SUSPECT COMMUNITY POLICING PRACTICES IN UGANDA: THE CASE OF WAKISO DISTRICT IN UGANDA.

STUDENT: ALEX SEMPAGALA

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SUPERVISOR: Professor Marie Torstensson Levander
Sempagala A.

_Suspect Community Policing Practices in Uganda: The Case of Wakiso District in Uganda._

Declaration

I, Alex Sempagala, hereby declare that this is original and has not been submitted for any other degree or for any similar award to any other university before.

Student’s Signature: …………………….Date…………………………………..

This Research Dissertation Report has been under our supervision as University Supervisors. I approve its submission for examination to Malmo University as a partial fulfilment for the requirements of the award of Master of Criminology.

Signature:……………………….. Date ……………………………………
SUPERVISOR
First and foremost I thank God for the courage He’s given me to get this finished it’s been a tough road. My Father and mother who have continuously encouraged me through this entire project and paid my school dues. I love you. My lovely lady I appreciate your patience with me all this time I have been away. Last but not least my lovely daughter Athalia remember hard work always pays.
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ABSTRACT

Police departments across Uganda are faced with significant challenges to reduce crime, improve quality of life, and, use meagre resources. Many have struggled to find the right balance between keeping communities safe, while at the same time having transparent and effective policing methods and approach. This thesis examines effectiveness or/ and ineffectiveness of community policing. This is derived from people’s perceptions of the policing strategies used within their communities.

The research focuses on the nature of community policing and its, perception among the Ugandans and how these policing strategies are important to police legitimacy (acceptability) and how it helps them in gaining the trust of the local population. The thesis discusses reasons to why community policing has not been
accepted by the Uganda population. Continually therefore, it is examined whether community policing has brought about reduction in crime rate.

The thesis revealed that there is much laxity in bridging the gap between the community members and the police. Most people feel police is not involving the entire community into their activities, people think police is to protect certain groups of people in society especially the rich. Most people (47%) negatively perceive community policing, though 56% reported that it is an important programme. Reduction in crime due to community policing was observed. The thesis concludes by advocating for strategies that are important for a successful community policing programme implementation.
Finally, the thesis recommended involvement of the media and need for police to adapt to use of new technology to avoid confrontation by masses that may be suspicious, for example, body-worn cameras (BWCs).

**Key Concepts:** Community Policing; community; and police
1.0 CHAPTER ONE

1.1 Introduction
Community policing is a relatively new concept whose definition is wide ranging and encompassing. Community policing is a paradigm shift from traditional authoritarian policing to modern highly friendly and professional policing that embraces human rights in democratic states. There remains no single clear definition of the concept. Broadly, many researchers and crime prevention practitioners concur that community policing embraces proactive crime solving and collaboration with the community to address identified concerns of crime and disorder (Bitaliwo, 2014; O'Reilly, 2017: 25; Oliver, 1989: 51; Terpstra, 2009). Others have described community policing as a continuous activity that involves the identification and analysis of societal problems and solving such problems using a cooperative and interactive paradigm between and among the police, the community, municipalities, vigilante and neighbourhood watch groups and with other relevant agencies, (Akubu, 2014; Etannibi et.al., 2009). Good co-operation and interaction among the aforementioned agencies fosters strong relations among them which is a prerequisite to robust crime detection and prevention.

Community policing in its various incarnations embraces the decentralization of command and celebrates the discretion of street-level officers, especially when they deal with community-nominated problems, (Meares, 2002). Maguire and his colleagues describe community policing as a label comprising three interrelated forces that have shaped law enforcement over the past three decades (Maguire et al., 1999). One force is a policing approach called "problem solving," which gained prominence following a breakthrough 1979 article by Herman Goldstein. Goldstein articulated the idea that policing could be improved by focusing proactively on specific neighbourhood problems, in contrast to the dominant reform notion that the role of the police was to react to citizen calls for action, (Goldstein, 1979). The second force is the decades-long interest in involving communities in law-enforcement efforts, (Maguire et al., 1999). The second force postulates that police need the support and assistance of private citizens, (Meares, 2002). The third force, organizational adaptation, has been elegantly described by David Bayley, a scholar of police organization management. Meares informs that, Bayley asserts that police
organizational structures have evolved to implement the specific practices required by the interrelationship between forces one and two (Bayley, 1994). Thus, an inclusive police policing style is becoming synonymous across nations.

This study attempts to examine a priority shift in policing strategies from reactionary policing to proactive community policing by the Uganda Police Force and the associated challenges that make community policing problematic and suspicious to the general Ugandan community.

1.2 Background
For many years, Uganda has predominantly remained a conflict ravaged country. Uprisings on account of high unemployment and political turmoil are common events in Uganda. Related to this has been tendencies by unpopular regimes of suppressing the rights of citizen using the police. This is mainly because the Ugandan police is a copy cut of the British Police designed to protect the state and not the citizenry, (Kasingye, 2012). This has remained the case in post-colonial Uganda where the police has in most cases been used as state machinery against the people. This has created mistrust and hostile relations between the police and the communities. Crime rate has relatively been arising over the years.

In response to this, in 1989 there was an introduction of community policing in Uganda with several senior police officers receiving training at the time on how to implement community policing and how to sensitisise the public and have them participate in the enforcement of the law, (Aropet, 2012). The Ugandan constitution in its Article 212 (d) stresses on police-community cooperation in crime prevention. Further, Article 17 (f) of the same constitution encourages the community to cooperate with law enforcement agencies in crime prevention. The introduction of community policing in Uganda was meant to prevent the rising crime and repair damaged relationships, rebuild trust, and to bridge the gap by encouraging cooperation between the police and the community, (Chappell, 2009). In 1993 the British Government reinforced community policing in Uganda to reduce the rising crime rate by financing community policing programs. Since then, community policing has remained a vital policing strategy in Uganda, (Ibid, 2012)
In this context, the Uganda Police Force has over the years been under public pressure to improve its performance and to overall revolutionize relations with communities it saves, (Boettke et al., 2016: 2). The main emphasis has been on reforming the police through education in law and police duties and on crime prevention while embracing the media, (Baker, 2005a: 30). Under the Ugandan Constitution, the Police has responsibility of protecting life and property. This is further reinstated by the Uganda police mission statement which states: “to secure life and property in partnership with the public in a committed and professional manner in order to promote development”, (Baker, 2005a). According to the independence Constitution of Uganda of 1962, under Chapter One on territories, significant powers and autonomy are conferred on local authorities to manage development programmes with the obligation to provide a wide range of services to the communities, (Kakumba and Nsingo, 2008: 110).

The induction of community policing into Uganda's policing system has been littered with implicit automatic acceptance of police-community relations, to improving crime prevention, and boost team policing within the Ugandan communities. However, animosity and disconnected feelings among people about police activities have often caused residents to avoid contact with the police and to fear them in their communities, (Hardin, 2015).

In response, the Ugandan Police Force has continually been assigning Community Liaison Officers (CLOs) at every police station to initiate Neighbourhood Watch schemes and Crime Prevention Panels. They consist of residents trained in crime prevention with a view, not only to empower people about crime prevention and the requirements of the law, but to also facilitate acceptance of responsibility for law and order in their locality. Two models of Crime Prevention Panels are emerging: one based on the community at large and one based on employment groups, (Baker, 2005a).

Promises were that new ways to cope with the growing realization of modern policing, required its logical inclusiveness of people into community policing, but also with the sense that police officers are human beings and that their primary duty is to satisfy the needs of the people they serve, (Trojanowicz and Carter, 1988). However, as many police scholars and executives point out, improving
police performance through innovation is often not an easy undertaking, (Boettke et al., 2016). As regards the local community perception, however, the biggest impact has been in the change of relationship between the public and the police. Until relatively recently, the police were still regarded with suspicion and fear, (Baker, 2005a:28). This has been so owing to the fact the Ugandan Police has been known for brutalizing its people, (Bitaliwo, 2014).

It is imperative to state that this period of innovation has demonstrated that police can prevent crime and can improve their relationships with the communities they are meant to serve. However, the general population in Uganda remain suspicious about the manner the corrupt Uganda Police Force implement community policing. Further, the police department in Uganda is unsurprisingly resistant to change it seems to champion as it continues to experience difficulty in implementing new community policing programs, (Braga and Weisburd, 2015 :3; Rosenbaum, 1994). Furthermore, there is generally no political will to finance the operationalization of community policing in Uganda, (Baker, 2005). Realistically, community policing remains a document on paper. As a result, the police and the community have been reluctant to partner in the implementation of a sustained community policing, (Akubu, 2014).

In this study, community refers to those living and working and interacting within identifiable contexts such as neighbourhoods, (Somerville, 2009). The police are understood as all street-based bureaucrats accountable to communities and police command, (Klockars, 1988).

1.3 AIM OF THE RESEARCH
The overall aim of this study is to explore, in broad terms, the manner in which community policing is conducted in Uganda and in the same extent to explore further its ability to reduce crime. The study further seeks to establish what can be done to ensure community policing meets the needs of the public.

