

**AN ASSESSMENT OF POLICING ON CONFLICT TRANSFORMATION:  
A CASE OF GULU DISTRICT**

**BY**

**KAGARURA HERBERT BOB**

**2021/HD03/2169U**

**A RESEARCH DISSERTATION SUBMITTED TO THE DIRECTORATE OF  
RESEARCH AND GRADUATE TRAINING IN PARTIAL FULFILLMENT  
FOR THE AWARD OF A MASTERS DEGREE IN PEACE AND  
CONFLICT STUDIES OF MAKERERE UNIVERSITY**

**JANURAY 2023**

## Declaration

I, **Kagarura Herbert Bob**, hereby declare that the content in this dissertation is my original work. All sources used have been acknowledged and documented by means of a complete reference list. This dissertation has not been previously submitted in full or partial fulfillment of the requirements for an equivalent or higher qualification at any other recognized institution.

Signature:  ..... Date: 06 JAN 2023 .....

**Kagarura Herbert Bob,**

## Approval

This research proposal for a dissertation has been written under our supervision and has been submitted for the award of the master's Degree in peace and conflict studies of Makerere University with our approval as University supervisors.

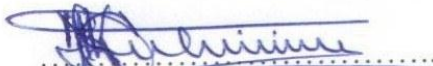
Signature:.....

Date:.....



Dr. Veneranda Mbabazi

**Supervisor**



Dr. Chris Tuhirirwe

**Supervisor**



## **Dedication**

This dissertation is dedicated to my parents for helping me realize the importance of education and supporting me throughout my academic journey.

## **Acknowledgment**

I first thank God the almighty for the gift of life and enabling me to reach this far in my academic pursuits.

First and foremost, I would like to extend my sincere and hearty gratitude to my supportive supervisors Dr. Chris Tuhirirwe and Dr. Veneranda Mbabazi for their critical reviews, expert advice, and regular availability to me throughout the course of my research work. I also acknowledge all the support given to me by all the lecturers in the entire Religion and Peace Studies Department. I am forever indebted for the unwavering support.

I also wish to acknowledge the support I received from Gulu district especially police for the support and willingness rendered during the data gathering exercise. Without their prompt responses to the questionnaires and interview guide questions, this study would not have been completed.

I would also like to acknowledge the contribution of my colleagues in the Master of Arts Peace and Conflict Studies with whom I enjoyed fruitful discussions on challenging topics. To all those, that I have not been able to mention, I surely appreciate your efforts.

## Table of contents

Declaration.....	ii
Approval.....	iii
Dedication.....	iii
Acknowledgment .....	v
Table of contents.....	vi
List of Tables .....	ix
List of Abbreviations and Acronyms .....	x
Abstract.....	xi
<b>CHAPTER ONE:INTRODUCTION .....</b>	<b>1</b>
1.0 Introduction.....	1
1.2 Background to the study .....	1
1.3 Statement of the problem.....	5
1.4 Objectives of the study .....	6
1.4.1 General Objective.....	6
1.4.2 Specific Objectives.....	6
1.5 Research Questions .....	6
1.6 Significance of the study .....	6
1.7 Justification of the study.....	8
1.8 Theoretical framework .....	8
1.9 Scope of the study .....	9
1.9.1 Content scope.....	9
1.9.2 Geographical scope .....	10
1.9.3 Time scope .....	10
1.10 Definition of key terms.....	10
<b>CHAPTER TWO:LITERATURE REVIEW.....</b>	<b>12</b>
2.1 Introduction.....	12
2.2 Role of police in managing interpersonal conflict .....	12

2.3 Roles of police in managing social & intergroup conflicts .....	13
2.4 Challenges faced in policing for conflict transformation .....	14
2.5 Research Gaps.....	18
<b>CHAPTER THREE: METHODOLOGY .....</b>	<b>19</b>
3.1 Introduction.....	19
3.2 Research Design.....	19
3.3 Study Population .....	19
3.4 Selection of Sample Size .....	20
3.5 Sampling Techniques .....	20
3.5.1 Simple random sampling .....	20
3.5.2 Purposive sampling .....	20
3.6 Data collection Methods and Tools.....	21
3.6.1 Questionnaire Survey .....	21
3.9 Data Analysis .....	22
3.9.1 Quantitative data analysis .....	22
3.9.2 Qualitative data analysis .....	23
3.10 Data Collection Procedures .....	23
3.12 Gender considerations .....	24
3.13 Constraints of the study .....	24
<b>CHAPTER FOUR: PRESENTATION, ANALYSIS AND DISCUSSION OF FINDINGS..</b>	<b>25</b>
4.1 Introduction.....	25
4.2 Background information of the respondents.....	25
4.2.2 Gender of respondents .....	25
4.2.3 Marital status of respondents .....	27
4.2.4 Level of education.....	28
4.4 Role policing plays in managing social & intergroup conflicts in post war.....	36
4.5 The challenges of policing in conflict transformation in Gulu district .....	42

<b>CHAPTER FIVE:SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS .....</b>	<b>47</b>
5.0 Introduction.....	47
5.1 Summary of findings.....	47
5.2 Conclusion .....	48
5.3 Recommendations .....	48
5.4 Areas for future research .....	50
REFERENCES .....	51
APPENDICES .....	54
Appendix I: Questionnaire for community members .....	54
Appendix II: Interview guide Questions for Key Informants .....	57
Appendix III: Table for determining sample Size from a given population .....	58



## **List of Tables**

Table 3.1: Sample Size of Respondents and Sampling Technique.....	20
Table 4.1: Gender of respondents.....	26
Table 4.2: Age of respondents.....	26
Table 4.3: Marital status of respondents.....	27
Table 4.4 Level of education.....	28
Table 4.5: Response on awareness of the role policing plays in managing social & intergroup conflicts in post war Gulu.....	29
Table 4.6: The role of policing in managing interpersonal conflict in post war.....	30
Table 4.7: Response on awareness of the role policing plays in managing social & intergroup conflicts.....	37
Table 4.8: Role policing plays in managing social & intergroup conflicts in post war.....	38
Table 4.9: Response on awareness of the challenges of policing in conflict transformation.....	42
Table 4.10: Challenges of policing in conflict transformation in Gulu district.....	43

### **List of Abbreviations and Acronyms**

ARC	American refugee committee
CAO	Chief Administrative Officer
DRC	Democratic Republic of Congo
OPM	Office of the Prime Minister
SPSS	Statistical Package for Social Sciences
DRC	Danish Refugee Council
UNHCR	United Nations High Commission for Refugees

## **Abstract**

The research study sought to carry out an examination of policing on conflict transformation using a case of Gulu district in northern Uganda. The study was guided by three objectives; to examine the role of policing in managing interpersonal conflict in post war Gulu, to establish the role policing plays in managing social and inter-group conflicts in post war Gulu, to find out the challenges of policing in conflict transformation in Gulu district. The researcher gathered primary data using survey method using a questionnaire as the main instrument while secondary data was obtained by analyzing the available literature from books, reports and journals. The study consisted of 220 respondents who were selected using both simple random and purposive sampling techniques. The research study used a theoretical framework in the investigations. The findings found out that community outreach visits and dialogue, involvement in community service projects, local council – police initiatives, support to NGOs in conflict resolution, and community partnerships were some of the roles of policing in managing interpersonal conflict in post war. Creating community shared experience, community mediation, embracing community team work, and support to local justice were some of the role policing plays in managing social & intergroup conflicts in post war. Weaknesses in leadership and management, Lack of facilitation, poor technology, and poor communication cited as challenges of policing in conflict transformation in Gulu district. The study concludes that patrolling ensures effective problem identification within the respective communities in post war areas and it also enables the community to carry out problem evaluation within the communities. In a nutshell, community participation police patrols reduce crime in communities. The study recommends participation in sensitizations about crime will automatically reduce the crime levels in communities around Gulu. In regard to the above conclusion drawn, the study signifies a concern for more integrated approaches to be sought and a realistic investment to directly be made in support of the existing strategies, which seem to be lacking financial support although they would have been good policies in attainment of peace.

## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.0 Introduction**

Conflict and society have co-existed since the cradle of mankind. It is a constant factor in human existence. Conflicts occur at different levels which include; intrapersonal, interpersonal, intragroup, intergroup, and international levels (Agastra, 2018). In yesteryears, conflicts were managed and resolved by the elderly and community leaders within traditional structures in which they occurred. The complexities of conflicts characterising the contemporary world have placed greater demands on police organisations to intervene and manage the conflicts. As police organisations grapple with these conflicts, it becomes apparent that they should develop clear and sustainable strategies to successfully manage conflict situations. Failure to manage conflicts is itself ominous to the wellbeing of the Wars, Inter-State Wars and even World Wars (Agastra, 2018). This chapter covers the introduction, background to the study, statement of the problem, aim of the study, objectives of the study, research questions, scope of the study, significance of the study and the theory that will form the basis of the study.

