THE THEORETICAL AND PRACTICAL CONSIDERATIONS OF COMMUNITY SERVICE IN UGANDA

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Abstract

The purpose of this study was to examine the theoretical and practical considerations surrounding community service in Uganda. The examination used document analysis approach in a bid to assess the community service approach and its prospects in Uganda. The study reveals the significance of inter-departmental changes in terms of the community and community oriented goals as well as the role of inter-agency collaboration. The Threatening consequences to community service were equally addressed within the context of the Kampala metropolitan free zone. The study recommends setting out a plan for the Kampala metropolitan areas expected growth from about 3 million to more than 5 million by the year 2015 since major concerns of civil mayhem have to be prioritised just like public safety issues on how to lessen them by using community service principles.

Keywords: Theoretical and Practical Consideration, Community Service

Introduction

In the year 2000, the government of Uganda introduced community service in order to provide one of the alternatives to imprisonment (Community Service Act (cap 115). According to Odoki (2006), the objectives of the reform were to promote the rehabilitation of the offender, and the reconciliation with the victim and the community, and to decongest overcrowded prisons with petty offenders. "Every effort to clarify and describe the community service faction ought to incorporate wrestling with what the expression "community" is projected to denote in this perspective. Despite the fact that it may at first appear that a straightforward one-sentence description would be adequate, an appraisal of the literature quickly shows that "community" can mean very different things to different researchers" (Trojanowicz, 1990). Therefore, appreciating the term community is a key to checking crime and disorder. After all, social control is more effective on an individual level and has to be an alternative made by the individual in order for social control to be a factor in whichever community. Fessler (1976) argues that <u>rural</u> sociologists defined <u>community</u> as "any area in which people with a common culture share common interests. "The problem with so broad a definition is that it can be applied to anything from "a rural village of half a hundred families" to "one of our major cities". Researchers have noted that, "large cities are

not what we mean when we talk about communities, because the inherent depersonalization that dominates large cities militates against the cohesive logic of community" (ibid). Community in a bigger city basically means our neighbourhood, in which we subsist, reside, work or have fun; it can also suggest a particular custom to which we live our lives.

The family unit which is the next most significant element gratifying social management is actually dominant in the initial pattern of the principles and in the sustained buttressing of the values that sway law enduring performance. The extended family, primarily if they are in close geographic immediacy, as well as neighbours, is also important in sustaining the norms of positive behaviour. Unfortunately, for the motive of the lessening of pressure put forth by neighbours, the complete family and even the family, social control is now more frequently dependent on exterior control which is the criminal justice system, than on domestic self-control.

Defining community service

Community service refers to non-custodial punishment by which after conviction the court, with the consent of the offender, makes an order for the offender to serve the community, rather than undergo imprisonment [S.2 (a)]. A community service order means an order made under the Act requiring an offender to perform work (ibid). Thus community service orders in Uganda are available only in minor offences, which are offences for which the court may pass a sentence of not more than two years imprisonment [S.2 (g)]. Odoki argued that, when an offender has been ordered to undergo community service for a period of more than four months, the supervising officer is required to give a report to the supervising court concerning the offender's performance and general conduct (ibid). In Uganda, community service is supervised by the National Community Service Committee chaired by a judge of the high court assisted by the District Community Service Committees. Community service is a joint effort between a Uganda Police department and the community that identifies problems of crime and disorder and involves all elements of the community in the search for solutions to these problems. It is founded on close, communally valuable ties between Uganda Police and community members. At the centre of community service are three critical and complementary core components: a] partnerships between the Uganda Police and the community; b] problem solving as a technique to spot and resolve problems of concern to the community; and c] change management

within the Uganda Police organization to house improved community contribution.