1.4. RESEARCH QUESTIONS
1. What is the manner in which community policing is conducted in Uganda?
2. What perceptions does the public hold regarding the ability of the Ugandan community policing in reducing crime?
3. What challenges are experienced in community policing in Uganda?
1.5 PROBLEM STATEMENT

Participative research reveals a fragmented and overlapping pattern of policing, but one that, for historical reasons, is still heavily influenced, if not controlled, by state institutions (Baker, 2005a). Though increasing diversification of policing away from the state to independent non-state formal and informal agencies Uganda's community policing approach is still state-controlled as Baker (2005) has stated in the preceding argument. This is exemplified by the state's deployment of crime-preventers and the neighbourhood watch scheme commonly known as "mayumba kkumi". Negative encounters between law enforcement and citizens are social; an individual’s race, age, sex, ethnicity, and social class, and situational; defining the circumstances surrounding the police-citizen role as defining an interaction with a suspect, witness or complainant, in nature, (Bonner, 2015).

This situation of institution bias in Uganda's policing struggles makes the community policing approach a centre of examination since the police that acts on behalf of the state as perceived by the population who are the stakeholders, though evidenced by research, becomes "suspect" and thus arouses concern over the possible acceptability of the programme. It is therefore important to correlate Papazoglou's reasoning with the Ugandan case by arguing that communities no longer view the police uniform as a sign of safety, reason is because the police uniform has become a symbol of an evil villain without individual needs, values, strengths, and weaknesses (Papazoglou, 2013).

Thus Baker’s research on community policing success examinations confirmed the community members’ fear since it reports that some companies regreted that there was no cooperation from the police since they were seen as rivals (Baker, 2005a). Upon this, it is justifiable to find trace the true label of trust or mistrust among the populace in relation to community policing intervention into crime prevention in Uganda. The general perception is that their knowledge of the law is weak, and that they are sometimes trigger-happy and commit human rights abuses (Baker, 2005a). Hence indicating that this study is ultimately relevant for the field of criminology.
Research that can provide new knowledge about how the police can improve their effectiveness in the field of crime prevention is therefore very important. Hence, the results of this research are disseminated to relevant groups both within and outside the police service (Weisburd et al., 2015:5).

1.6 ORGANIZATION OF THE DISSERTATION
The research report is divided into five chapters; chapter one gives a background to the study while chapter two looks at the existing literature by various scholars on community policing implementation and community perceptions that correlates to the study. Followed by chapter three, which gives account of the methodology used in this study. Chapter four contains the study findings and interpretations in response to the objectives of the study. Lastly, chapter five presents the conclusions and study recommendations.
CHAPTER TWO

LITERATURE REVIEW

2.1.2 Introduction

This chapter examines some available literature on the subject by other scholars in relation to the study. This thesis consulted previous research on the subject conducted within Uganda. In order to expound on the information on the impact of people’s perception on community policing implementation, journals, research publications, reports, among other resources were employed with the aim of including all literature that might have provided relevant information on the topic (Stobaugh et al., 2019:12).

2.2. The meaning of community policing to Ugandans

The Uganda Police introduced community policing in 1989. The main emphasis has been on education in the law and on crime prevention through the media and schools. Community Liaison Officers (CLOs), located at every police station, have been instrumental in initiating, Neighbourhood Watch schemes and Crime Prevention Panels. The latter are planned for every sub-county or district, though currently they are only successfully operating in a few Districts. They consist of local residents that are trained in crime prevention with a view, not only to empowering people about crime prevention and the requirements of the law, but also that citizens and communities will accept responsibility themselves for law and order in their locality, (Baker, 2005b).

Community policing has become a new orthodoxy for cops. Community policing emerged in the mid-1980s as a result of discouraged police leaders who were unhappy with the effects of traditional policing (reacting to crime after it happens) and wanted effective solutions to combat crime, (Friedmann, 2013). Community policing promises to change radically the relationship between the police and the public, address underlying community problems, and improve the living conditions of neighbourhoods (Eck and Rosenbaum, 1994). This happens in cases where some crimes like sexual violent ones are not reported (sometimes due to victim-blaming) and thus remain in dark figure. Community policing helps in improving victims' survey reports and helps in identifying perpetrators.

For most authors, community policing refers to a style of formal, de jure, state policing. It is defined as philosophy or a strategy of the police, not the communities

(Wisler and Onwudiwe, 2008: 428). The latter argue that there is an ideological twist in it. Community-generated informal policing, in this context, has a dubious legitimacy, seems slightly anachronistic, and sometimes subversive and, at the very best, problematic (Wisler and Onwudiwe, 2008).

Community policing “bottom-up” can different forms closer to the notion of social control, as in China for instance, when by definition it does not include the use of violence (Wisler and Onwudiwe, 2008 :431). From a police point of view, community policing took on a post-Cold War intelligence-gathering character in which the community would hopefully become the 'eyes and ears' of the police. Hence community policing bridges the gap between the communities and the institution of police in identifying and dealing with criminal activity. Communities venturing into community policing in those early days had a very different view (Schärf, 2001). Moreover, community policing is often seen not as a well-definable set of police strategies or methods, but as a general organizational strategy (Terpstra, 2009:65).

Community policing thus ushers in a new wave of advantages. They include as ironed out by Greene; strengthening the capacity of communities to resist and prevent crime and social disorder; creating a more harmonious relationship between the police and the public, including some power sharing with respect to police policymaking and tactical priorities; restructuring police service delivery by linking it with other municipal services; reforming the police organization model; and creating larger and more complex roles for individual police officers (Greene, 2000).

Important to observe is that community policing programs include a redefinition of the police role to increase crime prevention activities, greater reciprocity in police and community relations, area decentralization of police services and command, and some form of civilianization (Bayley and Skolnick, 1986). Rational theorists (also known as contingency theorists) might argue, quite simply, that variations in the implementation of community policing around a nation can be explained by the unique local circumstances of each community (Maguire and Mastrofski, 2000).
Even the strongest advocates of community policing recognize that a balance must be reached between community policing and uniform jurisdiction-wide policing. Some crimes are so serious and some laws are so important that localized toleration in their policing would not be acceptable (Cordner, 2014:149). The relationship between contact with and perceptions of the police is influenced by multiple factors, including nature, frequency, and satisfaction. There may be a distinction between citizens who initiate contact with the police and those whose contact is involuntary (Schafer et al., 2003: 446).

2.3. Challenges of community policing implementation.

The debate about the appropriate balance in policing—good enough or optimal—is much more than a theoretical one for criminologists (Neyroud, 2017). Despite claims and counterclaims, what is actually known about the efficiency and effectiveness of community and problem-oriented policing is rather small in comparison to what is not known. Although literature and practice in this arena are growing exponentially, (Greene, 2000: 303). However, for Ugandans their experiences or choices, in as much as they have them, are based on ‘what is available’, ‘what works best’ and ‘what can I afford’, more than issues of who controls the policing body and to whom are they accountable. Indeed familiar security terminology becomes problematic as popular understanding gives different shades of meaning or different applications, (Baker, 2005b:19). Despite its widespread popularity, this police concept has attracted much scepticism and criticism, which raises the question of its practical value, (Terpstra, 2009: 64).

Self-policing (neighbourhood watch) is also inherently limited to the extent that it is dependent upon policing by others to deal with problems that cannot be ordinarily solved by members of the public going about their everyday business, (Somerville, 2009). There is also contrasting evidence to suggest that community members feel themselves over policed by such approaches and that it results in little change to actual neighbourhood crime levels, (Telep and Weisburd, 2012).

It is important to recognize that most police departments have long used geography as the basis for daily patrol assignment. Many of these departments, however, assign patrol officers to different beats from one day to the next, creating little continuity or permanency, (Cordner, 2014). For example, Terpstra (2009: 64)
identifies two problems that come with community policing application. One is the increasing emphasis on ‘core business’ tasks meant that the police were asked to spend more time on ‘crime fighting’ as ‘the real police work’ at the expense of community policing activities. Secondly, the rise of new management which implies that police accountability, is increasingly based upon measurable performance targets. This has affected the core targets of community policing and thus weakened its results.

Moreover, within both informal and formal police cultures, crime solving and criminal apprehension are usually more highly valued than crime prevention. An individual officer is more likely to be commended for arresting a bank robber than for initiating actions that prevent such robberies. To many police officers, crime prevention work is simply not real police work (Cordner, 2014:151). Understandably also, people are prepared to challenge strangers, step forward as witnesses, and so on, only where they feel confident of their own safety and a reasonable level of trust in criminal justice institutions (Somerville, 2009: 3).

The limited amount of time police officers have is a cornerstone for the failure of community policing. For example community police officers with areas of about 20,000 inhabitants under their care, who also have other tasks, may be forced to minimize their presence in the neighbourhood and the time spent meeting citizens (Terpstra, 2009:67). These drawbacks occur where publics or communities are dominated by criminal gangs, whose rule is typically reinforced by an ‘anti-grassing’ culture (so that criminal activities such as drug-dealing go unchecked or even condoned, (Somerville, 2009).

The view that a few members unrepresentative of community needs are participating is of great concern and hampers the very motives of community policing. Take a view for example the view that, ‘All the evidence on community policing forums is that they tend to reflect only a minority view of the locale, that members increasingly see themselves as acting on behalf of community police (implying that community policing is a joint project between the police and the community members), and that other minorities as well as some majorities are rarely involved in the forum deliberations.’(Brodgen and Nijhar, 2005: 54). This is
indicative of most communities in Uganda and thus warrants research into this problem to make community policing more acceptable to communities.

Daniel Machuki (2015) conducted a study using mixed methods to investigate the challenges that hinder the successful implementation of community policing in Kenya’s Kibra sub-county. The study was driven by three key objectives. These were; assessing the level of understanding of community policing principles among the residents, investigating the extent to which members of the public have access to police resources, and investigating the structural and administrative weaknesses that hinder successful implementation of community policing programmes in Kibra sub-county. Interviews and questionnaires were used to collect data the 88 respondents in the study selected using stratified simple random sampling. The respondents were police officers from various units within the sub-county and community policing forum members. Content analysis and SPSS was used to analyse the data.