#### **1.2 Background to the study**

Uganda Police history began in 1899 with the establishment of the Uganda Armed Constabulary. The institution has undergone extensive metamorphosis since those early beginnings. The current Uganda Police Force was established under Article 212 of the 1995 Constitution of the Republic of Uganda (Boateng & Boateng, 2018). It is charged with advancement and enhancement of peace, stability, order and adherence to the rule of law. At the international level, police roles in

conflict transformation are as enunciated in the United Nation's mission which states that the role of the police is to enhance international peace and security by supporting the member states experiencing conflict or, in post conflict and other crises to realize effective, efficient, representative, responsive and accountable police services that serve and protect the population (The United Nations Police, 2018). Police, therefore, have a responsibility to ensure world peace is maintained and sustained through the deployment of its officers to conflict zones in line with the United Nations guidelines. The roles and functions of police include but are not limited to; *“the provision of advisory and technical assistance to the local police on conflict prevention and conflict resolution, of advisory support to the local police in translating strategic policies into concrete action for the smooth implementation of capacity-building projects through advising, coaching, mentoring and training, provision of advisory support to the local police in the formulation and implementation of internal procedures and mechanisms to enable the effective, accountable and professional crime management and crime prevention practices, assisting the local law enforcement in crime trend analysis and the development of relevant anti-crime strategies and to provide technical advice and assistance to the local police on countering all types of crime including such crimes as illicit trafficking in narcotics, sexual and gender-based violence, transnational and organized crime (The United Nations Police (2018).”*

The field of security is gaining importance as a critical factor in the development strategies of both partner and donor countries. Development agencies such as the German Technical Cooperation (GTZ) have recently been venturing into security related projects in post-conflict countries. The objective of undertaking such projects is to support partner countries in building effective and democratic security forces. The United Nations (UN) Peacekeeping Missions which set precedent in this field only included limited civilian police components or monitoring

tasks until well into the 1990s (Boateng & Boateng, 2018). Today, civilian police as part of large-scale post-conflict reconstruction have become much more relevant. Currently, more than 12,500 UN Police are deployed in 17 field missions mandated with responsibilities ranging from advisory and training tasks to institutional reform (UNPOL, 2010).

The role of the police in conflict transformation is a multi-faced concept: police in general have a primary justice function of ensuring basic law and order; this primary justice function may be fulfilled through a combination of domestic, international, and local police or security agents; and the establishment of basic law and order is a necessary condition for sustainable reconstruction, in particular for rebuilding the population's trust in state institutions. In the context of post-conflict reconstruction the role of the police has to be the securing of basic law and order immediately after the end of the conflict (Meyer, 2006). If the local police are unable to fulfil this task, UN civilian police can try to fill this void. Under ordinary conditions the police are responsible for the prevention of dangers for public security and order, that is, they ensure a peaceful living-together of society (Meyer, 2006).

To understand conflict management it is important to first explain what conflict itself is. Conflict refers to a struggle or contest between people with opposing needs, ideas, beliefs, values, or goals. In the broadest of terms, conflict indicates the incongruity of subject positions (Diez, 2006). This definition emphasises the antagonism or incompatibility being at the heart of the conflict and initially leaves open the exact nature of these incompatibilities. Conflict is related with any situation in which two or more parties feel they have mutually incompatible intentions (Boateng & Boateng, 2018). This definition shows that intervention levels for conflict

management do not only apply at the individual level but conflictual situations at various levels. Police may be required to intervene to transform conflicts at different levels.

Since the 1970s and 1980s, trends in the U.S. have shaped a new philosophy whereby modern police organizations are more oriented towards problem resolution and community policing (Dodeye, 2016). In France and many other European countries, urban police missions are defined by accessible, community police models primarily based on the idea that the police obtain better results with the support of local communities. In the 1980s, enthusiasm for this conception has resulted in the organization of accessible, partnership and proximity police in Australia, Canada, Britain and the Netherlands (Changing Fortunes, 2010).

In Africa, for police to achieve conflict transformation, a multi-sectoral approach is proposed. Police forces in Africa, have become complex organizations subject to bureaucratic standards, with long chains of command, networks of departments and specialized units (Hansen, 2004). For example, in South Africa the establishment of a municipal police, currently available only in Durban, has proven to be an important step in combatting the rise and spread of violent crime in urban centres, suburbs and commercial sectors. Police forces have long experience and a complete arsenal of law enforcement tools to deal with traditional forms of organized crime. To achieve this, there should be a National Peace and Security Framework (NPSF) at local levels to look into security issues and create links among various organisations, the private corporate world and civil society organisations to represent interests of various societal groups to achieve conflict transformation holistically (Hansen, 2004).

Northern Uganda is emerging from one of Africa's most atrocious conflicts. It is important to note that from the mid-1980s, the region including Gulu district experienced a vicious war for

over two decades. The genesis of the war was an anti-government rebellion, intensified by the Lord's Resistance Army (LRA) faction led by Joseph Kony. As the two parties battled, civilian populations were subjected to untold suffering: killings, abductions, torture, sexual abuse and displacement (Canadian International Development Agency, 2002). Historically it has been established that the aftermath of war presents itself as a double-edged sword, with fractures and wounds on the one hand and reconstruction, transformation and rehabilitation opportunities on the other for police to play a vital role in conflict transformation (United Nations, 1996). Increasingly, during the past few years, police work in northern Uganda seems not to be remarkable in the successes of conflict transformation especially in post war Gulu district in northern Uganda. It is against this backdrop, that the study sought to conduct an assessment of policing on conflict transformation using a case of Gulu district in northern Uganda.

### **1.3 Statement of the problem**

For over two decades, Uganda experienced armed conflict in northern Uganda, orchestrated by LRA rebels. The effects and the impact of armed conflicts on the respective communities have been enormous (Kasozi, 1999). Of particular significance is the role of policing in conflict transformation. Police being a key organ in keeping law and order as well as transforming communities is critical in post war northern Uganda. Apart from keeping law and order in Gulu district in post conflict situations, police posts are tasked to ensure that communities transform into meaningful and holistic lives. Police represent a vital resource for conflict transformation and sustaining peace efforts from the grassroots level upward. Police is a highly differentiated group of social actors, who possess valuable resources and capacities. It influences the course of things, and its actions are constitutive of post-war societies. Despite these roles, policing roles in regard to conflict transformation in Gulu district have not been fully appreciated by different



stakeholders (Josephine, 2012) and their contributions are underrated in post war conflict transformation in northern Uganda, Gulu district in particular. It is against this backdrop that the study sought to conduct an assessment of policing on conflict transformation using a case of Gulu district, northern Uganda.

## **1.4 Objectives of the study**

### **1.4.1 General Objective**

The main aim of the study is to carry out an examination of policing on conflict transformation using a case of Gulu district in northern Uganda.

### **1.4.2 Specific Objectives**

1. To examine the role of policing in managing interpersonal conflict in post war Gulu
2. To establish the role policing plays in managing social & intergroup conflicts in post war Gulu
3. To find out the challenges of policing in conflict transformation in Gulu district.

## **1.5 Research Questions**

1. What is the role of policing in managing interpersonal conflict in Gulu district?
2. What role does policing play in managing social & intergroup conflicts in Gulu district?
3. What are the challenges of policing in conflict transformation in Gulu district?

## **1.6 Significance of the study**

### **1.6.1 Scholarship or Researchers**

To the academicians and other researchers seeking to carry out research on policing activities and their role in conflict transformation, the study will establish gaps that they can base on to

conduct further studies. The study will also be of significance to head teachers, teachers on how to manage conflict and have better administrative efficiency.

### **1.6.2 Government**

The government especially the office of the prime minister will also benefit from the study by understanding the dynamics of policing in post war conflict. The study will be of significance to stakeholders in identifying the loopholes of conflict management and administrative efficiency. Government entities will identify the areas that are lacking in this and will be rectified after the study has been conducted. This will give it an opportunity on how to engage with police in order to bring everlasting peace in post war conflicts for better conflict transformation.

### **1.6.3 Uganda Police Force**

The study will be useful to men and women in Uganda Police Force peace in enforcing conflict transformation in northern Uganda. The research will provide them with data and information on how policing can help shape conflict transformation. It will also provide them with new strategies on how to improve their methodologies in conflict transformation.

### **1.6.4 Non-Governmental Organisations**

To the international NGOs and local NGOs seeking to improve the plight of people in northern Uganda especially Gulu district, the study will avail data on the important, tactics and challenges police faces in resolving conflicts in posts war regions.

### **1.6.5 Local communities**

The study will guide the communities to listen with open ear whenever grievance occur in their community. The community members should listen to their subordinates carefully so that minor issues would be dealt with open ear. In addition community members will be able to overcome conflict peacefully by developing special techniques with police of conflict resolution and understand that conflicts are inevitable and may happen any time, so that they would develop

tolerance .some of these conflicts would also be an opportunity for further institutional growth and development.

### **1.7 Justification of the study**

It is significant to mention that the magnitude of the conflicts in northern Uganda and the role of police has been a subject of concern to many scholars. Women and children constitute 80% of conflict populations which calls for a closer examination of their experiences and protection from police. Their voices on critical issues thus far have remained unheard (HRW (1997). This constitutes the need for inquiry and documentation of their experiences including their participation and involvement, amidst policing activities in conflict transformation. Police has been identified as power blockers and their role in conflict transformation in post conflict societies ought to be assessed.

### **1.8 Theoretical framework**

This study was guided by a theoretical framework. The Principled negotiation by Roger Fisher and Bill Ury was applied in this research.

Principled negotiation is a concept that is based on the book getting to Yes by Roger Fisher and Bill Ury. The theorists assert that negotiations commonly follow a process of “positional bargaining.” Positional bargaining represents a win-lose, versus a win-win paradigm. In positional bargaining each party opens with their position on an issue then bargains from the party’s separate opening positions to eventually agree on one position. Haggling over a price is a typical example of positional bargaining, with both parties having a bottom-line figure in mind.