Community service is a "philosophy" for undertaking Uganda Police work; "problem solving" is the scheme used to solve community problems of crime and decay; and "partnerships" are the means with which the problem solving takes place. "Problem-oriented service" is the approach used to produce long-term solutions to problems of crime or decay in communities. Uganda Police, residents, and other agencies work jointly to make out and locate the causes for neighbourhood crime problems, and then develop responses to the problems based on the causes of problems. Responses are not one-response-fits-all; they are not 100 percent Uganda Police responses. Most of the time, the responses developed through problem-oriented service are joint Uganda Police-community actions, which also entail contribution by organisations such as local governments, urban transport, youth services, and civil society. Many expressions about establishing community service lack the understanding of why crime takes place and therefore are restricted in terms of possible impact by the proposed policies (Friedmann, 1996). Characteristically, these policies are ideologically motivated and if they have any merit, there is a gap between what these programs propose and how they are being implemented (ibid). Community service is one such example. Recently touted by Uganda Police officials as a step in the right direction - some even suggest it as a universal remedy for solving crime - community service has been either misunderstood or not well, nor fully implemented. Why is this so and who could be at the back of this disillusionment?

Very little public discussion of what crime is and understanding of why crime takes place can be established. Devoid of understanding what "produces" crime in society, how can any intervention have an impact on it? The legal approach to crime is, for instance, concerned with the very limited focus on the exact point where crime is defined as simply a violation of a written law. This includes the supreme law (national constitution) and other subsidiary legislations. In this intellect, any jurisprudence system (of local or urban government) views breach of the law as a conflict that subsequently needs to be settled between the violator (an individual or a corporate entity) and the violated entity (other individuals, corporate entities, and the state). Here crime is presented as an explicit behaviour that needs to be responded to, reprimanded and optimistically put off. Grounds for perpetrating the crime may be used afterwards in legal procedures when sentencing takes into consideration an

assortment of extenuating circumstances. Nonetheless, away from this moderately thin spotlight, it is reasonable to state that crime is a community produce that pleasurably we need to have a lesser amount of. In the social order that is used to producing more (fragile goods), restricting production (as in smoking, heart disorder, or alcoholism) is for the most part, not easy an assignment that necessitates a broad - not a jumble - approach of a very huge amount. Community service seems to offer the suitable idiom and conceptualization, and bears a guarantee for a healthier prospect. However, it risks the jeopardy of its self-termination if there will be no persistence on a better understanding of the causes for crime and on completely executing a widespread strategy.

Save for presenting crimes as they are reported and tendering vague ranking systems, there is modest public debate of the fundamental causes of crime. There is moreover very little contribution of a validation for why a certain service scheme will trim down crime. Community service, if engaged sincerely, can present such a comprehensive approach to lessen crime. Within this stratagem, law enforcement acts as a channel in a process that changes itself, other social service agencies and the community, in chorus. Bearing in mind the fact that more than 75% of Uganda Police action and response to calls is civil in nature and that Uganda Police can do very little to prevent a crime that is about to take place, the debate then has to centre on a more long-term, practical approach. This stems from the very fact that crime is produced by communal forces that are non-stoppable by Uganda Police. This is spot on both about the nature of crime, such as in crimes of obsession and the amount of crime and its economic appeal, such as drug misuse or hooliganism. If this theory is up to standard, then its consequence is to look at societal control issues as surrounding, in excess of, recognized law enforcement. To a certain extent, normative actions, avoidance of norms, breach of laws and the forces that could lessen them ought to be the heart of every policy with realistic chances for victory.

Any service strategy that adopts hands-on preparation assumes that intervention needs to be focussed to efficiently decrease the quantity of crime produced in as well as by the community. Until public speaking about community service became visible in law enforcement circles in the late 1970s and sprung to early 1980s, it had been thought that crime control in United States was the exclusive responsibility of Uganda Police. This was mostly stressed throughout the "professional period" of the service movement in the U.S which itself developed out of a reaction to Uganda

Police cruelty and dishonesty because of the sense of it being too close to the community. However, with Uganda Police professionalism came along the isolation of Uganda Police from the community and thus the slaughter of helpful acumen and the crucial contacts that breed confidence and affirmative connection.