The study found major challenges negatively affecting successful implementation of community policing to be the lack of knowledge and strategies by most police officers in how to partner with community members in community policing. It was also found that police lacked knowledge in the social cultural dynamics of the communities they save. This was found to be further worsened by mistrust between the community and the police. Another study conducted in Kenya by Ndukui (2012) found that mistrust between the police and community actors was a major hindrance to effective community policing.

Seddon (2008) argues that the most serious challenges to community policing are expected to be (but not limited to),

“that police forces remain unchanged as command and control structures dedicated to law enforcement and crime fighting, that their accountability to communities remains vague and very much at the discretion of the police themselves, that the role and potential of community self-policing are not understood or taken seriously by policing agencies, and that communities are not being developed so that they can work effectively with policing agencies” (Seddon, 2008).
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In another study by Duman (2007), it was reported that most police officers lacked training in how to partner with community members, and expertise on how to engage the community in policing activities, thus hindering successful implementation of community policing. A study was conducted in Zambia by Vwambanji Musamba (2013). The Musamba study was evaluating the impact of community policing on crime in Lusaka, Zambia. The study further investigated the attitudes of the public towards crime and what challenge affects successful implementation of community policing.

The study relied on Zambia police data ranging from 1993 to 2009. Other sources of data were questionnaires and interview guides. The respondents in the study were 250 consisting of police officers from selected police station, members of the public from selected neighbourhoods, Neighbourhood Watch Association members and from some key civil society organizations members based in Lusaka. Systematic random sampling, simple random sampling and purposive sampling were used to select the police officers, members of the public and key informants respectively.

The study found that despite implementing the crime prevention strategy for several years, police failed to implement the strategy for several reasons. These relate to most of lacking training and not directly being involved in the strategy, corruption, centralization of policing, erosion of the rule of law and lack of logistics such as automobiles. It was also reported that community policing in Zambia is not backed by any legal framework. It was also found that most members of the community were ignorant of the role of community policing. The study thus found that community policing in Zambia has not effectively contributed to crime reduction, (Musamba, 2013).

2.4. *Community policing and reduction in crime rate.*

Many, perhaps most, community policing initiatives, however, not only in the United States but across the world, do not appear to be systematically linked to community development or crime prevention, so positive community impacts are hard to find (Somerville, 2009: 6). Research which explores how such forms of policing actually operate, and who they benefit, is important at a time when it is increasingly accepted that the state police do not, and possibly should not, exercise a monopoly on security provision (Cross, 2013: 2). This new style of policing is
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said to produce more committed, empowered, and analytic police officers; flatten police hierarchies; and open the process of locally administered justice to those who are often the object of justice decision-making. This shift also makes crime prevention, not crime suppression, the ascendant goal of policing (Greene, 2000).

Moreover, this model suggests that the range of police goals is greatly expanded from crime control to reducing fear of crime, improving social relationships and social order, and bettering community quality of life—i.e., people’s sense of well-being in any particular neighbourhood or business setting (Greene, 2000: 313). To underscore community policing approach, we ought to measure success in a community policing framework, which requires that the police capture much more information about communities, social control, and local dynamics and link their efforts to community stabilization and capacity building (Greene, 2000: 314).

The impact of community policing on disorder, minor crime, incivilities, and signs of crime has not been subjected to careful testing as frequently as its impact on crime and fear (Cordner, 2014:165). Thus it is correct to argue that the reliance on self-policing alone for the maintenance of social order would be unfair because some communities are less able to police themselves than others, and these tend to be ones that are poorer and suffer more from problems of crime and disorder (Scott, 2002). In the end, this proves the ineffectiveness of community policing which justifies the need to find solutions to these menaces.

Above all, community policing has proven to be an effective too of crime reduction and prevention. In 2012, Godfrey Aropet conducted a study in Lira district of Uganda. The study was analysing the effectiveness of community policing as a crime prevention strategy in Lira. Community policing was implemented in Lira District as an attempt to curb high crime levels in the district perpetrated by the Lord’s Resistance Army Rebel Group in the Area. In addition to the police and the community, the policing strategy was effectively implemented in the area in conjunction with the army, Non-Governmental Organizations, and with the local council. Interviews, focussed group discussions and observations were used to collect data. Qualitative and quantitative methods of analysis were used to analyse the data. The study found that community policing is a workable strategy in crime reduction. Serious offences such as rape, murder and robbery committed by rebels
in the area were reported to have declined following the implementation of community policing in Lira District. The study further found that the political conflicts in the area were contained by the community policing strategy, (Aropet, 2012).

Hassani Haruna (2016) carried out a study in Tanzania. The study was investigating the role of community policing in crime reduction in Korogwe district of Tanzania. The study specifically aimed at assessing police-community partnership, problem solving ability and identifying challenges of community policing in Tanzania’s Korogwe district. In-depth interviews and questionnaires were used to collect data. Two grounded theories were relied upon to analyse the data. Content analysis and SPSS were used to analyse qualitative and quantitative data respectively while relying one Broken Windows Theory and Kurt Levin’s theory of change. It was found that community involvement contributed to general awareness of community policing. The participation of members of the public in community policing contributed to reduction in crime incidences. The study reported failures in terms of transport, poor infrastructure and lack of training among the implementers of community policing, (Hassani, 2016). Another study found that community policing significantly contributed to reduction of fear of crime among residents of Dar-es Salaam, (Semboja et. al., 2016).

2.5 *Shaping the effectiveness of community policing program implementation.*

Community policing strategy is a complicate and multifaceted process that requires planning and managing for change. Police organization must develop strategies by providing guidelines for the developing of community policing (Khatri, 2016: 50). By involving ‘communities’ in the planning and implementation of local development strategies, it is hoped that outcomes will be closer to popular demands, more effective and more sustainable, and that citizens might be empowered to better engage with democratic political processes (Cross, 2013 : 7). Literature present evidentially proves that, community policing, and especially foot patrol and problem solving, helps reduce levels of disorder, lending partial support to the "broken windows" thesis, (Wilson and Kelling, 1982).

Adoption of problem oriented policing to effect community policing, is desirable i.e. the gap that already exists between police and community members needs to be
closed. This is because, while community policing has a broad community-building mandate, problem oriented policing is more focused and, as its name implies, problem specific. However, the former is not the opposite of the latter but a complement. The central thrust of problem-oriented policing is to make the police more thoughtful about the problems they address and their methods of intervention (Greene, 2000:315).

In addition, a crucial component of community policing strategy is to create some degree of geographic accountability at all levels in the police organization, but particularly at the level of the patrol officer who delivers basic police services and is in a position to identify and solve neighbourhood problems (Cordner, 2014:150). Additionally, it is evident that self-policing (initially referred to as neighbourhood-watch scheme) ‘can be enhanced by bringing police and residents closer together, particularly through police-resident collaborations or partnerships (Renauer, 2007: 63)

Without denigrating the importance of efficient administration, community policing emphasizes that the primary focus of police executives should be on the accomplishment of the police mission. This requires that police executives spend more time looking outward toward the substantive problems in the community and that they worry as much about effectiveness as about efficiency (Cordner, 2014). More so, there is a concrete body of evidence that suggests that key conditions for intervening include not only having trust in one’s fellows and in the authorities"..."but also having a certain social status or reputation in a community and responsibilities associated with that status (Somerville, 2009 :4).

To qualify this, Somerville (2009) argues that the public that is being policed is not something spatially or socially fixed but varies per the nature of the relations among its members, as well as according to the relations its members have with external authorities. Therefore, to make community policing workable, the level of social interaction between the police and citizens cannot be overlooked. A study by Ezekiel Ndukui (2012) was assessing implementation approaches and challenges encountered in community policing in Makina Area of Kenya. This study was also seeking to develop a framework that would address all possible challenges of community policing in the area.
The study sample was 148 composed of police officers and community members that were sampled using systematic simple random sampling. Both primary data sourced through interviews and secondary data sourced through literature review were used and analysed using Ms Excel. The study found community partnership where residents privately reported crimes, placement of information boxes at various strategic points in which intelligence crime reports were dropped, and community security committees were the various community policing approaches used in Makina. Several challenges hindering effective community policing reported in the study related to lack of training among police officers in community policing, lack of patrols cars, no regular meetings between the police and relevant security committee forum members to exchange confidential reports on crime, solicitation of bribes by the police, lack of sensitization to the public about community policing, police harassment and lack of trust between the police and the residents. The study over all found that community policing reduced crime rate in Makina.

**Literature Review Summary**
A close scrutiny of the above literature review above shows that not so much research has been conducted on the subject in Uganda. There is particular no research that has been conducted in Wakiso District of Uganda that focussed on suspicions that residents have on community policing in Wakiso. Some sited previous studies such as that by Ndukui (2012), Semboja and others (2016), Hassani, (2016), Aropet (2012), Vwambanji Musamba (2013), Duman (2007), and Daniel Machuki (2015) among others, while remaining relevant, are largely different in terms of scope, study aims, tools of analysis and the setup in which such studies were conducted. The current study is not a replication of any previous study. Hence the need to conduct the study.
3.0 CHAPTER THREE

3.1 METHODOLOGY

3.1.2 Introduction

Data was conducted through questionnaire which were framed very keenly on most common challenges which the community police department officials are facing as being an important wing of criminal justice administration, while applying the community policing rhetoric. The objective of this thesis was to explore, in broad terms, whether community policing has failed to reduce crime, and what can to make sure the former suits the needs of communities if failure is registered in Uganda, specifically in Wakiso district. In this regard a research questionnaire was prepared after deep literature survey and analysis of relevant available material from various libraries and official gazette records maintained by the relevant departments.