Roger Fisher and Bill Ury identified the four prescriptions of Principled Negotiation that will form the basis of the study as;

**Separate the People from the Problem:** They argue that because people tend to become personally involved with the issues and their respective position, they may feel resistance to their position as a personal attack; **Focus on Interests not Positions:** When a problem is defined in terms of the parties' underlying interests it is often possible to find a solution which satisfies both parties' interests; **Invent Options for Mutual Gain:** Fisher and Ury identify four obstacles to generating creative problem-solving options: deciding prematurely on an option and thereby failing to consider alternatives; being too intent on narrowing options to find the single answer; **Insist on Using Objective Criteria:** When interests are directly opposed, the parties should use objective criteria to resolve their differences. Allowing differences to spark a battle of egos and thus will be inefficient, destroys relationships, and is unlikely to produce wise agreements.

The theory is relevant to the study as it sought to examine the theory in relation to the study by finding out whether police, in their conflict transformation efforts separate the people from the problem. The study sought to find out if those seeking to resolve conflicts in northern Uganda including women focus on Interests not Positions. Attention was given as to whether certain basic interests or needs are given attention in policing for conflict transformation.

## **1.9 Scope of the study**

### **1.9.1 Content scope**

In terms of content scope, the study was carried out an assessment of policing on conflict transformation using a case of Gulu district in northern Uganda. Attention was put on focusing

the role of policing in managing interpersonal conflicts, social & intergroup conflicts, and the challenges of policing in conflict transformation in Gulu district.

### **1.9.2 Geographical scope**

Geographically, the study was conducted in northern region in Gulu district. This is simply because, the region had LRA war for over twenty years and Gulu district was at the center of the conflict. The study sought to examine policing efforts in the district. Gulu is a city in the Northern Region of Uganda. It is the commercial and administrative centre of Gulu District. Gulu district also was the oldest district that experienced LRA war for a long times. This made it the preferred district for an assessment of policing on conflict transformation in northern Uganda.

### **1.9.3 Time scope**

Regarding time scope, study covered the period 2015 to 2021. This period availed the required data for the study. It is also important to note that during the period after conflict, different project to bring peace have been initiated that involve policing and these will be worth assessing.

## **1.10 Definition of key terms**

### **i) Policing**

According to Dodeye (2016) it refers to the maintenance of law and order by a police force. it is the enforcement of regulations or an agreement.

### **ii) Conflict transformation**

According to Psaltis et al (2017), it is the process of reaching a durable and mutually satisfactory solution by transforming the orientation of the conflict toward a positive peace and the end of structural can cultural forms of violence. “Conflict transformation is concerned with

transforming the systems, structures and relationships that give rise to violence and injustice. Conflict transformation refers to the process of moving from conflict-habituated systems to peace systems. This process is distinguished from the more common term of conflict resolution because of its focus on systems change. A process that responds to conflict within or between relationships such that constructive change is initiated, violence is avoided, and a peaceful and just resolution is achieved

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter of the study reviews literature in relation to policing and conflict transformation. The themes are framed basing on the study objectives; the role of policing in managing interpersonal conflicts, social & intergroup conflicts, and the challenges of policing in conflict transformation in Gulu district.

#### **2.2 Role of police in managing interpersonal conflict**

Intra-personal conflict is the primary level of police intervention (Thompson & Hudson, 2017) Intra-personal conflicts happen every day to most people throughout their lives but are mainly detectable at the end when they manifest through suicides. Police are thus, increasingly called upon to respond to situations involving mental health emergencies.

Police occupy an important role in community-based suicide prevention: by ensuring that persons with mental disorders receive appropriate mental health treatment, by removing access to lethal means from people at high risk of suicide, and by recognizing the suicide potential in situations involving domestic disputes or where potentially deadly force is exercised (Mallappa, 2015). First responders are in a unique position to determine the course and outcome of suicidal crises. Suicides can be reduced in the community by ensuring that first-line responders are appropriately trained to recognize the signs and symptoms of mental illness, to identify the risks of suicide, and to understand local mental health legislation and how it can be applied to manage

the situations. Police must respond with requisite psychosocial and counselling skills to alter the thinking of suicidal individuals so that they develop pro-life attitudes (Josephine et al., 2012).

Preventing crime has been proposed as the fundamental aspect of conflict management. Crimes are by their very nature, a form of conflict between two or more people who are oftentimes, referred to as the accused and the complainant, aggressor or the aggrieved. At this level, the conflict is normally presented to the authorities by the complainant or the aggrieved party. Police find themselves having to respond to a wide range of crimes such as theft, assaults, robbery, and domestic violence among others (Agastra, 2018). These can be regarded as minor crimes as they are normally classified as crimes against individuals. The role of police, therefore, is to bring on board an array of strategies to contain these potentially dangerous conflict situations. This, they do by bringing the warring parties together through different strategies which include community-policing.

### **2.3 Roles of police in managing social & intergroup conflicts**

In executing their constitutional mandate, police deal with social conflicts that affect the generality of the population especially in cases of civil strife. Police are always required to attend to conflicts involving different groups in society. Pressure groups, workers unions, action groups and civil society may stimulate unrest in the society in their attempts to bring about social change or advance particular social or political goals (Schwartz, 2009). Vivid examples of social and intergroup conflicts which the police deal with on routine or specified operations include terrorism, public violence and or mass protests. These can cause severe damages and upset the peace and security environment locally and at the international level.



Terrorism is an international concern that may require collective security efforts from regional and international organisations. Mass protests are also topical in international conflict management because of their potential of drawing the international community concerns especially in the area of human rights, and government tolerance or repression of civil action (Botha 2010).

Cutcliffe (2014) believed that good traffic control programs in residential neighborhoods help citizens to understand that the police are trying to improve their quality of life and that should bring communities and the police together. Baker (2017) advocated the use of horses by mounted officers to satisfy the curiosity of children, because “Strong, positive relationships between children and police officers often grow into similarly positive relationships between adults and police officers. Meese (2010) felt that since officers will become problem solvers, decisions makers, and innovators, their own quality of life and job satisfaction will increase. Research evidence from police departments where community policing activities were implemented indicated that it “has not led to increased problems of corruption or misbehavior” as some critics predicted, or as others are still claiming will happen (Kelling, 2019). Alpert and Dunham (2016) concluded: If Sir Robert Peel were to look down upon the proposals, it is very likely that he would strongly approve of the return to his original concept of policing the community.

#### **2.4 Challenges faced in policing for conflict transformation**

Taylor (1998) identified five major challenges policing is facing insufficient holistic researches, most evaluations are carried out on specific programmes, general implementation especially by city government, problem of full implementation by, most of what constitute community police remains in paper, involvement of politics, protecting community policing from criticism and difficulty in determining the intricate relationship between community policing and crime. The

above challenges identified by Taylor (1998) still remain valid today in the Uganda Police Force in addition to poor motivation of Community Liaisons Officers, in terms of promotional opportunities, community policing has suffered due to un-coordinated transfers, no consultation with the general public concerning appropriate time of meetings, no notice required and seasonal preferences are not considered to promote better attendance, lack of provision of guidelines and training materials to Community Liaisons Officers so as to facilitate a more effective, efficient and targeted approach to community policing.

Many organizations face great difficulties in their continued survival, let alone in achieving all of their objectives, and there is considerable need for extended external support. Police face problems such as chronic under-funding, which is commonly a more extreme problem even than for other types of community organisation (Mulumba, 1998). She adds that lessons from the development field suggest that those women's groups which stand the greatest chance of success, and make best use of external funding. The challenge to gender relations often becomes too great for patriarchal societies and institutions (religious institutions) to maintain in times of peace, and women find their historical contribution marginalized in both official and popular accounts of conflict, and their freedoms in peacetime restricted or removed. Such experiences were felt bitterly by many of the women who were active in the fight for Algeria's independence, for instance, even before the rise of Islamic fundamentalism in that country restricted many women's freedoms even further.

Additionally, Hills (2011) also identified another source of challenge to community policing which is “policing a plural society where inter communal conflict as well as inter religious conflict flourish”. In a situation like Uganda where the community is fragmented in terms of tribe, religion, there’s a like hood that crime and criminality will be rampant and the community

that is supposed to collaborate to tackle security challenges in collaboration with the police is party to the crime then community oriented policing is out of question or were the police officers are also influenced by their values and affect their decision then there cannot be community policing.

Conflict and gender are seen as cross-cutting issues in development policy and practice. The danger of cross-cutting issues is that they are liable to be neglected in favor of priorities that emphasize quick outputs and returns. Government and development partners can address both issues by ensuring that good contextual analysis, including conflict and gender issues, is conducted as early as possible and on an ongoing basis to inform programme implementation and design (Changing Fortunes, 2010). In the context of social integration, it is important to have social networks and organizations that link individual women with others who share their experiences and position, or whose interests are compatible, and are therefore capable of providing support and resources. Such formal and informal networks may improve women's situation in many respects, in terms of security, bargaining power, respect, self-confidence and so forth.

Critics also point to the failure of some patrol experiments to reduce the crime rate and use the Kansas City Preventive Patrol Experiment (Kelling 2011) and the Newark Foot Patrol Experiment (Pate, 2006) as their prime examples. However, it should be noted that these experiments were limited to patrol activities alone and cannot honestly be described as failed community policing projects. Greene and Taylor (2008) claimed that the numerous design and analytical shortcomings of these studies indicated the poor theory on which they were based. Klockars (2018) added to that by saying that Skolnick and Bayley (2011) did not have any

critical reservations as to the capacities and limits of community policing. ~Police can no more create communities or solve the problems of urban anomie than they can be legalized into agents of the courts or depoliticized into pure professional&' (Kiockars, 2019).