In the early 1980s community service became a "catchphrase" in the service circle, substituting such terms as Uganda Police-public relations and problem-oriented-service. However, up till now, community service is still an indescribable term meaning different programs and approaches to different Uganda Police departments around the globe. In fact, until 1992 there was not a designation obtainable in the narrative. Notwithstanding the continually increasing fame of the phrase, the closest to a description in the professional literature were two sets of ten principles on community service. The first was offered by Alderson (1979) and the second by Trojanowicz & Bucqueroux (1990). Alderson's ten principles correlated to service under conditions of self-determination with importance on assuring individual liberty and free passage. The principles presented by Trojanowicz & Bucqueroux (1990) have mainly to do with the execution of the concept in a given Uganda Police force. Hitherto in most communities the move to community service was characterized by introducing or, sometimes, re-introducing foot-patrol and the thump officer frequent to the vicinity.

The Community Service Approach

In order to fill this empty space and to help establish a substantial measure or measures of the concept, Friedmann (1992) argues that community service goes as a far more wide-ranging approach than was branded in the literature to date. He observes community service as a policy and a strategy designed to accomplish more valuable and well-organized crime control, condensed apprehension of crime, enhanced quality of life, superior Uganda Police services and Uganda Police legality, through a hands-on dependence on community resources that seeks to transform crime causing conditions. This presumes a need for better responsibility of Uganda Police, superior public share in management, and greater concern for universal rights and liberties.

This practical attitude as held by community service holds a far more all-inclusive perception where prominence is given to realizing more than just crime control; non-traditional issues such as fear of crime, superiority of life, better services, and Uganda Police legality are also integrated.

However, the exit point of this meaning lies not in the greater flavour of its service objectives but in its spotlight on crime producing conditions as the probable prospective basis for reducing crime and achieving the other objectives as well. As a result, this meaning point out that it is vital to focus on the following three elements: (i) intra-departmental changes, (ii) inter-agency cooperation and (iii) the community, its needs, and its resources.

Intra-departmental changes and community service

In order for Uganda Police to accomplish superior relationship with the community, its departments need to turn into and run more like open systems. This has incredible implications on the departments of Uganda Police. The composition of Uganda Police departments needs to be more decentralized to enable improved deployment in the community and more valuable use of officers and reaction to citizens and in building the complex relations with the general public. It is vital to have a more flat rank structure; this will permit officers to go on with good performance without essentially hopeful for command positions, furthermore, it will advance the quality of Uganda Police workforce in the countryside. The exploit of more residents in back-up and liaison functions will breed closer ties with the neighbourhood as well as free officers to concentrate on the most technical and intelligent Uganda Police work.

In-house communications need to be swapped-over at the subordinate level to fracture the moderately inflexible sequence of command and to pick up the stream of information. Uganda Police management should improve contact between all levels, that is, officer-supervisor and officer-community sequentially to enlarge the spans of conscientiousness of officers. Officers should have greater prudence to allow them in their decision-making and to encourage more elasticity in non-law-enforcement circumstances. This will make Uganda Police work extremely more proficient and will boost performance on the part of officers who are likely to do more in a position of confidence. Uganda Police deployment should be upbeat, pre-emptive and community-oriented, other than, spontaneous service. The most unpleasant inaccuracy that community service advocates can craft is by agitating that it, as hands-on service, absolutely replaces conventional spontaneous service. The two need to be there side-by-side as there are incidents which necessitate instantaneous response. Yet it is crucial for the Uganda Police to be concerned with long-term pre-emptive activities along with other service agencies and citizens in a similar way. Enrolment should lay emphasis on higher educational levels and seek people-oriented, service-centred officers. Up till now, many of the officers

still join the force having in brain exploration and the logic of influence because of the exercise of force. A differential enrolment policy will revolutionize this picture and will improve the self-selection process to improve upcoming Uganda Police employees. It will in addition improve the possibility of Uganda Police to be converted into a cherished profession and also develop the probability that it will be stable amongst other social services.