For questionnaire preparation different case studies were analysed to chalk out the various hidden and obvious challenges within communities where community policing is being applied. For the purpose of data collection, this survey was conducted from various police stations in the district of Wakiso. This District is located in the Central Region of the country, and 20 kilometres by road, northwest of the capital of Uganda (Kampala) which is also the largest city in the country. For clarity the district of Wakiso’s coordinates are: 00 24N, 32 29E.

The officials were selected at different ranks so as to confirm that no issue at any level of community policing work remains hidden or overlooked. The prosecution officials were approached and they very keenly answered to all the questions given in questionnaire and asked during interviews. Various officials were interviewed for verbal and written interactions during research which gave a very fruitful outcome narrating exactly the challenges they face in this date while the performance of their daily duties among the communities assigned to them. Statistics obtained are analysed using scientific methods to produce comparative results between the masses the officers serve and the policing agents themselves.

The objective of this survey is to collect baseline information on community policing to enable detection of problems faced while implementing the approach in
order to reduce crime. With the prior permission from the official Headquarter known as the Central police station (CPS) based in Kampala, police officers working with the community policing department in Wakiso district were able to provide information on the challenges faced during implementation phase. This chapter focuses on the sample procedure, population of the study, scope, area of study, the methodologies of data collection, data processing and analysis, ethical considerations and the problems encountered and how they were minimized.

This study presents the findings of the qualitative and quantitative mechanisms that consist of a series of structured and semi-structured interviews with women and men of 18 years of age and above and with varying educational levels in Wakiso district in areas (locations) of Kisubi, Katwe, Makerere university, and Ggaba; where community policing has been taking place since its inception in the country. Key informants (20), among others included senior and junior policers and local leaders; they were considered for the study because they are perceived to be knowledgeable and experienced about the study subject. All participants of the study were tasked to reflect upon their experience with the program, and more generally on how they see the role of community policing in their everyday life.

3.2 Research design

This is to be understood in the context of an overall sequential (quantitative followed by qualitative) mixed-methods research design consisting of a large-scale randomly selected survey in each of the selected communities, and a subsequent series of 20 qualitative interviews with selected respondents of the survey. The rationale behind the qualitative component of the study was to provide more in-depth and more contextualized insights into how people perceive the outcomes and benefits of community policing. The surveys provided information about the degree to which community policing program is beneficial and relevant to the population.

Telephone interviews were preferred to self-administered questionnaires for most key informants especially the senior police officers, because they are always busy and hard to locate at their workplace. Although telephone surveys have drawbacks, they are generally more cost-effective and efficient than are face-to-face interviews (Salant and Dillman, 1994). Participants (especially police officers detailed in Sec 3.1.2, 5 and 8) who refused to participate or whose telephone contacts were
Sempagala A.  
*Suspect Community Policing Practices in Uganda: The Case of Wakiso District in Uganda.*

Persistently unavailable, resulted into a random selection of a replacement telephone number or face-to-face (these could easily be located at any police station with the target area) interview of those available and willing to participate to attain the desired target number of participants for suitable generalisation.

By employing this methodological paradigm, this research utilized data analysis to provide a view of reality concerning the community policing concept, understanding of community policing, challenges and prospects of community policing through the data collected from respondents (Khatri, 2016: 20), and ways of improving its acceptability. In terms of research strategy, the qualitative interviews aimed at complementing the survey data by rich and unstandardized data and thereby obtaining an overall richer and more accurate picture of the participants. The interview data are systematically treated as one single data body that is analysed generally along a set of common dimensions.

### 3.3. Sources and tools of data collection

#### 3.3.1 Primary Data:

This thesis was supplemented with the primary sources of research design. As the researcher, I developed tools to collect relevant primary data from the specific respondents (community members/selected local occupants). Thus, primary data was collected through the following tools:

**3.3.1.1 Survey:**

The quantitative data was collected from selected locations through structured interviews that were designed for all primary respondents/community members. The structured questionnaires for the primary respondents (i.e. community members) were mainly administered through face-to-face basis to obtain the community’s views. For the administration of questionnaires, four locations (i.e. areas of study within the district of Wakiso i.e. Kisubi, Katwe, Makerere university, and Ggaba were selected for the study as the above selected study areas are having high crime rate, successful implementation of community policing, and connection with the researcher.

And yes, there could be areas with low crime rates either due to the programme or because of some other program taking place perhaps. However, the researchers focus was really to find out why with successful implementation of community
policing in the selected areas of study, crime rates have been to the increase. The presented findings of the study were analysed using Statistical package for social scientists (SPSS - data set and output attached) and thematic method (use of grid matrix in excel).

3.3.1.2 Interview:
Interviews were employed as an important tool for collecting qualitative data. An interview guide was formulated to interview key informants, ten (10) senior police officers at the ranks of Superintendent of Police (SSP). My decision for selecting the above persons was based on their contribution and importance in decision-making and policy making in implementing community policing. They are always involved in mobilization of masses for sensitization on the benefits of the programme of community policing.

3.3.2 Secondary Data;
Secondary data was used to provide the necessary more resourceful information regarding the theoretical and historical background on community policing practice and implementation. This information helped to draw reference and discussing while analysing and making sense of the primary collected data. Secondary information is available through various sources; from prints and internet.

3.3.2.1 Print:
In this process, literatures were analysed as secondary sources. Data and information on community policing successes and failures, were collected from various sources, which consisted of an amount of literature on this issue available from the books, journals, official reports, newspapers, magazines, articles, published dissertations, and thesis on policing and community policing. I enormously used Internet as an important tool because many materials on community policing is readily available on the Internet. Internet search was conducted using the search engine known as Google scholar.

3.4 Procedure and Analysis

3.4.1 Quantitative data analysis
In the thesis, the data was gathered, organised, and analysed using frequencies, percentages, univariate, and bivariate analyses. In doing all these Statistics Programme for the Social Sciences (SPSS) version 20.0 was used. Baseline (pre-
intervention) data was described for all enrolled participants and controls using frequency and descriptive statistics (Sallon, Katz-Eisner, Yaffe, & Bdolah-Abram, 2017:52).

3.4.2 Qualitative data analysis

Each telephone interview was on a one to one basis, lasted between 30 and 45 minutes, and was phone recorded for later transcription. The interview schedule was modified throughout the data collection process to follow up on some research issues. For convenience of respondents, some questions were subsequently dropped. The main areas of investigation were not changed, that is to include, types of experiences by and with the police in community policing, perceptions of these experiences, the perceived relationship between the police and community members and, attitudes towards implementing officers. That is to say data was collected, grouped according to thematic areas under each objective and assigned codes in preparation for analysis, vague data was not used. Verbatim from respondents were extracted in order to justify the quantitative data sets.

3.6. Ethical considerations

The study involved security subjects; therefore, relevant permission was obtained from relevant local leaders. The investigator ensured quality and integrity of the study; sought informed consent and ensured that all respondents participated voluntarily; respected the confidentiality and anonymity of research respondents; avoided harm to participants in any way; and showed the independence and impartiality of the study.
CHAPTER FOUR:

PRESENTATION AND DISCUSSION OF FINDINGS

4.1.1. Introduction.
The chapter responds to study objectives categorised as; firstly, the nature of community policing and perception on community policing among Ugandans. This provides the concept of community, police, and types of policing models and principles, theoretical basis, elements, ingredients of misconception of community policing. Secondly, explaining an overview of the challenges of community policing. The objective examines whether community policing in Uganda has contributed to crime reduction. The final objective examines the effectiveness of community policing programme implementation in Uganda.

4.2. Demographic characteristics
The respondents’ demographic features included only two key characteristics, which were the respondent’s gender and age. These factors were geared to influence a positive perception about community policing and cause effective strategies towards curbing crime in communities. In demographic terms, breakdowns of crime offending rates by race, gender and age are not directly available, because in many cases offender characteristics are unknown (Levitt, 2004: 168). This tells us which age bracket is capable of a successful community policing in Uganda by knowing which demography is involved squarely in its programmes.

\[\text{Table 1: Sex * Age Cross tabulation}\]

<table>
<thead>
<tr>
<th>Count</th>
<th>Age</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>18 - 24yrs</td>
</tr>
<tr>
<td>Sex</td>
<td>Male</td>
</tr>
<tr>
<td></td>
<td>18</td>
</tr>
<tr>
<td></td>
<td>24</td>
</tr>
<tr>
<td>Total</td>
<td>29</td>
</tr>
</tbody>
</table>

\[\text{Source: Primary Data}\]
This data presented is only for respondents (primary-who are community members). Generally, those who were largely interviewed were aged between 32-50 years, followed by 25 – 31 years while the young people were few. Most of the interviewed respondents were males (56) with an age bracket of 25-31 years, followed by those in the bracket of 18-24 years. Females interviewed were mostly in the range of 32-50 years and size of the other age brackets. All respondents were randomly selected simply at their homes or their work places yet those below 25 years were either in school or other institutions of learning. Majority males were interviewed as with less females probably because they are much involved in community security matters than women. Therefore in case there is a failure or success in community policing, the blame or credit will mostly go to men though women cannot be isolated in either product.