Buerger (2011) contended: "Reinventing the police is all but impossible; the police rank-and-file energetically defend their prerogatives. Reinventing the community is almost as difficult; the most that can be done is to redefine it in symbolic terms. Alexander (2017) claimed that community policing programs give very little real power to the community. He also argued that "the programs have seldom served as a handle for real reform of brutal police departments and are in most cases cosmetic at best. Manning (2019) claimed: Community policing is no different from other police strategies aimed at shaping and manipulating public opinion. Since the police control all information about crime and disorder, he believed that they use rhetoric in political dramas to manage impressions of their power and efficacy. Wycoff (2019) presented the possibility that once the police and the members of the public work together too closely, there could be an increase in police corruption.

Kiockars (2016) argued that the police forces do not really want to make any changes to their behavior and are using community policing to gain legitimacy. Eck (2017) felt that community policing will not reduce the tension between the police and the public, but "At best they will make police actions more acceptable to the public, even if due process is violated." To overcome some of this, Mastrofski and Greene (2017) suggested that "the impetus for community participation must be sustained more by the community's continuing commitment to achieve it than by police willingness to try it." They also stated that if community policing was something more than just rhetoric, then the police would not implement it. Weatheritt (2014) wrote that

community policing fails to address the problems of practical and constitutional limits to police actions and that the concept is seductive to the public only because it is vague.

Although the police officers need the consent of citizens to be effective, in many instances that consent is not given. He thought that if the police then change back to law enforcement to get the job done, then the community will feel that community policing was abandoned. Waddington (2017) felt that community policing was nothing more than a restoration of the “bobby on the beat” concept of policing, because it was less impersonal than the officer “flashing past” in a police car. Waddington (2017) concluded that community policing was a “romantic delusion” because it was not based on “the world we have lost” as some supporters are claiming. According to him, there was never a time when the police officer was everyone’s friend, and there will never be such a time in the future.

## **2.5 Research Gaps**

From the literature reviewed, it is indicated that the realisation of peace through conflict management and conflict resolution strategies is a responsibility which transcends police organisations. Conflict transformation is the responsibility of states, governmental organisations and other non-governmental organisations. Governments, through their agencies, should take a leading role in the maintenance of peace as lack of it can have ripple effects on the political, economic and social wellbeing of the world at large.

## **CHAPTER THREE**

### **METHODOLOGY**

#### **3.1 Introduction**

This chapter indicates how data for the study was collected, analyzed and interpreted in order to answer the research, thereby meeting the purpose of this study. This chapter therefore, comprised of research design, study population, determination of sample size, sampling techniques, data collection methods, data collection instruments, quality control, data collection procedures, data analysis, measurement of variables, and ethical considerations.

#### **3.2 Research Design**

The study adopted a case study design. The study therefore, used the case study of Gulu district in northern Uganda to carry out an assessment of policing on conflict transformation in Gulu district. A case study is preferred since it served a representative of areas with similar characteristics. The study applied both qualitative and quantitative approaches in data collection and analysis. The use of both approaches helps in creating a deeper understanding based on empathy, and enables one to build a more human, emotional connection to the audience, but also takes direct action to address their needs.

#### **3.3 Study Population**

This study was conducted among police officers in Gulu district, Gulu municipality, opinion leaders, and local community members (Men and women) in Gulu district. Police officers are preferred for the study since they enforce conflict transformation measures. Women and men are preferred for the study because they provided data and information how policing is instrument in conflict transformation.

### 3.4 Selection of Sample Size

The sample size was determined using the table in Appendix III from a study by Morgan and Krejcie (1970, as cited in Amin, 2005). The sample sizes are depicted in Table 3.1.

**Table 3.1: Sample Size of Respondents and Sampling Technique**

Category of Population	Population Size	Sample Size	Sampling Technique
Community women	140	103	Simple Random sampling
Community men	130	97	Simple Random sampling
Opinion leaders	5	5	Purposive sampling
NGOs staff	5	5	Purposive sampling
Police officers	10	10	Purposive sampling
<b>Total</b>	<b>290</b>	<b>220</b>	

*Source: Gulu District Local Government Report, 2020*

### 3.5 Sampling Techniques

The study used both probabilistic and non-probabilistic sampling techniques.

#### 3.5.1 Simple random sampling

The study used simple random sampling technique. Simple random sampling was used to select 103 and 97 community women and men in Gulu. This technique is chosen because the category of other staff has a large population size and as such warranted simple random sampling to minimize sampling bias (Mugenda & Mugenda, 2003).

#### 3.5.2 Purposive sampling

Purposive sampling was employed to select 5, 5 and 10 opinion leaders and other NGO staff and police officers respectively. This technique was employed following the assumption that if

sampling has to be done from smaller groups of key informants, there is need to collect very informative data, and thus the researcher needs to select the sample purposively at one's own discretion (Sekaran, 2003).

### **3.6 Data collection Methods and Tools**

#### **3.6.1 Questionnaire Survey**

This was used to collect primary data from community men and women it involved use of a close- ended likert scale questionnaire. The method of survey using questionnaire is deemed appropriate since the questionnaire offers the choice of ranking responses from a given set of alternatives (Amin, 2005). Questionnaires were used to collect data from the community men and women in Gulu municipality in Gulu district. 200 questionnaires were randomly distributed to community members in Gulu municipality. The questionnaire was used in this case because it has proved to be an invaluable method of collecting a wide range of information from a large number of individuals especially when it comes to people like community members. The questionnaires are popular because the respondents filled them in at their own convenience and are appropriate for large samples. The questionnaire was designed with open ended questions.

#### **3.6.2 Interview**

This was used to collect primary data from key informants (opinion leaders NGOs staff, and police staff). It involved use of a semi-structured interview guide. The method of interview using a semi-structured interview guide is deemed appropriate since the aforementioned categories of staff have vital information yet no time to fill in questionnaires. The researcher prepared and used a semi-structured interview guide to conduct interviews with opinion leaders and NGO staff, police officers in Gulu municipality, Gulu district. Interviews are chosen because they are



thought to provide in-depth data and information about a particular research issue or question. Still, interviews are chosen because they make it is easy to fully understand someone's impressions or experiences, or learn more about their answers as compared to questionnaires. Interviews are advantageous in that they provide in-depth data which is not possible to get using questionnaires.

### **3.8 Quality control**

#### **3.8.1 Validity**

In a bid to generate relevant, accurate and reliable data, the data collection instruments will be handed to the supervisor to peruse through so as to cross check with the issues of ambiguity, difficulty and relevancy of the questions being asked so as to ensure construct, content and face validity.

#### **3.8.2 Reliability**

The researcher for purposes of ensuring maximum degree of consistency and reliability conducted pretesting before the real filed study. Questionnaire was pretested on 15 respondents to ensure reliability. It is important to note that pretesting results were not part of the final findings, the questionnaire was then considered as reliable for collecting data.

### **3.9 Data Analysis**

Data was analyzed both quantitatively and qualitatively.

#### **3.9.1 Quantitative data analysis**

Quantitative data analysis involved use of inferential statistics in the Statistical Package for Social Sciences (SPSS). Descriptive statistics entailed determination of frequency distributions; and percentages. Data was processed by editing, coding, entering, and then presented in tables

showing the responses of each category of variables. Frequencies and percentages were used to present and analyse each of the study objectives.

### **3.9.2 Qualitative data analysis**

Qualitative data analysis involved both thematic and content analysis, based on how the findings related to the research questions. Content analysis was used to edit qualitative data and reorganize it into meaningful shorter sentences. Thematic analysis was used to organize data into themes and codes were identified (Sekaran, 2003). After data collection, information of same category was assembled together and their similarity with the quantitative data created, after which a report was written. Qualitative data was interpreted by composing explanations or descriptions from the information. The qualitative data was illustrated and substantiated by quotation or descriptions.

### **3.10 Data Collection Procedures**

The researcher obtained a letter from the Department of Religion and Peace studies introducing him to Gulu municipality. Upon obtaining the requisite permission, the researcher proceeded with data collection starting with giving out questionnaires to men and women in the community. After that, interviews were conducted with opinion leaders and women organizations in the area.

### **3.11 Ethical considerations**

The major ethical problem anticipated in this study is the privacy of the subjects and confidentiality of their information. To ensure privacy, the subjects were informed upfront that indeed their names were required, that they have the right to leave questions unanswered for which they do not wish to offer the requisite information, and that the researcher will not put the respondent under pressure if this happens. To ensure confidentiality, the subjects will be

informed upfront that the information they gave were solely used for academic purposes and data obtained on private matters were treated in confidence.

### **3.12 Gender considerations**

The study placed emphasis on gender sensitivity by specifically ensuring that gender issues are addressed during the development of instruments and sampling to ensure that men and women have equal opportunities to respond to the questionnaire.

### **3.13 Constraints of the study**

Given that a large proportion of the respondents were community men and women, there is a high likelihood that there could be more men than women, since men might not be engaged in daily activities alike farming. However, the researcher tried as much as possible to ensure that there is equitable representation of both men and women by ensuring that every woman who is supposed to be interview is interviewed to counter any cases of non-response among women.

Given that the study was conducted after Covid-19, interacting with respondents was a challenges. However, masks were used and during interaction, masks were always on and this helped to reduce on suspicion by the respondents. They voluntarily provided data and information to the researcher.

