - 1997	1998 - 2002
1	በውሳኔ አሰጣጥ ህብረተሰቡን እና ሠራተኞችን ማሳተፍ				
2	ተጠያቂነት				
3	ግልፅነት				
4	ሰብዓዊ መብትን ማክበርና መከላከል				
5	ምተቋሙ ወስጥናከረተቋሙ ውጪ ህግ የበላይነት ማክበር				
6	ለተገልጋዮች ጥያቄ መልስ ሰጪነት				

2.20 በእርስዎ አመለካከት ህዝቡ ለአዲስ አበባ ፖሊስ ያለው አቀባበል እንዴት ነው?

በጣም ጥሩ

ጥሩ

ገለልተኛ

ደካማ/መጥፎ

በጣም ደካማ /በጣም መጥፎ

2.21 ፖሊስ መልካም አስተዳደርን ለማስፈን በሚያደርገው ጥረት ያጋጠሙት ፈታኝ ሁኔታዎች ምንድን ናቸው?

2.22 መልካም አስተዳርን በማጠናከር ረገድ ፖሊስ ሚናውን እንዲጫወት ምን መደረግ አለበት::

2.23 መልካም አስተዳደርን በተመለከተ የፖሊስ ሚና ላይ ያለዎትን ማንኛውንም አስተያየት ቢገልፁልን፡፡

ADDIS ABABA UNIVERSITY
GRADUATE STUDIES
FACULTY OF BUSINESS AND ECONOMICS

This structured interview questionnaire is designed to collect data for academic purpose to fulfill the requirements for master degree on “The Role of Police in Enhancing Good Urban Governance: The case of Addis Ababa Police Commission.”

1. To what extent the Addis Ababa Police had initiated the participation of the stake holders in its activities?
2. In which activities the community had participated in police practice? Had there any system to participate the community? In what time interval the community and the police had met to discuss security issues? Please state any system to participate the community.
3. Had the Addis Ababa Police provided a due emphasis to issues related with the vulnerable groups?
4. In your opinion, had the Addis Ababa Police respected rule of law? Please state any condition and period in which the police violated rule of law.
5. How do you evaluate the Addis Ababa Police practice of respecting human rights?
If there any violation, please state how and When.
6. Had the Addis Ababa Police served with out any discrimination and equally?
7. How do you describe the level of corruption in the Addis Ababa Police practice? Had there any mechanism to prevent corruption? Had the system effective?
8. To what extent the Addis Ababa Police transparent in its service provision? Had there any established system to insure transparency?
9. Had the Addis Ababa Police handled timely the complain of the community? Had there any mechanism of accountability? To whom the Addis Ababa Police accountable?
10. Please state your opinion regarding the police practice in enhancing good governance. Had the Addis Ababa Police tried to enhance good governance always or some times? In which period the police had performed the best practice during the last twenty years regarding good governance?
11. How do you assess the police acceptance by the community?
12. Please state the challenges and possible solutions

አዲስ አበባ ዩኒቨርሲቲ

ድህረ ምረቃ መርሃ ግብር

የቢዝነስ እና ኢኮኖሚክስ ፋኩሊቲ

ይህ የመነሻ መጠይቅ « የከተማ መልካም አስተዳደርን በማስፈን የፖሊስ ሚና በአዲስ አበባ ፖሊስ ኮሚሽን ላይ በማተኮር » በሚል ርዕስ ለሁለተኛ ዲግሪ ማሟያ ለሚሰራ ጥናት እና ምርምር መረጃ ለማሰባሰብ የተዘጋጀ ነው፡፡

1. የአዲስ አበባ ፖሊስ ባለድርሻ አካላትን በእንቅስቃሴው ምን ያህል ያሳትፋል?
2. በየትኞቹ እንቅስቃሴዎች ነው ፖሊስ ህብረተሰቡን የሚያሳትፈው የተዘረጋ ስርዓት አለ? በደህንነት ጉዳዮች ህብረተሰቡና ፖሊስ ለመወያየት በየስንት ጊዜ ነው የሚገናኙት? ሥርዓቱ ካለ ቢገልፁት?
3. ለአደጋ ለተጋለጡ የህብረተሰቡ ክፍሎች ጉዳይ ፖሊስ ትኩርት ይሰጣል?
4. በእርስዎ አመለካከት የአዲስ አበባ ፖሊስ የህግ የበላይነትን ያስከብራልን? ከተጣለም እንዴት እና መቼ እንደሆነ ቢገልፁ?
5. የአዲስ አበባ ፖሊስ ሰብዓዊ መብትን ማክበርን እንዴት ይገመግሙታል? ጥሰት ካለም መቼ እና መቼ እና እንዴት እንደሆነ ቢገልፁ?
6. የአዲስ አበባ ፖሊስ አለመድልዎ እና ሁሉንም የህብረተሰብ ክፍል እኩል ያገለገላልን?
7. በአዲስ አበባ ፖሊስ ሙስና ያለበትን ደረጃ እንዴት ይገልፁታል? ለመከላከል የተዘረጋ ስርዓት አለን? ካለስ ምን ያህል ውጤታማ ነው?
8. የአዲስ አበባ ፖሊስ አገልግሎት አሰጣጥ ምን ያህል ግልፅነት አለው? ግልፅነትን ለማረጋገጥ የተዘረጋ ስርዓት አለን?
9. የአዲስ አበባ ፖሊስ ከህብረተሰቡ ለሚቀርብበት ቅሬታ በወቅቱ ምላሽ ይሰጣልን? ተጠያቂነትን ለማስፈን የተዘረጋ ስርዓት አለ ወይ? የአዲስ አበባ ፖሊስ ተጠያቂነቱ ለማን ነው?
10. የአዲስ አበባ ፖሊስ መልካም አስተዳደርን ለማስፈን ስላደረገው ጥረት ያለዎትን አመለካከት ቢገልፁልን? በዚህ ረገድ ባለፉት 20 ዓመታት የተሻለ ተግባር አከናውኗል የሚሉበት ወቅት የቱን ነው?
11. ፖሊስ በህብረተሰቡ ዘንድ የለውን ተቀባይነት እንዴት ይገመግሙታል?
12. ፖሊስ አጋጥሞታል የሚሏቸውን ተግዳሮቶች እና የማሻሻያ መፍትሄዎች ቢገልፁልን?