4.3. The perception of community policing among Ugandans.

Results from Table 1 clearly show that majority of the respondents are mature adults of the youth age-bracket (18-50years). This perhaps explains why over 66.7% (Table 2) reported or acknowledged that they are aware of the community policing and approximately the same percentage (69% Table 2) revealed that they (community members) understand the roles of community police officer in society where they reside. “The victimization model asserts that perceptions of vulnerability determine fear of crime: the greater the perceived vulnerability, the greater the fear” (Alda et al., 2017:367). Thus, in relation to the above, it is common to find that residents of low-income blighted communities no longer feel safe because their interpretation of a friendly officer is non-existent due to possible stereotypes (Square-Smith, 2017:38). This is indicative of the fact that perception inequalities are a reason community policing is failing in Uganda because of the weak bonding between community police officers and the community members. A reason community policing has not been welcomed in Uganda.
See table 2 below.
Table 2: Respondents’ understanding of the term community policing. Absolute numbers and per cent.

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Yes</td>
<td>66</td>
<td>66.0</td>
<td>66.7</td>
<td>66.7</td>
</tr>
<tr>
<td>No</td>
<td>23</td>
<td>23.0</td>
<td>23.2</td>
<td>89.9</td>
</tr>
<tr>
<td>Don’t know</td>
<td>10</td>
<td>10.0</td>
<td>10.1</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>99</td>
<td>99.0</td>
<td>100.0</td>
<td></td>
</tr>
<tr>
<td>Missing</td>
<td>1</td>
<td>1.0</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>100</td>
<td>100.0</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: Primary Data

Several respondents reported that community policing is a term that entirely involves keeping law and order in the society with help from community members. Police interaction with the community to curb crime.

“It’s the strategy that promotes partnerships and problem-solving techniques to address immediate conditions that give rise to public safety”, said Officer in Charge at Wandegeya police station.

Thus, because residents are more likely to communicate information to officers they know, the relationships can be an excellent tool for crime reduction and crime prevention (Innes, 2006). “A pro-active and problem-solving partnership between the police and the community to ensure law and order”, Community Liaisons Officer, Kawempe Police Division. This finding asserts the success of community policing if practical terms to it are registered. This verbatim also answers how perception abilities have a successful nerve to community policing because it was discovered that community policing uses a
customer service approach that allows the community to be an integral part of the solutions to the issues in their communities. It is revealed that over 40% of the community respondents are not so familiar with the programme of community policing. In addition, may be because 37% described the nature of police-community encounter as fair and not as good as they expect. Majority (56%) however reported that community policing is such a very important practice to curb crime. This importance could explain why a few people support community policing in Uganda yet others have strictly failed its growth.

Table 3: Showing how the public/community members are familiar with the programme.

<table>
<thead>
<tr>
<th>Valid</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Not at all</td>
<td>15</td>
<td>15.0</td>
<td>15.0</td>
<td>15.0</td>
</tr>
<tr>
<td>Not too familiar</td>
<td>43</td>
<td>43.0</td>
<td>43.0</td>
<td>58.0</td>
</tr>
<tr>
<td>Somewhat familiar</td>
<td>25</td>
<td>25.0</td>
<td>25.0</td>
<td>83.0</td>
</tr>
<tr>
<td>Very familiar</td>
<td>17</td>
<td>17.0</td>
<td>17.0</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>100</td>
<td>100.0</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

Source: Primary Data

Unfortunately, 27.6% of sampled community members showed lack of trust in police (this includes those who revealed that police is incompetent (23.5%) and few that revealed that police is extremely incompetent). Fortunately, the majority regard police as competent, 61% said that police is somewhat competent and 11.2% reported that police is extremely competent. These figures explain the reason as to why not much success has been registered in community policing yet in Uganda and Wakiso in particular. See table 4 below.
Table 4: The level of police competence in the exercise of their duties according to the community members

<table>
<thead>
<tr>
<th>What is the level of police competence in the exercise of their duties</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Extremely competent</td>
<td>11</td>
<td>11.0</td>
<td>11.2</td>
<td>11.2</td>
</tr>
<tr>
<td>Somewhat competent</td>
<td>60</td>
<td>60.0</td>
<td>61.2</td>
<td>72.4</td>
</tr>
<tr>
<td>Incompetent</td>
<td>23</td>
<td>23.0</td>
<td>23.5</td>
<td>95.9</td>
</tr>
<tr>
<td>Extremely incompetent</td>
<td>4</td>
<td>4.0</td>
<td>4.1</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>98</td>
<td>98.0</td>
<td>100.0</td>
<td></td>
</tr>
<tr>
<td>Missing</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>System</td>
<td>2</td>
<td>2.0</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>100</td>
<td>100.0</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: Primary Data

Much as majority (72.2%) of respondents view police officers as competent in executing their duties, and present so much need for collective crime prevention, thus competence has not been inversely correlated with support of community members in community policing towards the competent police, hence its failure. However, it is imperative to note that applying theory to police practices, questioning a police officer’s conscious or subconscious thinking when addressing alleged discrimination in high crime areas, requires additional research (Allen and Jacques, 2014).
This perhaps explains why 61.6% (see table above) of the respondents agreed that community policing is the best strategy in improving the relationship between communities and the police. While 73% (see table below) accepted that collective crime prevention is the best strategy to curbing crime in the community. Hence important to note is that citizens’ attitudes toward the police are frequently overlooked in the research on fear of crime, yet evidence suggests a relationship between these concepts but has, again, been based primarily on developed countries (Alda et al., 2017:368).

Table6: Importance of crime prevention

<table>
<thead>
<tr>
<th>Is collective crime prevention important in curbing crime in the neighbourhood</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Yes</td>
<td>73</td>
<td>73.0</td>
<td>73.0</td>
<td>73.0</td>
</tr>
<tr>
<td>No</td>
<td>16</td>
<td>16.0</td>
<td>16.0</td>
<td>89.0</td>
</tr>
<tr>
<td>Don’t know</td>
<td>10</td>
<td>10.0</td>
<td>10.0</td>
<td>99.0</td>
</tr>
<tr>
<td>12</td>
<td>1</td>
<td>1.0</td>
<td>1.0</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>100</td>
<td>100.0</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

Source: Primary Data

Table7: Knowledge on collective crime prevention.
Kawempe Community Liaison Officer explained that the community expects him to work with them to reduce the crime rate through community sensitization of public about the danger of crime. Table 6 thus qualifies the fact that respondents (community members) knew about collective crime prevention with 69%. To qualify this, it is imperative to reiterate that community partnerships form the core of community policing, remind police that working collaboratively with the public is essential to be effective and to maintain legitimacy in the eyes of the populace. However, research has consistently shown that community partnerships alone are insufficient to solve community problems like crime and disorder (Maguire et al., 2017:4). This informed us about the fact that community policing was largely well perceived by the community and thus its success is should be on the rise.

4.4. Challenges of community policing implementation

The increasing availability of digital data provides both opportunities and challenges (Malik et al., 2014: 1863). From the conception of the research findings, many respondents are aware of community policing and appreciate its intentions. However, majority (62%) of community members have no trust in community police officers. They do not trust officers who are directly engaged in the exercise; a reason community policing has nit thrived in Uganda. Thus this data helps answer the question as to why community policing has not been successful in Uganda yet.
Continually, a number of respondents (82% - very much and a little), (see table 7 below) reported that such community police officers are very much faced with a number of challenges of language connections during the implementation of the community policing program. A senior police officer at Wandegeya police station expressed that ‘Language barriers and mixing up of policing and politics’, (Kisubi police station officer) are some of the challenges they are faced with while implementing community policing programmes. It is therefore worth noting that police officers’ occupational attitudes and values are shaped by a working environment characterized by uncertainty, danger, and coercive authority (Paoline III et al., 2000: 576). It is probably such challenges that have negatively affected their delivery to full capacity and win people’s trust in curbing crime. While the minority (17.7% - somewhat and not at all) revealed that police is faced with few or no challenges, see table 7 below.
Table 8: Extent of challenges faced by police when implementing community policing.

<table>
<thead>
<tr>
<th>How challenging is community-policing implementation to police?</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Very much</td>
<td>31</td>
<td>31.0</td>
<td>32.3</td>
<td>32.3</td>
</tr>
<tr>
<td>A little</td>
<td>48</td>
<td>48.0</td>
<td>50.0</td>
<td>82.3</td>
</tr>
<tr>
<td>Somewhat</td>
<td>14</td>
<td>14.0</td>
<td>14.6</td>
<td>96.9</td>
</tr>
<tr>
<td>Not at all</td>
<td>3</td>
<td>3.0</td>
<td>3.1</td>
<td>100.0</td>
</tr>
<tr>
<td>Missing</td>
<td>4</td>
<td>4.0</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>96</td>
<td>96.0</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

**Source: Primary Data**

The study also found out that police is greatly faced with several operation challenges. This is so, as 96.9% (table 7 above) agree that police faces a number of challenges when implementing community policing. This is contrary to the 3.1% (table 7) who feel that the police aren’t faced with any challenges when implementing this type of policing. The majority respondents therefore clearly helped me to conclude that a successful community policing strategy requires successful operational strategies and thus it’s the reason a Uganda community policing goal has not been achieved. It this result from the fact that Community policing might be expected especially to affect the organizational environment by expanding the range of functions that properly fall within the scope of the police role, and perhaps even by reordering the priorities attached to them (Paoline III et al., 2000:581). Thus, the latter conclude that the process might result in greater attention to and recognition of officers” efforts to reduce disorders, solve neighbourhood problems, and build rapport with citizens.
Table 9: Police responsiveness to concerns and problems