The distance from Kampala to Gulu was also a limitation to the study. However, the researcher planned ahead of time and kept in Gulu for a week and when data collection was completed, he came back to Kampala. This eased data collection.

## **CHAPTER FOUR**

### **PRESENTATION, ANALYSIS AND DISCUSSION OF FINDINGS**

#### **4.1 Introduction**

The previous chapter dealt with the methodology adopted in the study. This chapter addresses the presentation of the findings in line with the study objectives which are: 1) To examine the role of policing in managing interpersonal conflict in post war Gulu; 2) To establish the role policing plays in managing social & intergroup conflicts in post war Gulu; and 3) To find out the challenges of policing in conflict transformation in Gulu district. It is important to note from the start that out of the 220 respondents that participated in the study, 200 respondents constituted quantitative data generated through questionnaires administered local community men and women as presented in the tables in this chapter, while 20 respondents were approached using an interview guide and their view quoted verbatim. Background information of the respondents was also considered to keep the study in perspective.

#### **4.2 Background information of the respondents**

The study considered background of respondents including gender, age, level of education and marital status. The findings are highlighted in Tables 4.1, 4.2, 4.3, and 4.4 below.

##### **4.2.2 Gender of respondents**

The researcher inquired about the gender of the respondents. The main reason of considering gender was to find out if both sexes hold similar or different opinions on policing and conflict transformation in Gulu district, Uganda as a whole. The findings are presented in Table 4.1.

**Table 4.1: Gender of respondents**

<b>Sex</b>	<b>Frequency</b>	<b>Valid Percent</b>
Male	103	51.5
Female	97	48.5
<b>Total</b>	<b>200</b>	<b>100.0</b>

*Source: Primary Data, 2022*

From the table above, it is indicated that the male respondents constituted 51.5% (103) while the female respondents were 48.5% (97). This is an indicator that the research was gender sensitive with limited or no bias.

#### **4.2.2 Age of respondents**

The researcher asked a question about the age of the respondents. This was meant to ascertain its connection on policing and conflict transformation in Gulu district, Uganda as a whole. It is likely that comprehending policing issues requires that one should be old enough to appreciate how it impacts on conflict transformation in Gulu district. The findings are presented below in Table 4.2.

**Table 4.2: Age of respondents**

<b>Age</b>	<b>Frequency</b>	<b>Percent</b>
20-29	59	29.5
30-39	89	44.5
41-49	43	21.5
50+	9	4.5
<b>Total</b>	<b>200</b>	<b>100.0</b>

*Source: Primary data, 2022*

From the table 4.1 above, 29.5% or 59 of the respondents were between 18-28 years, 44.5% or 89 were between 29-40 years, 21.5% or 43 were between 41-49 years, and 4.5% or 9 were aged 50 and above years. During the in-depth – interviews, one of the enthusiastic respondents noted:

*Policing question in Uganda is a critical component in day today affairs of our society. It therefore requires close analysis and for one to appreciate this, you must be at least 18 years old or above to comprehend the policing and conflict transformation dynamics.*

#### **4.2.3 Marital status of respondents**

An investigation into the marital status of respondents was carried out and the findings showed that the married respondents dominated the respondents in the investigation. The results are tabulated in Table 4.3.

**Table 4.3: Marital status of respondents**

<b>Marital</b>	<b>Frequency</b>	<b>Percent</b>
Single	50	25.0
Married	69	34.5
Separated	66	33.0
Divorced	5	2.5
widowed	10	5
<b>Total</b>	<b>200</b>	<b>100.0</b>

*Source: Primary data, 2022*

The study found out that the majority of the investigated population was married. The responses claiming to be married were found out to be 34.5% or 69 of the total population. This was followed with 33.0% of the separated respondents among the investigated community. However, 25.0% of the respondents were found out to be widows. Out of the study population, 2.5% or 5

were divorced. It is believed that different individuals depending on their marital status have different views on policing and conflict transformation.

#### **4.2.4 Level of education**

The study considered the education levels of the respondents to establish how it relates to policing and conflict transformation in Uganda, Gulu. It is always a commonly held belief that one's level of education influences the way he/she approaches situations. Understanding policing and conflict transformation requires some level of education. This explains why education was further considered in the study as shown in the Table 4.4.

**Table 4.4: Level of education**

<b>Category</b>	<b>Frequency</b>	<b>Percent</b>
No formal education	44	22.0
Primary	73	36.5
Secondary	55	27.5
Certificate	16	8.0
Diploma	6	3.0
Bachelors	6	3.0
<b>Total</b>	<b>200</b>	<b>100.0</b>

*Source: Primary data, 2022*

It was discovered that the majority of the respondents had only achieved the educational level of primary as they were reflected with 36.5% or 73 of the study population. This respondent's level of education was followed with those with secondary level who fetched 27.5% or 55 as well as those with no formal education so held 22.0% or 44 scores. This was followed by 8.0% or 16 who had certificates and the least of the respondents held the university level with a degree and diploma. This fetched 3.0 % or 6 of the respondents in the investigation respectively. Depending

on one's level of education, it is possible that perception of ideas and situations may be the same and ultimately approaches towards life challenges.

### 4.3 The role of policing in managing interpersonal conflict

The first objective that translated into the first research question was set to the role of policing in managing interpersonal conflict in post war Gulu. Attempts were made to explore the role of policing in managing interpersonal conflict. Key informant interviews were also conducted to find out what their opinions were. The study first asked a question on whether respondents' were aware of the role policing plays in managing social & intergroup conflicts in post war Gulu. Their responses were inform of yes, no, and not sure expressed inform of frequencies and percentages in Table 4.5.

**Table 4.5: Response on awareness of the role policing plays in managing social & intergroup conflicts in post war Gulu**

<b>Response</b>	<b>Frequency</b>	<b>Percent</b>
Yes	150	75.0
No	33	16.5
Not sure	17	8.5
<b>Total</b>	<b>200</b>	<b>100.0</b>

*Source: Primary Data, 2022*

The majority of the respondents 75.0% or 150 acknowledged their awareness of the role policing plays in managing social & intergroup conflicts in post war Gulu. However 16.5% or 33 did not attach any component of awareness of policing and conflict transformation. This could be because of limited information on community policing and how conflicts are resolved. The majority percentage of respondents being aware of the role policing plays in managing social &



intergroup conflicts in post war Gulu was further emphasized by one of the officers in the Uganda police, Gulu explicitly noted. Thus:

*The role of policing in conflict transformation is often emphasized in our community outreach programmes. This is essentially because of the nature of our work and the mandate that we ought to fulfill. It could be the reason why most of the majority were aware of our activities.*

These findings imply that most community members aware of the role policing plays in managing social & intergroup conflicts in post war Gulu probably because of the impact it puts on them.

The researcher went ahead to inquire from the respondents to outline the the role of policing in managing interpersonal conflict in post war. The different responses generated from the respondents are presented in Table 4.6:

**Table 4.6: The role of policing in managing interpersonal conflict in post war**

<b>Role</b>	<b>Frequency</b>	<b>Percent</b>
Community outreach visits and dialogue	30	15.0
Involvement in community service projects	30	15.0
Local council – police initiatives	48	24.0
Support to NGOs in conflict resolution	30	15.0
Communication and capacity building	18	9.0
Community partnerships	44	22.0
<b>Total</b>	<b>200</b>	<b>100.0</b>

*Source: Primary data, 2022*

#### **4.3.1 Community outreach visits and dialogue**

It was established from the study that community outreach visits and dialogue is one of the the role of policing in managing interpersonal conflict in post war. This was confirmed by 15.0% of the respondents. It was established that the community is sensitized about the limitations and challenges to conflict by the police in Gulu. It emerged that the types of training and skills developed in the community by police force are agreed upon, highlighting training that is essential to the community and motivating the police to obtain the skills so that their legitimacy and authority within the community are bolstered. The above findings were supported by interviews where one of the respondents explained:

*The importance of policing in interpersonal conflicts in Gulu is confirmed by the inclusion of community in dialogues that aim at resolving conflict. In this context, community policing is explained as a philosophy and strategy to encourage the public to become partners with the police in demonstrating responsiveness, impartiality, fairness and honesty.*

The findings show that policing in practice is a means to: building understanding between police and communities; joint community - police patrolling; and joint training and capacity-building and partnership in addressing safety concerns are desirable in Gulu. Police are availed with many ways of enforcing the laws. They are taught the laws of the country, equipped with weapons that enables them effectively deal with those they find in violation like in conflicts, how to conduct themselves among others.

The findings relate to corroborate to Mallappa (2015) who found out that police occupy an important role in community-based suicide prevention: by ensuring that persons with mental

disorders receive appropriate mental health treatment, by removing access to lethal means from people at high risk of suicide, and by recognizing the suicide potential in situations involving domestic disputes or where potentially deadly force is exercised.

#### **4.3.2 Involvement in community service projects**

The study established that police in Gulu got involved in community service projects as a way of addressing interpersonal conflicts in post war period. This was cited by 15.0% of the respondents who were asked. It emerged that policing in post war areas enables a decentralized approach in which government officials establish a proactive relationship with border communities, including informal community leaders, to help avert crime, identify issues and build ownership of regional challenges. It was also noted community policing programmes strive to promote a collaborative relationship between a community and law enforcement agencies. The findings were affirmed by one of the respondents who explained:

*Community engagement, placing local knowledge and community participation at the centre of crime prevention, for example, is a fundamental feature of community policing. Effective community engagement, involves listening to the public's perceptions of local problems and modifying policing practices to address those issues.*

The findings reveal that police has to be appreciated for the work done on reducing conflict with in the country and particularly northern Uganda and some of the areas where police has effectively managed. The Uganda police force is also very active in starting up cases and investigations however this just become a song to police that investigation have been set and there are ongoing for every issue but reports cannot come out and this has led respondents to loss trust in police.