ADDIS ABABA UNIVERSITY
GRADUATE STUDIES
FACULTY OF BUSINESS AND ECONOMICS

This focused group discussion questionnaire is designed to collect data for academic purpose to fulfill the requirements for master degree on “The Role of Police in Enhancing Good Urban Governance: The case of Addis Ababa Police Commission.”

1. Please discuss about the participation of the community and stake holders in the service provision of the Addis Ababa Police.
2. How do you evaluate the Addis Ababa Police respect of rule of law and human right?
3. Discuss the service provision of the Addis Ababa Police in terms of entertaining the issues of vulnerable groups, the provision of services with out discrimination and equality.
4. Assess the level of corruption in the practice of the Addis Ababa Police and the mechanism ton protect corruption.
5. Looking up the violation of human rights and rule of law.
- 6 .How do you evaluate the level of transparency of the Addis Ababa Police and its mechanism of complain handling.
7. Disscuss the role of law of the Addis Ababa Police in enhancing good governance for the last twenty years? When do you think the best period in its endeavor?
8. Evaluate the acceptance of the police by the community and the Addis Ababa Police relationship with the community.
9. What are the strong points and draw backs of the Addis Ababa Police practice?
10. By discussing the challenges, please forward the possible solutions.

አዲስ አበባ ዩኒቨርሲቲ
ድህረ ምረቃ መርሃ ግብር

የቢዝነስ እና ኢኮኖሚክስ ፋኩሊቲ

ይህ የመነሻ መጠይቅ « የከተማ መልካም አስተዳደርን በማስፈን የፖሊስ ሚና በአዲስ አበባ ፖሊስ ኮሚሽን ላይ በማተኮር » በሚል ርዕስ ለሁለተኛ ዲግሪ ማሟያ ለሚሰራ ጥናት እና ምርምር መረጃ ለማሰባሰብ የተዘጋጀ ነው።

1. የአዲስ አበባ ፖሊስ ህብረተሰቡን እና ባለደርሻ አካላትን በሚሰጠው አገልግሎት ውስጥ ማሳተፍን በተመለከተ ብትወያዩበት።
2. የአዲስ አበባ ፖሊስ የህግ የበላይነትን ሠብዓዊ መብት ማክበሩን እንዴት ትገመግሙታላችሁ?
3. ለአደጋ የተጋለጡ የህብረተሰብ ቡድኖችን ጉዳይ በማስተናገድ ፤ አድሎና መገለልንና ሁሉንም የሕብረተሰብ ክፍልን በእኩልነት ማገልገልን የአዲስ አበባ ፖሊስ አገልግሎት ሲሰጥ እንዴት ይፈፅማቸዋል?
4. ሙስና በአዲስ አበባ ፖሊስ አገልግሎት ያለበት ደረጃ ምን ይመስላል? ሙስናን ለመከላከል የተዘረጋ ስርዓት እንዴት ይመለከቱታል?
5. በአዲስ አበባ ፖሊስ አገልግሎት አሰጣጥ ያለው ግልፅነትና የቅሬታ አቀባበልና አመላለስን ብትመለከቱት።
6. የሰብዓዊ መብትና የሕግ የበላይነትን ጥሰት ካለ ብትወያዩበት።
7. መልካም አስተዳደርን በማስረፅ የፖሊስ ሚና ምን እንደሚመስል ብትወያዩበት። መልካም አስተዳደርን በማስፈን ባለፉት ሃያ ዓመታት የተሻለ ወቅት የሚባለውንም አብራችሁ ብታነሱ።
8. ፖሊስ በህብረተሰቡ ዘንድ ያለው ተቀባይነትን ብትነጋገሩበት። በዛው የህብረተሰቡ እና የፖሊስ ግንኙነት ምን እንደሚመስል ብታነሱ።
9. የአዲስ አበባ ፖሊስ ጠንካራ ደካማ ጎኖች ምንድናቸው?
10. ያጋጠሙ መስናክሎችንና ችግሮችን በማንሳት የሚሻሻሉበትንም መፍትሔ ቢጠቀሙ።

DECLARATION

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

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Date: July 06, 2010

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