<table>
<thead>
<tr>
<th>The police have failed to solve neighbourhood problems</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid Strongly agree</td>
<td>4</td>
<td>4.0</td>
<td>4.0</td>
<td>4.0</td>
</tr>
<tr>
<td>Disagree</td>
<td>15</td>
<td>15.0</td>
<td>15.0</td>
<td>19.0</td>
</tr>
<tr>
<td>Neutral</td>
<td>38</td>
<td>38.0</td>
<td>38.0</td>
<td>57.0</td>
</tr>
<tr>
<td>Agree</td>
<td>30</td>
<td>30.0</td>
<td>30.0</td>
<td>87.0</td>
</tr>
<tr>
<td>Strongly agree</td>
<td>12</td>
<td>12.0</td>
<td>12.0</td>
<td>99.0</td>
</tr>
<tr>
<td>Don't know</td>
<td>1</td>
<td>1.0</td>
<td>1.0</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>100</td>
<td>100.0</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

The thesis, in the table 9 above revealed that 70% of respondents reported people’s willingness to report their victimization or oppression to the police. Whereas about 20% showed that, the public in most cases does not report to police when victimised or oppressed. This is in clear connection with 42% (see table 8 above) who agreed that the public attribute organizational legitimacy to police. This perhaps means that the public has nowhere else to run to any case of victimisation or insecurity other than police – it is left with no choice. However, approximately half of the respondents agreed that police report less fear of crime leading to its inefficiency while responding to crime in society. Thus, these challenges pose a gap between the police, the community and other stakeholders in executing their duties relating to maintenance of peace, order and security matters (Malik et al., 2014:15). Such contributes to the failure of a robust community policing in Uganda.
On victimology questions the respondent had this to say “Yes, communities have been made aware of their roles and roles of police in preventing and reporting crimes in their areas”, Community Liaisons Officer, Wandegeya explained. This was partly because these findings revealed that both police and citizen participants believe community-policing strategies have increased visibility of police and improved community trust and public support associated with crime, safety, transparency, and accountability between officers and citizens (Square-Smith, 2017:4)

4.5 Community policing and reduction in crime rate.

On the effectiveness of community policing, 60% reported that it is an effective approach to curbing crime problem in the community. However, for the case of South Africa, in many serious crime stations, trainees believed that “Community Policing” was not applicable in those areas, as the lives of policeman and women were constantly in danger (Brogden, 2002:174).
Table 11: Effectiveness of community policing approach to curb crime problem

<table>
<thead>
<tr>
<th>Is community policing an effective approach in solving the crime problem in your area</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid</td>
<td>Yes</td>
<td>60</td>
<td>60.0</td>
<td>60.6</td>
</tr>
<tr>
<td></td>
<td>No</td>
<td>25</td>
<td>25.0</td>
<td>25.3</td>
</tr>
<tr>
<td></td>
<td>Don't know</td>
<td>14</td>
<td>14.0</td>
<td>14.1</td>
</tr>
<tr>
<td>Total</td>
<td>99</td>
<td>99.0</td>
<td>100.0</td>
<td></td>
</tr>
<tr>
<td>System</td>
<td>1</td>
<td>1.0</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Missing</td>
<td>100</td>
<td>100.0</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

This probably explains why in table 11 below, 33% (agreed and strongly agreed) revealed that community policing has led to curbing crime in their community as opposed to 22% who disagreed and strongly disagreed with the approach. They believe that community police officers have failed to solve the crime problem in their areas because of several reasons. Perhaps it could be because of no existing neighbourhood watch in their areas. In order to understand why the approach on community policing is failing, the above data set explains the dilemma. It is majorly the weakness of police who remain suspect in the eyes of the masses.
Table 12: Community’s conformity to the idea that community policing has reduced crime.

<table>
<thead>
<tr>
<th>Community policing has led to less crime and disorder in your community</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid</td>
<td>Strongly disagree</td>
<td>9</td>
<td>9.0</td>
<td>9.0</td>
</tr>
<tr>
<td></td>
<td>Disagree</td>
<td>13</td>
<td>13.0</td>
<td>13.0</td>
</tr>
<tr>
<td></td>
<td>Neutral</td>
<td>39</td>
<td>39.0</td>
<td>39.0</td>
</tr>
<tr>
<td></td>
<td>Agree</td>
<td>26</td>
<td>26.0</td>
<td>26.0</td>
</tr>
<tr>
<td></td>
<td>Strongly agree</td>
<td>7</td>
<td>7.0</td>
<td>7.0</td>
</tr>
<tr>
<td>Don’t know</td>
<td>6</td>
<td>6.0</td>
<td>6.0</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>100</td>
<td>100.0</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

Source: Primary Data

The study further found out that very few people (7%) in community are very sure and additionally 26% agreed that less crime and order in community is because of community policing. These findings are relatively negative for the police, for among the most important determinants of general satisfaction with what they do are the negative things that happen when citizens encounter the police (Skogan, 2006:113). A significant percentage are undecided (neutral)-it either because of police or something else. However, 26% agreed that there is less crime in society today is due to community policing. While 13% disagreed that community policing is not leading to less crime or order in community. To answer the question of whether the suspicion of police is a reason community policing has not flourished, this data-set qualifies this claim. See table 12 above. Despite the argument by one Community Liaison officer about the information shared to the public. He said, ‘Yes, communities have been made aware of their roles and roles of police in preventing and reducing crimes in their areas,” said CLO, Wandegeya Police station.
Table 13: Presence of neighbourhood watch schemes in community

<table>
<thead>
<tr>
<th>Are neighbourhood watch scheme available in your community</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Yes</td>
<td>31</td>
<td>31.0</td>
<td>31.6</td>
<td>31.6</td>
</tr>
<tr>
<td>No</td>
<td>49</td>
<td>49.0</td>
<td>50.0</td>
<td>81.6</td>
</tr>
<tr>
<td>Don't know</td>
<td>18</td>
<td>18.0</td>
<td>18.3</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>98</td>
<td>98.0</td>
<td>100.0</td>
<td></td>
</tr>
<tr>
<td>Missing System</td>
<td>2</td>
<td>2.0</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>100</td>
<td>100.0</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: Primary data

On neighbourhood watch, the study showed (see table 12) that majority (67%) reported either neighbourhood watch activities do not exist or they are unaware they exist in their areas. While 31% agreed that neighbourhood watch activities exist in their areas. These perhaps appreciate the work of community-police officers to curbing crime and disorder in the community. In neighbourhoods where crime watch schemes exist, most people (57%) feel such activities have yielded positive results in battling crime and often causes harmony. For instance it is believed that various scholars have suggested that neighbourhood social cohesion and confidence in police effectiveness influence the probability that victims report crime to the police, but this has never been properly tested (Goudriaan et al., 2005:719). However, relatively many respondents (43%) reported that crime watch schemes have ineffectively reduced crime in their areas. See figure 2 below.
4.6. **Shaping the effectiveness of community policing program implementation.**

This section describes the lessons from neighbourhoods implementing community policing. Several lessons were drawn from areas where police involve community members to curb crime. These included but not limited to; improved Security/Standard of living, community unity, and high crime reporting to police, good police-community relationship, among others. Generally, most respondents (70%) revealed that community policing improves people’s lives (in terms of less fear of crime and able to run their day to day business swiftly) if well implemented, this would reduce or entirely stop insecurity while enabling more economic and other development activities to take course. This would also lead to community unity, good crime reportage, working with police and consequently leads to community progress in all aspects of life.

Officer in Charge (OC) Wandegeya police station said that the penalties of different crimes committed and avoiding taking the law in their hands; is a lesson that other communities should learn from neighbourhoods where community policing is being implemented. For successful community policing respondents suggested few insights. The majority reported that police should try to avoid corruption; police should always depict a good image in the public for people to learn from them; police should as well try to be independent from external forces rather influencers.
Sempagala A.


and consider serving people with fairness while respecting their rights. Lastly, they also suggested that police should always involve community members/leaders in all their security activities. OC-Wandegeya police division suggested that “responding to some emergencies very quickly and avoiding sometime unlawful arrests, will improve police image in the community”. This showing a lacuna on part of the police qualifies the doubt the public has and speaks volumes on the unsuccessfulness of community policing strategies in Uganda so far.

Figure 3: Showing ways to improve police image in the community

Source: Primary Data

The study on the other hand revealed that it is very vital for the community to help police execute their duties. Several ways were suggested by respondents on how best people can help police reduce crime; the majority (58%) suggested that the public should always be vigilant/wary and report criminals to police, neighbourhood watch schemes should be strengthened; there should be unity and cooperation in the community, people should work as one when it comes to dealing with criminal tendencies; and aggressively community members should obey the law.

This coincides with what Nigerians adopted when it was argued that sometimes it requires good governance for these criminogenic situations to be resolved and
equally asserted that where there is bad leadership coupled with corruption, this
deprives the generality of Nigerians the benefits of democracy (Arisukwu, 2017).
It should therefore be understood that, police legitimacy remains key in gaining
community trust in policing—as does a clear understanding of the racial disparities
in enforcement of laws and regulations, including but not limited to traffic stops
and other police actions (O'Reilly, 2017: 22).

Apart from how the public can help police reduce crime, the study also found out
several programs/measures to be introduced in the community to improve on crime
reduction. 52% suggested that there is need for sensitization programs on crime
prevention in the society and 14% suggested creation of more security promotion
groups in the community. While the minority suggested creation of jobs to keep
people busy (9%), installation of street cameras (5%), more police patrols (6%) and
establishment of rehabilitation centres (7%).