The findings are supported by Skogan (2016) who noted that by ensuring that local people have access to police resources, the exchange of knowledge can enhance the public's trust in their police services, and enhance the legitimacy of the police services by generating strong links within a more supportive public. The findings are also linked to Hamilton-Smith et al., (2014) who said, visibility of local police officers also contributes to these feelings of legitimacy, along with enhancing accessibility of policing resources within local communities.

#### **4.3.3 Local council – police initiatives**

It was established from the study by 24.0% that police engages local in council in Gulu in order to ensure that interpersonal conflicts are resolved. It was noted that having local people volunteering within these communities not only serves to create a more democratic police service but also emphasizes a more informal, personable style of policing. Community policing succeeds when community members are involved in the delivery of community's own policing. Experiencing a perceived shift away from informal styles of policing, police volunteering has to be entrenched in community especially local council collaboration and can reduce the shift away from community policing strategies associated with Abstract Policing. The findings are supported by Grube and Piliavin's (2017) who explained that understanding the context of policing and police work within which special constables volunteer is crucial in understanding how these volunteers can contribute to its improvement. Exploring the nature of volunteering within police provides important understanding about the nature of special constables, and the role that they can play in enhancing community police work. This study contributes to the emerging field around police volunteering, by placing the community-oriented benefits associated with police volunteering into context.

#### **4.3.4 Support to NGOs in conflict resolution**

The study established that 15.0% of the respondents cited police support to NGOs in conflict resolution. Community members, both men and women in post war period are motivated by their own sets of expectations and desires, and if peace volunteers are not motivated by community engagement, then the changes to align special constables with a more community-orientated role would be fruitless. Further still, with the accepted trend expressed among regular officer and special constables that the majority of new recruits are motivated by a desire to join as a regular constable, there is a fear that these new recruits would want to experience as much of policing as possible, and not be limited to only community policing teams during their time volunteering. This was supported in one of the interviews where one of the respondents explained:

*Enhancing the recruitment of those motivated by altruistic concerns around community and giving back is a clear way to ensure that a more community-orientated Special Constabulary could thrive.*

The findings concur with Heike (2017) who noted that motivation is complex, and simply because the individual volunteer does not want to join the police force does not necessarily mean they want to work as part of community teams. By rebranding and dividing the specials into streams based on motivation, more work can be done to tailor each of those streams to the sorts of volunteers that will thrive in those roles and contribute to specific policing objectives.

#### **4.3.5 Communication and capacity building**

The study established that 9.0% cited communication and capacity building Training of police officers on skills including communicating and mediating, building trust, developing effective approaches to addressing community concerns and to solve problems, and conveying the public's concerns to police management and other stakeholders. Training for communities

focuses on enhancing its capacity to engage with the police to report concerns and crime. This was confirmed by another respondent who explained that:

*It is very important that when someone gives the message that they make sure that the person is receiving it, that they actually listen, that they have the ability to listen. Then secondly, that they understand what you are saying. You have to do that almost by testing them, asking them 'do you understand.*

The findings are supported by Agastra (2018) who noted that preventing crime has been proposed as the fundamental aspect of conflict management. Crimes are by their very nature, a form of conflict between two or more people who are oftentimes, referred to as the accused and the complainant, aggressor or the aggrieved. At this level, the conflict is normally presented to the authorities by the complainant or the aggrieved party. Police find themselves having to respond to a wide range of crimes such as theft, assaults, robbery, and domestic violence among others).

#### **4.3.6 Community partnerships**

The study established that 22.0% of the respondents cited community partnerships to be promoted by police. Community partnerships help to build trusting relationships between families and the child welfare agencies. As public agencies gain residents' trust, they also gain knowledge about local services, resources and informal support available to help families. It was established that a police-community partnership is a form of community policing used to fight crime to ensure a safe living and working environment for the public. It closes the gap between the police and the community by establishing a working relationship and deep engagement between the two. The findings were supported by another respondent who noted:

*Effective partnerships between law enforcement and community stakeholders are essential to public safety, and it is important that government agencies, community groups, nonprofits, businesses, and private citizens all embrace public safety as a shared responsibility. Law enforcement and community members must develop positive working relationships in order to build enduring solutions and increase trust between the police and the public.*

The practice of police-community partnership and co-production would certainly need to involve Steps for resident participation, the fourth community building process. The findings are supported by Andre (2018) who explained that police organizations interact with a variety of individuals and organizations to identify and address important goals in arrangements increasingly known as partnerships. Partnerships sound good but partnerships frequently overlook the importance of process, or the assessment of how the partners worked together to achieve a goal or to solve a problem. Measuring or recording the steps taken, the persons and organizations involved, and the resources contributed to identifying and addressing neighborhood problems provides valuable information for future police and citizen efforts in problem solving. Information on the process of how groups worked together to solve problems is akin to a roadmap.

#### **4.4 Role policing plays in managing social & intergroup conflicts in post war**

The second objective was to establish the role policing plays in managing social & intergroup conflicts in post war Gulu. A question was first asked on whether the Are you aware of the role

policing plays in managing social & intergroup conflicts in post war Gulu. Responses were inform of Yes, No, and Not sure as shown in Table 4.7.

**Table 4.7: Response on awareness of the role policing plays in managing social & intergroup conflicts**

<b>Response</b>	<b>Frequency</b>	<b>Percent</b>
Yes	94	47.0
No	45	22.5
Not Sure	61	30.5
<b>Total</b>	<b>200</b>	<b>100.0</b>

*Source: Primary data, 2022*

According to the table above, majority (47.0% or 94) of the respondents were aware of the role policing plays in managing social & intergroup conflicts, 22.5% said no, while 30.5% or 61 were not sure. The response pattern could be attributed to the fact that there are visible effects brought about by the police in managing social & intergroup conflicts in communities in Gulu. This makes people feel that policing have had an impact on the community in social & intergroup conflicts management.

The study explored on the Role policing plays in managing social & intergroup conflicts in post war by asking community members their views. Their responses are in Table 4.8.



**Table 4.8: Role policing plays in managing social & intergroup conflicts in post war**

<b>Effects</b>	<b>Frequency</b>	<b>Percent</b>
Creating community shared experience	48	24.0
Community mediation	61	30.5
Embracing community team work	44	22.0
Support to local justice	47	23.5
<b>Total</b>	<b>200</b>	<b>100.0</b>

*Source: Primary data, 2022*

#### **4.4.1 Creating community shared experience**

It was established that one of the roles policing plays in managing social & intergroup conflicts in post war is creating community shared experience as cited by 24.0%. It was found out that there is something that separates communities that thrive and those that fail. To thrive, a community must create a truly meaningful and valuable shared experience for its members in post war period. This was further supported by another respondent who explained:

*I have often seen community bring the wrong blueprint, the wrong approach to their communities, leading to low engagement and ultimately poor management of social and intergroup conflicts. Any shared experience carries some sense of community but this feeling is radically strengthened when the experience levels up in very specific ways.*

The findings are supported by Freirean (2018) who noted that literacy, mindfulness, social justice, and democracy are also inextricably linked. In order to make informed choices and be active members in a democratic society, literacy skills are required. Literacy must always be

understood in context, with attention given to the larger social and political dimensions of that particular context.

#### **4.4.2 Community mediation**

The study established that community mediation is one of the roles policing plays in managing social & intergroup conflicts in post war as supported by 30.5%. It was revealed that community mediation by police in Gulu especially after war offered constructive processes for resolving differences and conflicts between individuals, groups and organizations. Participants control the process and create their own alternatives to avoidance, destructive confrontation, prolonged litigation or violence. There is a further point requiring serious consideration. Some critics of community mediation have accused the process of failing to right injustices by perpetuating the status quo. In this argument community mediation is seen as being an instrument by which the oppressed are encouraged to accept situations which should not be tolerated, and to come up with compromises which simply serve to legitimize power imbalances. The findings are supported by one of the key informants who noted:

*One counter to this argument is, of course, the one previously mentioned - less individual conflict means more energy is available for other things, as people who are under the immediate pressure of unresolved conflicts are often unlikely to be able to look further than their back fence. It can be argued, however, that this only frees community mediation from part of the criticism – as long as mediation focuses exclusively on individual issues, it cannot be said to be assisting in the development of strong, positive and equitable communities.*

It was further expressed by another respondent who said:

*For mediation in posts war Gulu to succeed, it was important to maintain a confidential mediation service in line with management policy, procedures and legal obligations. Ensure that all activities are free from unfair discrimination and are governed by principles of equal opportunity, with referral criteria that give equal access to mediation for all who come within that service's remit.*

#### **4.4.3 Community team work**

The study found out that encouraging community team work is of the roles policing plays in managing social & intergroup conflicts in post war. This was cited 22.0% of the respondents.