“Reactive method of combating crime (arrest criminals and prosecute them to
deter others from same)”, CLO, Kawempe police division suggested.
Thus, this is in line with the view that the efficacy of citizens to participate in
neighbourhood-watch activities and report signs of trouble is important for
safeguarding communities against crime (Mburu and Helbich, 2017). There needs
to be mitigations in response to fear of crime as Alda and his co-authors argue that
understanding how perceptions of police performance influence fear of crime is
essential to developing strategies which will reduce citizens’ isolation and
reluctance to exert informal social control in their communities (Alda et al., 2017
:366). Hence this finding answers the question of the methods that can be designed
for a successful community policing programme in Uganda.
Correspondingly, about 70% of the respondents revealed that there are some organs of government that can help police to effectively implement community policing in the country. These in return help to shape the police image on their failures and reduce the suspicion from the public in order to improve community policing work. See table 14 below.

Table 14: Other community implementations to improve crime reduction and prevention

<table>
<thead>
<tr>
<th>What other programs can be of importance to the community in improving crime reduction and prevention</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Job creation</td>
<td>8</td>
<td>8.0</td>
<td>9.1</td>
<td>9.1</td>
</tr>
<tr>
<td>Establishing rehabilitation centres</td>
<td>6</td>
<td>6.0</td>
<td>6.8</td>
<td>15.9</td>
</tr>
<tr>
<td>Sensitization program</td>
<td>46</td>
<td>46.0</td>
<td>52.3</td>
<td>68.2</td>
</tr>
<tr>
<td>Creation of more security groups</td>
<td>12</td>
<td>12.0</td>
<td>13.6</td>
<td>81.8</td>
</tr>
<tr>
<td>More police patrols</td>
<td>5</td>
<td>5.0</td>
<td>5.7</td>
<td>87.5</td>
</tr>
<tr>
<td>Street cameras</td>
<td>4</td>
<td>4.0</td>
<td>4.5</td>
<td>92.0</td>
</tr>
<tr>
<td>Others</td>
<td>7</td>
<td>7.0</td>
<td>8.0</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>88</td>
<td>88.0</td>
<td>100.0</td>
<td></td>
</tr>
<tr>
<td>Missing</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>System</td>
<td>12</td>
<td>12.0</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>100</td>
<td>100.0</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: Primary Data
Table 15: Organs of government that can help implement community policing

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Judiciary</td>
<td>15</td>
<td>15.0</td>
<td>22.4</td>
<td>22.4</td>
</tr>
<tr>
<td>Army/UPDF</td>
<td>22</td>
<td>22.0</td>
<td>32.8</td>
<td>55.2</td>
</tr>
<tr>
<td>Local councils</td>
<td>8</td>
<td>8.0</td>
<td>11.9</td>
<td>67.2</td>
</tr>
<tr>
<td>Crime preventers</td>
<td>5</td>
<td>5.0</td>
<td>7.5</td>
<td>74.6</td>
</tr>
<tr>
<td>Others</td>
<td>10</td>
<td>10.0</td>
<td>14.9</td>
<td>89.6</td>
</tr>
<tr>
<td>Parliament / Legislature</td>
<td>7</td>
<td>7.0</td>
<td>10.4</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>67</td>
<td>67.0</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

Source: Primary Data

It is revealed that majority think that the Judiciary and UPDF/Army can help police to effectively implement community policing, alongside other institutions like local councils/crime preventers and Parliament. Parliament can perhaps create favourable laws and ensure their successful implementation. For instance, it can make tight laws on corruption and ensure that police are independent from external forces like the Executive. The Judiciary can also ensure zero tolerance to corruption and reinforce to ensure full prosecution of criminals. The army can as well be pro-people so that in case of any criminal tendencies where police has failed, they should come. For example, some cases involve police as criminals; this makes it so hard for people to report such cases. Thus, the observations provide scientific evidence that a properly executed intervention strategy can overcome the social disorganization and contribute to crime risk reduction (Mburu and Helbich, 2017:190).

Conclusively, the results of the data analysis show that if the basic components are institutionalized, then the future prospects of community policing—reduction of crime, fear of crime, social disorders, and neighbourhood decays, improvement police-community partnership, increasing community capacity to deal with local
issues, changing police personnel’s attitude and behaviours, and increasing safety and security—will be increased (Khatri, 2016:251 & 252).
CHAPTER FIVE

5.1 CONCLUSION AND RECOMMENDATIONS.
This chapter contains the conclusion and recommendations from the study. The conclusions and recommendations were made about the research objectives and questions.

5.1.1 Conclusion.
This study extensively explored the notion that the introduction of community policing reduced crime rate as a result. While the analysis showed that local policing was extremely bent on priority shift to the new methods of improving police relations, there was suspicion from the general populous regarding the true intentions of the police in their community policing undertakings. The analysis further showed that much as there is lack of trust for police by the public, there was enormous hope in this type of policing in fighting crime.

Community policing remains a pragmatic way of curbing crime in society. This was confirmed from the overwhelming responses from the respondents of both genders and all ages in multiple locations. However, trust in the police remains questionable. This is further confirmed by O'Reilly who asserts that building community-police trust requires sustained effort, but it is essential before police can identify and address the true concerns of the community. O’Reilly therefore suggests that the methods used to gain cooperation and support must be tailored to individual neighbourhoods whereas poorer minority communities that experience a greater police presence may be less trusting than more affluent communities, (O'Reilly, 2017:27). Hence, police is obligated to improve the trust and strengthen the bonding between them and the public if community policing is to thrive.

Community policing has not squarely delivered on reduction of crime in Uganda because of improper implementation of the program. Community policing must be uniform and completely handled with utmost care by police if it is to bring security benefits to the country. Most importantly, engaging the community in crime reduction and prevention allows a more targeted approach to local priorities by empowering the community to identify and respond to local concerns (Malatji, 2016:11).

Cruelty, torture and illegal arrest by police have slightly reduced in areas where the program has greatly been implemented. Some accountable and transparent police
activities during arrest should be free from corruption tendencies, respect of human rights and proper consultations from local leaders; to achieve good police – community relationship thus reduction of crime rate. The relationship between the police and citizens is key to understanding legitimacy as it relates to policing. In general, police can be considered legitimate when the public believes they are acting in a moral, ethical way (O'Reilly, 2017).

The study revealed that there is much laxity in bridging the gap between the community members and the police. Most people in Wakiso District of Uganda the focus of this study feel that the police is not involving the entire community into their activities. People generally think the police only protects certain groups of people in society, especially the rich. There is therefore need to bring all people into play, police and other key players should design and implement activities that will involve all people into the program. In some areas, it has tried to bridge the gap by always sensitizing members but there is need for more effort across other areas.

### 5.1.2. Recommendations.

The Ugandan Police Force in general and Wakiso District police in particular need to adapt to modern policing that does not exclude the people. This will reduce confrontations by masses who are suspicious. For example, they could employ a similar strategy used in the United States of America where body-worn cameras (BWCs), helps document police and citizen contact. BWCs’ video outputs can bring transparency and accountability to a controversial incident (O'Reilly, 2017: 16). This could greatly increase a friendly police-community interaction and cooperation necessary in crime prevention and detection. There is an imperative of employing media channels to help the masses understand the merits of community policing rather than concentrating on the demerits the strategy. This is supported by (O'Reililly, 2017) who claims that police departments understand the power of social media and its influence on public perception. Social media provides a platform to reach a wider audience, educate the public, and counteract some of the negative effects of media reporting.

Several respondents reported that the Ugandan Police is a corrupt Force. There is therefore need to curb corruption among police officers by improving their
conditions of service through pay rise. This will change the perceptions people hold about the police. This will help masses appreciate the work of police in good faith rather than shun community policing due to absurdity in police behaviour. There police also need to receive relevant training particularly in community policing. This will enable them know how best to cooperate with civilians. Employing Khatri’s idea who asserts that the most effective way to deal with policing issues and challenges of policing is by mutual cooperation and community input between the police and the public, (Khatri, 2016 : 253). It is therefore strongly recommended that police-community mutual cooperation should be encouraged.
REFERENCES


Sempagala A.  
Sempagala A. 

**Suspect Community Policing Practices in Uganda: The Case of Wakiso District in Uganda.**


Sempagala A.  
*Suspect Community Policing Practices in Uganda: The Case of Wakiso District in Uganda.*


The principal researcher is Alex Sempagala a second-year student at the University of Malmo, Sweden, under the Faculty of Healthy and Society. The aim of the study is to explore, in broad terms, how community policing has failed to yield the intended results, and how it can be shaped to suit needs of communities. You have been identified as a valuable resource for this study given the position you occupy in the university under study. The information you give will only be used for academic purposes and will be treated with utmost confidentiality in accordance with the university of Malmo rules and regulations.

Chapter one: The nature of community policing and its, perception among the Ugandans.

1. What do you understand by the term policing?
2. Have you heard about community policing? If yes, what is your understanding of it?
3. How important is community policing to your community? If/yes or no (probe).
4. Do the police have competence in the exercise of their duties? Explain your answer.
5. Do you find the police fair and impartial when enforcing the law?
6. Is community policing the best strategy in improving the relationship between communities and the police? If yes/ No. Please explain your answer.

Chapter two: Challenges of community policing implementation.