It was found out that processes in community development are the ways in which the inputs are used to lead towards outcomes in post war period. They may include developing individual and organisational capacity, providing advice and support, encouraging reflection and planning, assessing power relationships and helping develop strategic thinking. Community team work is a range of practices dedicated to increasing the strength and effectiveness of community life, improving local conditions, especially for people in disadvantaged situations, and enabling people to participate in public decision-making and to achieve greater long-term control over their circumstances. The findings were supported by one of the respondents who noted that:

*Community life means activities undertaken voluntarily by people pursuing common interests, improving shared conditions or representing joint concerns. These activities often take place locally, but may equally happen through different types of common interest, need or identity such as ethnicity, age, gender, faith or any other that people think are important.*

The findings show that community teamwork services will routinely be used as a specialist resource for communities and community agencies, called in to use their professional skills to help resolve conflicts and promote positive conflict resolution in all walks of life. The findings are supported by Robertson (2019) who explained that as community mediation and conflict resolution skills spread within the community and conflict resolution becomes a basic social skill, taught in schools and elsewhere, the services of professional mediators will become less and less necessary for communities.

#### **4.4.4 Support to traditional justice system**

The study established that 23.5% cited police to be supporting traditional justice system in post war Gulu. It was found out that traditional justice system in the community can also be effectively assisted by police working with local organisations to reduce unproductive conflict and increase co-operative working. Support to traditional justice system is increasingly being used in to assist organisations and groups within the community in the resolution of conflicts both internally and externally driven. It is clear that community mediation services have at least a potential role in the wider development of communities, particularly in terms of personal empowerment and community organisation, and that such activity is likely to be congruent with the ethics and values of many services. Indeed, it has also been argued that community mediation services who target their activities solely on resolution of individual conflicts may in effect be perpetuating or even strengthening structural injustices.

*I found that embracing traditional justice system mediators involved police and community members for it to work very well. The mediator made me feel like an individual and made me feel comfortable about myself.*

The findings point to the fact that traditional justice system works with the mainstream justice that involves police in executing its activities.

#### **4.5 The challenges of policing in conflict transformation in Gulu district**

The third and last objective investigated the challenges of policing in conflict transformation in Gulu district. The idea was establish the hindrances that affect policing in conflict transformation in Gulu district. Respondents were first asked if they were aware of you aware of the challenges of policing in conflict transformation in Gulu district. Their responses were inform of Yes, No and Not sure as shown in the Table 4.9.

**Table 4.9: Response on awareness of the challenges of policing in conflict transformation in Gulu district**

<b>Response</b>	<b>Frequency</b>	<b>Percent</b>
Yes	46	23.0
No	80	40.0
Not sure	74	37.0
<b>Total</b>	<b>200</b>	<b>100.0</b>

*Source: Primary data, 2022*

According to the table above, it is shown that majority of the respondents were not aware of awareness of the challenges of policing in conflict transformation in Gulu district. This was cited by 40.0% or 80 of the respondents. It is only 23.0% or 46 respondents who were aware of the challenges of policing in conflict transformation in Gulu district and the rest 37.0% or 74 were not sure.

The study explored the challenges to the challenges of policing in conflict transformation in Gulu district. The responses from the respondents are presented in the Table 4.10.

**Table 4.10: Challenges of policing in conflict transformation in Gulu district**

<b>Challenges</b>	<b>Frequency</b>	<b>Percent</b>
Weaknesses in leadership and management	40	20.0
Lack of facilitation	61	30.5
Poor technology	51	25.5
Poor communication	48	24.0
<b>Total</b>	<b>200</b>	<b>100.0</b>

*Source: Primary data, 2022*

#### **4.5.1 Weaknesses in leadership and management**

It was established from the study weaknesses in leadership and management in the police structures hinders policing in conflict transformation in Gulu district. This was cited by 20.0% of the respondents. It was noted that this is a challenge that has led police not to perform its duties but to do what can maintain some people in their political power for them to earn a leaving. It was observed that a common challenge spread from every small unit of police to the different direction involved some element of corruption and this makes the road slippery for police in resolving peace and conflict since corruption can lead to taking side. This was found to give birth to injustice and no equity therefore, losing trust from the police.

The findings concur with a survey was undertaken and released in 2003. The police force was singled out as the most corrupt government institution over 43% of participants rated it extremely or largely corrupt. People's experience of police corruption included police threatening to make test on false charges unless a bribe was paid. In 2005, a National Service Delivery Survey was conducted by the Uganda Bureau of Statistics. The survey interviewed people in

each of the 56 districts of Uganda to assess the availability of services, the utilization of those services, and user satisfaction levels. The police were ranked as the most corrupt among all service providers.

#### **4.5.2 Lack of facilitation**

The study established that 30.5% of the respondents cited lack of facilitation as one of challenges of policing in conflict transformation in Gulu district. This was found to emanate from insufficient finances and the embezzlement of little that, is got, lack of political will to improve the facilities especially those necessary operations and investigations this makes police delay in their investigation, surveillance causing poor operations and this leads to loss of lives of both police men and civilians in peace and conflict resolution executions. Low salaries this reveals the frustrated services given by the frustrated police men whereby because of low salaries police cannot manage to educate their children, accommodate their families among others and this can cause their reputation being lowered in public and themselves also being frustrated because of domestic issues and this can frustrate their duty.

*This is made to go by the leaders who don't wish to even increase the UPF salaries as in the statement that if a dog is given a lot of food then it will not work "therefore police should be maintained at a low salary for them to work hard and this has made police to turn to look for money not to doing their role and it is also seen in the president's statement that "even if you put a police man on a rock where there is no money you can find him with money".*

The findings are supported by Changing Fortunes (2010) who explained that the danger of cross-cutting issues is that they are liable to be neglected in favor of priorities that emphasize quick

outputs and returns. Government and development partners can address both issues by ensuring that good contextual analysis, including conflict and gender issues, is conducted as early as possible and on an ongoing basis to inform programme implementation and design

#### **4.5.3 Inadequate technology**

The study established that poor technology is one of the challenges of policing in conflict transformation in Gulu district as indicated by 25.5%. Poor technology with the Uganda police force this is termed due to the low levels of education and to the few who have the required documents in the necessary profession they are poorly deployed and this fails the investigations among other roles of the police and this makes the institution ineffective. Strategic planning and pre-implementation of policing should be emphasized when an agency planning to obtain a new technology. Plans should be specific to an agency's mission or preferred policing strategy, with clearly outlined goals. Specific personnel and knowledge requirements to reach those goals should be incorporated in the strategic plan. Agencies should consider how to quantify success, while concurrently working with researchers who can evaluate effectiveness of both processes and outcomes. Not only will this help agencies understand what to be changed but it needs will also inform the field of policing on how to increase sustainability and maximize the effects of their technology use

The findings are supported by Mulumba (1998) who explained that many organizations face great difficulties in their continued survival, let alone in achieving all of their objectives, and there is considerable need for extended external support. Police face problems such as chronic under-funding, which is commonly a more extreme problem even than for other types of community organisation.



#### **4.5.4 Poor communication between police and the community**

The study established that poor communication between police and the community is one of the challenges of policing in conflict transformation in Gulu district. This was cited by 24.5% of the respondents. Poor communication between police and the community because of the bad colonial identity dressed on the colonial police where by people fear to communicate to police. The other reason for the poor communication is the lack of trust in police that for any information given to police from the public police always reveal the source of the information and these increases enmity hence conflict between the people. This was supported by Kelly (2016) who explained that the challenge to conflict resolution relations often becomes too great for patriarchal societies and institutions to maintain in times of peace, and women find their historical contribution marginalized in both official and popular accounts of conflict, and their freedoms in peacetime restricted or removed.

## **CHAPTER FIVE**

### **SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS**

#### **5.0 Introduction**

The previous chapter addressed presentation and discussion of findings. This chapter tackles conclusions and recommendations as they accrue from the study findings.

#### **5.1 Summary of findings**

The first objective set out to examine the role of policing in managing interpersonal conflict in post war. The study found out that community outreach visits and dialogue, involvement in community service projects, local council – police initiatives, support to NGOs in conflict resolution, communication and capacity building, and community partnerships were some of the role policing plays in managing interpersonal conflicts.

The second objective set out to find out the role policing plays in managing social & intergroup conflicts in post war. The study found out that creating community shared experience, community mediation, embracing community team work, and support to local justice were some of the role policing plays in managing social and intergroup conflicts in post war areas.

The third and last objective was to examine the challenges of policing in conflict transformation in Gulu district. The study revealed that weaknesses in leadership and management, lack of facilitation, poor technology, and poor communication were some of the potential challenges faced in policing for conflict transformation.

## **5.2 Conclusion**

The study concludes that patrolling ensures effective problem identification within the respective communities in post war areas and it also enables the community to carry out problem evaluation within the communities. In a nutshell, community participation police patrols reduce crime in communities. The study therefore means that participation in sensitizations about crime will automatically reduce the crime levels in communities around Gulu.

Conclusion it is settled that the police plays a very vital role in peace and conflict resolution. The mission of the Uganda police is to secure life and property in partnership with the public in a committed and professional manner in order to promote development. The major components of police mission include Customer - police normally has to serve the needs of the community/public without hesitation to the law. The police have to have the spirit of carrying out work far and the public. The police is duty bound to provide its customer with free and universal services which are qualitative.

## **5.3 Recommendations**

In regard to the above conclusion drawn, the study signifies a concern for more integrated approaches to be sought and a realistic investment to directly be made in support of the existing strategies, which seem to be lacking financial support although they would have been good policies in attainment of peace. I do recommend a force in their decision making about funding and developing programmes that can be of support to people affected and those involved in conflict.

The police while executing its duty in peace and conflict resolution should seek legal advice for carefully and critical examination of the provisions of the constitution and police code of the

conduct and how they relate to their duties to avoid injustice and legal mistake. Intensive communication between UPF and the community.