1. Do you think the police are trusted in your community? If no/yes, qualify your answer please.
2. What challenges do you think are experienced by the police and the community while doing community policing?
3. Are the police responsive to the community's concerns and problems? If yes/no, what are the implications of such responsiveness/non-responsiveness?
4. Do you think as police you succeeded/failed in solving neighbourhood problems? If yes/no, support your claim please.
5. Do the police create cooperative partnerships with the community?
6. How have the above partnerships improved the relationship between police and the community?

7. Are police trusted by the community members they serve? Explain your answer.

8. Does the public report less fear of crime? Could this be a problem of the working relationship by the police?

9. Does the public attach organizational legitimacy to the police? If yes/No, what could be the reason?

Chapter three: Community policing and reduction in crime rate.

1. Does the public perceive less crime and disorder due to the introduction of community policing?

2. Has the collective crime prevention knowledge and behaviours in form of community policing registered any crime reduction occurrences?

3. Is community policing an effective approach in solving the crime problem in your area?

4. Of the community and the police, who has worked harder to reduce crime?

Chapter four: Shaping the effectiveness of community policing programme implementation.

1. What lessons are learned from community policing, that are transferable to other communities?

2. How best can the police improve its image among the population for a successful community-policing program?

3. What other programs can be of importance to the community in improving crime reduction and prevention?

4. What other government organs can help in implementing and coordinating in community policing practices?

Thank you so much for your time!
7.2 Appendix II: Self-administered questionnaire for community members

The principal researcher is Alex Sempagala a second-year student at the University of Malmo, Sweden, under the Faculty of Healthy and Society. The aim of the study is to explore, in broad terms, how community policing has failed to yield the intended results, and how it can be shaped to suit needs of communities. You have been identified as a valuable resource for this study given the position you occupy in the university under study. The information you give will only be used for academic purposes and will be treated with utmost confidentiality in accordance with the university of Malmo rules and regulations.

Chapter one: The nature of community policing and its, perception among the Ugandans.

Sex: Male.......... Female............
Age: 18-24.......... 25-31............32 & above............
1. Do you understand by the term community policing?
   a) Yes...... b) No...... c) Don’t know.............
2. Do you understand the work of a community police officer?
   a) Yes...... b) No...... c) Don’t know.............
   If yes, what is it?...................................................................................
3. How familiar are you with the idea of community policing?
   a) Not at all...... b) Not too familiar...... c) Somewhat familiar............
       d) Very familiar........
4. How important is community policing in your community?
   a) Very important...... b) Less important...... c) Not important...... d) Don’t know.............
5. How can you describe the nature of police-community encounters during community policing? (probe).
   a) Very good.......... b) Good ..............c) Fair............ d) Bad.............. e) Don't know
6. What is the level of police competence in the exercise of their duties?
   a) Extremely competent........ b) Somewhat competent........ c) Incompetent........
       d) Extremely incompetent........
7. Do you have any knowledge on the collective crime prevention?
   a) Yes...... b) No...... c) Do not know.............
Sempagala A.  
*Suspect Community Policing Practices in Uganda: The Case of Wakiso District in Uganda.*

8. Is collective crime prevention important in curbing crime in the neighbourhood?  
   a) Yes...... b) No....... c) Do not know.............

9. Is community policing the best strategy in improving the relationship between communities and the police?  
   a) Yes...... b) No....... c) Do not know.............

**Chapter two: Challenges of community policing implementation.**

1. Do you trust the community police officers in your community?  
   a) Yes...... b) No....... c) Do not know.............

2. How challenging is community-policing implementation to police?  
   a) Very much..............b) A little.......... c) Somewhat........ d) Not at all........

3. Are the police responsive to your community's concerns and problems?  
   a) Yes...... b) No....... c) Do not know.............

4. How efficient are the police in responding to the needs of the community members?  
   a) Extremely efficient........ b) Somewhat efficient.......... c) Inefficient........  
   d) Extremely inefficient ............

5. The police have failed to solve neighbourhood problems.  
   a) Strongly disagree  
   b) Disagree  
   c) Neutral  
   d) Agree  
   e) Strongly Agree  
   f) Don't know  

6. Do the police create cooperative partnerships with your community?  
   a) Yes...........  
   b) No............. c) Do not know.............

7. Can people trust the partnerships created by the police in communities?  
   a) Yes......  
   b) No.......  
   c) Do not know.............

8. Does the public report victimizations to police?  
   a) Yes......  
   b) No.......  
   c) Do not know.............

9. Does the public report less fear of crime?  
   a) Yes......  
   b) No.......  
   c) Do not know.............

10. If yes, could this be a problem of the working relationship by the police?  
    a) Yes......  
    b) No.......  
    c) Do not know.............

11. Does the public attribute organizational legitimacy to the police?
Chapter three: Community policing and reduction in crime rate.

12. Is community policing an effective approach in solving the crime problem in your area?  
   a) Yes......   b) No......   c) Don’t know.............

13. Community policing has led to less crime and disorder in your community.  
   a) Strongly disagree  
   b) Disagree  
   c) Neutral  
   d) Agree  
   e) Strongly Agree  
   f) Don't know

14. How satisfied/dissatisfied are you with them?  
   a) Extremely Dissatisfied  
   b) Somewhat Dissatisfied  
   c) Somewhat satisfied  
   d) Extremely satisfied  
   e) Do not know

15. Are neighbourhood watch schemes available in your communities?  
   a) Yes......   b) No......   c) Don't know.............

16. How effective are they to your community?  
   a) Very effective........b) somewhat effective.......  
   c) ineffective........  d) Very ineffective...

Chapter four: Shaping the effectiveness of community policing programme implementation.

1. What lessons are learned from community policing that are transferable to other communities?

2. How best can the police improve its image among the population for a successful community-policing program?

3. How can the community help the police in community policing?

4. What other programs can be of importance to the community in improving crime reduction and prevention?

5. Is there any other organ of the government that can help implement community policing as the police?
   a) Yes…….  b) ...............
If yes, can you identify it? ........................................................

Thank you so much for your time!
7.3 Appendix III: Self-administered questionnaire for police officers

The principal researcher is Alex Sempagala a second-year student at the University of Malmo, Sweden, under the Faculty of Law. The aim of the study is to explore, in broad terms, how community policing has failed to yield the intended results, and how it can be shaped to suit needs of communities. You have been identified as a valuable resource for this study given the position you occupy in the university under study. The information you give will only be used for academic purposes and will be treated with utmost confidentiality in accordance with the university of Malmo rules and regulations.

Chapter one: The nature of community policing and its perception among the Ugandans.

Sex: Male........... Female..............
Age: 18-24........... 25-31.............. 32 & above..............

10. Do you understand by the term community policing?
a) Yes...... b) No...... c) Don’t know..............

2) Have you heard about community policing?
a) Yes.............. b) No: ..............

If yes, what is your understanding of it?..............................................................

2) As a community police officer, what does the community expect you to do?

3) Do you think the community understands your work as a community police officer?
a) Yes .............. b) No..............

a) Do you think community policing is important in your community? If/yes or no (probe).Yes .............. b) No..............

Explain........................................................................................................

4) Do you think police are exhibiting good manners during encounters with residents? (probe).
a) Yes .............. b) No..............

Explain Do the police have competence in the exercise of their duties? Explain your answer.

a) Do you think you are regarded (the police) as fair and impartial when enforcing the law? Yes .............. b) No: ..............
Sempagala A.


5) Is community policing the best strategy in improving the relationship between communities and the police? If yes/ No. a) Yes…… b) No….. Please explain your answer……………………………………………………………………

Chapter two: challenges of community policing implementation.

10. Do you think you (police) are trusted in your community? a) Yes: …… b) No: …

11. If no/yes, qualify your answer please:

12. What challenges do you think are experienced by the police from the community members while doing community policing?……………………

13. Are the police responsive to the community's concerns and problems?
If yes/no, what are the implications of such responsiveness/non-responsiveness?……………………………………………………………………

14. What have the police done/failed in solving neighbourhood problems?
…………………………………………………………………………………….

15. Do the police create helpful partnerships with the community? a) Yes…. b) No……

16. How have the above partnerships improved the relationship between police and the community? …………………………………………………

17. Can people trust the partnerships created by the police in communities? Yes…No…. Support your argument: ………………………………………

18. Does the public report victimizations to police? a) Yes…… b) No……
If no, why? ………………………………………………………………………

19. Does the public report less fear of crime/fear committing crime?
 a) Yes …….. b) No: ……………

20. Does the public perceive a higher/lower quality of life in their neighbourhood?
a) Higher……………… b) Lower: …………………
CHAPTER THREE: Community policing and reduction in crime rate.

5. Are the police engaging the community in crime control and prevention actions under the umbrella of community policing? a) Yes .............. b) No............

6. Does the public perceive less crime and disorder due to the introduction of community policing? a) Yes................ b) No....................

7. Is community policing an effective approach in solving the crime problem in your area? a) Yes................ b) No....................

8. Of the community and the police, who has worked harder to reduce crime? a) Community ...... b) Police ........ C) Both ........

CHAPTER FOUR: Shaping the effectiveness of community policing programme implementation.

6. What lessons are learned from community policing that are transferable to other communities?

7. How best can the police improve its image among the population for a successful community-policing program?

8. How can the community help the police in community policing?

9. What other programs can be of importance to the community in improving crime reduction and prevention?

10. Is there any other organ of the government that can help implement community policing as the police? b) Yes...... b) ..............

If yes, can you identify it?........................................................

THANK YOU SO MUCH FOR YOUR TIME!