The government of Uganda should support private sector trainings on self-creation job trainings especially in vocational training institutions this can help the youth create job themselves to keep them busy since they are the most participants in conflicts.

Since problem evaluation is vital during patrolling, there is need for communities together with the police to carry out problem evaluation more consistently. This can be done during foot patrols, car patrols or in any other form of patrolling. More community research needs to be done by the police especially concerning the reported problems facing communities. During patrols, research can be done through techniques like situation observation using mere eyes as well as other gadgets like taking photos among others such that research becomes a basis for crime prevention.

There is need to put channels to be used by the communities and police such that there is increased collaboration and exchange of information on crime prevention in communities since collaboration was found to be key in fighting crime especially through community sensitization campaigns. More so, there is need for proper coordination between the police and communities during crime prevention. This can be done through community members who will continuously be contact persons for the police in case of any rising cases of crimes as identified by the community members.

There is need for the police especially the community liaison office to have training sessions for the communities in effective reporting of crimes because the study found out that effective reporting is the basis for primary crime during crime identification in communities. However

much participation in crime identification is important in crime prevention, the communities need to be trained on taking protective measures because identifying crime may not be very easy as the people in the community think as criminals may be more prepared than some of the community members.

#### **5.4 Areas for future research**

Researchers should include the following emphasis for further research. Effects of community policing on peace and stability in Gulu district. Role played by the central government in strengthening community policing. Solutions to effective community policing in urban areas of Uganda.

## REFERENCES

- Agastra, A. (2018). A Sociological Approach to Police Officers Conflict Management Tools. *Open Journal for Sociological Studies*, 2(2), 47–58.
- Amin, M.E. (2005) *Social Science Research Conception, Methodology and Analysis*. Makerere University Press, Kampala.
- Boateng, F. D., & Boateng, F. D. (2018). Police legitimacy in Africa: a multilevel multinational analysis *Police legitimacy in Africa: a multilevel multinational analysis*. 9463.
- Botha, A. (2010). Challenges in understanding terrorism in Africa: A human security perspective *Challenges in understanding terrorism in Africa: A human security perspective*. 6029.
- Canadian International Development Agency, 2000
- Changing Fortunes (2010) *Women's Economic Opportunities in Post-War Northern Uganda Investing in Peace*.
- DFID (2002). *Safety, security and accessible justice: Putting policy into practice*. London: UK Department for International Development.
- DFID (2008). *Justice and Accountability* Retrieved February 15, 2010,
- Diez, T., Stetter, S., & Albert, M. (2006). The European Union and border conflicts: The transformative power of integration. *International organization*, 563-593.
- Dodeye, U. W. (2016). *The Role of Conflict Resolution in Counterterrorism in Nigeria: A Case Analysis of the Movement for the Emancipation of the Niger Delta (MEND) and*

- Boko Haram (BH) Author (s): Dodeye Uduak Williams Published by: Canadian Mennonite University Stable. *Canadian Journal of Peace and Resolution*, 48(1), 173–202.
- Hansen, A. (2004). Strengthening Indigenous Police Capacity and the Rule of Law in the Balkans. In M. C. Pugh & W. P. S. Sidhu (Eds.), *The United Nations & regional security: Europe and beyond* (pp. 175-194). Boulder: Lynne Rienner Publishers.
- Hills, A., & Hills, A. (2016). Africa's Police Trojan Horses? USAID, Counter-terrorism and Africa's police. 6597.
- HRW (1997) *The Scars of Death: Children Abducted by the LRA in Uganda*. New York: Human Rights Watch.
- Josephine A., Aramanzan M., Christine A. (2012), Post-war economic opportunities in northern Uganda; Implications for women's empowerment and political participation by International Alert.
- Kasozi, A.B.K (1999) *The Social Origins of Violence in Uganda*. Kampala: The Fountain Publishers Ltd.
- Mallappa, V., & Mano, J., Kumar, K. S. (2015). Conflict Management in Management Library Professionals. *DESIDOC Journal of Library & Information Technology*, 35(3).
- Meyer, V. (2006). *Die Internationale Verwaltung durch die Vereinten National: die Aufrechterhaltung von Sicherheit und Ordnung*. Kovac, Hamburg.
- Mugenda, O. M., & Mugenda, A.G. (2003). *Research methods: quantitative and qualitative approaches*. African Center for Technology Studies: Nairobi, Kenya.
- Mulumba D. (1998). 'Refugee Women and the Trauma of Encampment in Uganda', *East African Journal of Peace and Human Rights*. Volume 5.

- Oguonu, C. N., & Ezeibe, C. C. (2014). African Union and conflict resolution in Africa. *Mediterranean Journal of Social Sciences*, 5(27), 325–332.
- Schwartz, S. J., Dunkel, C. S., Waterman, A. S., Schwartz, S. J., Dunkel, C. S., Terrorism, A. S. W., Schwartz, S. J., Dunkel, C. S., & Waterman, A. S. (2009). *Studies in Conflict & Terrorism Terrorism: An Identity Theory Perspective Terrorism: An Identity Theory Perspective*. 0731(May).
- Sekaran, U. (2003) *Research Methods for Business: A Skill-Building Approach*. 4th Edition, John Wiley & Sons, New York.
- United Nations (1993) *Third United Nations Survey of Crime Trends, Operations of Criminal Justice Systems and Crime Prevention Strategies*. New York.
- United Nations Centre for Human Settlements (Habitat) (1996) *An Urbanizing World: Global Report on Human Settlements, 1996*. Oxford: Oxford University Press.
- UNPOL (2010). *United Nations Policing* Retrieved August 24, 2021, from <http://www.un.org/en/peacekeeping/sites/police/>.
- Yin, R. K. (2009). *Case study research: Design and methods* (4th Ed.). Thousand Oaks, CA: Sage. Trudie Aberdeen University of Alberta.



## APPENDICES

### Appendix I: Questionnaire for community members

Dear Respondent,

The researcher **KAGARURA HERBERT BOB** is a student of Masters of Arts in Peace and Conflict Studies (PCS) at Makerere University, Kampala, Uganda. He is undertaking a research to generate data and information on **“AN ASSESSMENT OF POLICING ON CONFLICT TRANSFORMATION: A CASE OF GULU DISTRICT”**. You have been selected to participate in this study because of the contribution you make to your community. The information you provide is solely for academic purposes and will be treated with utmost confidentiality. Kindly spare some of your valuable time to answer these questions by ticking one of the alternatives given and filling spaces. Indeed your name may not be required. Thank you for your time and cooperation.

#### **Section A: Background Data**

Please circle the numbers representing the most appropriate responses for you in respect of the following items:

1. Your gender                 a) Male   b) Female
2. What is your age group?  
a) 20-29,         b) 30-39,         c) 40-49,         d) 50 and above
3. What is your highest level of education?  
a) No formal education         b) Primary   c) Secondary   d) Diploma   e) Degree         e)  
Others (specify) -----

4. What is your marital status?

a) Single      b) Married      c) divorced      d) Separated      e) Widowed

**Section B: The role of policing in managing interpersonal conflict in post war Gulu**

5. Are you aware of the role policing plays in managing social & intergroup conflicts in post war Gulu?

Yes         No         Not sure  

6. What are some of the interpersonal conflicts in post war Gulu that you know?

---

---

---

7. Briefly outline the role of policing in managing interpersonal conflict mentioned in (Qn 6) above.

---

---

---

**Section C: The role policing plays in managing social & intergroup conflicts in post war Gulu**

8. Are you aware of the role policing plays in managing social & intergroup conflicts in post war Gulu?

Yes         No         Not sure  

9. If yes in (Question 8) above, briefly outline some of the social conflicts in post war Gulu?

---

---

---

10. If yes in (Question 8) above, briefly outline some of the intergroup conflicts in post war Gulu?

---

---

---

11. In your opinion, how can some of the social & intergroup conflicts mentioned in (Qn 9 and 10) above be managed through policing?

---

---

---

**Section D: The challenges of policing in conflict transformation in Gulu district.**

12. Are you aware of the challenges of policing in conflict transformation in Gulu district?

Yes  No  Not sure

13. If yes in (Question 12) above, briefly outline some of the challenges of policing in conflict transformation in Gulu district?

---

**Thank you for your cooperation**

## **Appendix II: Interview guide Questions for Key Informants**

Dear Respondent,

The researcher **KAGARURA HERBERT BOB** is a student of Masters of Arts in Peace and Conflict Studies (PCS) at Makerere University, Kampala, Uganda. He is undertaking a research to generate data and information on **“AN ASSESSMENT OF POLICING ON CONFLICT TRANSFORMATION: A CASE OF GULU DISTRICT”**. You have been selected to participate in this study because of the contribution you make to your community. The information you provide is solely for academic purposes and will be treated with utmost confidentiality. Kindly spare some of your valuable time to answer these questions by ticking one of the alternatives given and filling spaces. Indeed your name may not be required. Thank you for your time and cooperation.

### **Questions**

1. What is the role of policing in managing interpersonal conflict in Gulu district?
2. What role does policing play in managing social & intergroup conflicts in Gulu district?
3. What are the challenges of policing in conflict transformation in Gulu district?

**Thank you for your cooperation**

**Appendix III: Table for determining sample Size from a given population**

N	S	N	S	N	S
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	100000	384

Source: Krejcie & Morgan (1970, as cited by Amin, 2005)

Note:

*N* is population size.

*S* is sample size.