Training should enlarge on interpersonal skills and be converted into more community-oriented. This is predominantly pertinent as a comparatively small percentage of the officers' training is devoted to such issues. Officers' performance appraisal should highlight quantifiable community-oriented activities such as contacts, harmonization, and support, and the remuneration arrangement should recognize community oriented efforts, present substantial pay raises along with indefinable gratitude for performing in view of that. In the end, it is significant to have community service approved force-wide and not downgraded to exceptional components.

Inter-agency collaboration and community service
Inter-agency collaboration should promote improved range and echelon of dealings among diverse agency levels and not just between department heads. The Uganda Police and other social services ought to build up a superior consideration as to what composes overall community needs and how they can, by working simultaneously; advance their reaction to those needs. Agencies should have methodical information about the accessibility of resources and build an environment that rewards cross-jurisdictional collaboration and minimizes resistance. It is essential that agencies offer incentives for collaboration at a full level. Previously the concept of the "Super-Agency" was presented where a board-of-directors type group would have synchronizing functions that would boost better delivery of services. This is one of the key constituents in community service as it operates to amplify the sense of joint venture and the understanding that Uganda Police cannot be in charge of crime alone. The value of the Super-Agency is not just in the expansion of joint ventures but furthermore in offering realistic solutions to problems that may by some means not be given the appropriate consideration from the services that are accountable for them. This could be the synchronization of utilities work in a city or the development of an operational description for the recognition of health care need and criminal justice feedback in cases of material, child, or sexual abuse.

This envisaged "Super-Agency" is the community body most liable to successfully harmonize the matching of needs with services. It should operate as a vibrant cooperation between the general public, social service agencies and law enforcement in an endeavour to focus attempts to get rid of crime causing circumstances in the neighbourhood. It is not an added establishment but a coordinating "hands-on" execution oriented body. Only when law enforcement, other social service agencies and the community work collectively, throughout the "Super-Agency" there will be likelihood that these resolute efforts will bring about the results we so greatly wish for.

The community and community service

The third, and conceivably most significant, constituent of community service is the dependence on the community itself. The recovering of Uganda Police and harmonization among other services to the community could go so distant if not anything changes in the community itself. Social and racial apprehensions that result in cluster crime or immigration hostilities that result in individual crime are but not many examples to the point that even when services are accessible, and that cannot be taken for granted, the fundamental problems in the community go on with generating the conditions that rear illicit behaviour. In order to better handle community issues it is indispensable to enhance the awareness we have on the subject of community. There needs to be superior plotting of crime as well as contouring of neighbourhood populations, systems, problems, needs and obtainable resources. There needs to be far superior dependence on collective institutions such as the family unit, formal education institution, place of worship, in addition to a range of community organizations that will craft involvement in crime less tolerable than it is at present. There needs to be improved hands-on preparation and an environment sympathetic of wide-based synchronization of community-oriented activities.

Community service is thus presented as a philosophy that approves professional approaches, which espouse the planned application of twofold undertakings and problem-solving modus operandi, to proactively deal with the instantaneous circumstances that present a rise in community safety issues such as crime, social disorder, and fear of crime. Some of the Uganda Police stations have embraced indirectly community service for many years, through their community services and school services programs, crime prevention programs (neighbourhood watch), and

decentralized patrol substations. I present community service using three key constituents:

First, community partnerships; collaborative partnerships connecting the law enforcement organization and the individuals and organizations they serve to increase resolutions to problems and amplify confidence in the Uganda Police force; other government agencies, community members [or groups], non-profits [service providers], private businesses, and the media.

Secondly, is organizational transformation which involves the configuration of organizational administration, composition, human resources, as well as information systems in order to hold community partnerships and hands-on problem solving. Agency management includes climate and way of life, control, industry associations, managerial, premeditated arrangement, policies, organizational appraisals, precision, and organizational composition. Geographic assignment of officers includes de-specialization, supplies and funding. Personnel involve conscription, hiring, and assortment, human resources supervision [or appraisals], and preparation. While Information Systems (or technology); involves Communication [or access to data] and excellence and precision of information.

Thirdly, Problem solving involves the procedure of engaging in the practical and methodical assessment of recognized problems to widen and meticulously assess effectual rejoinders. This includes Scanning: classifying and prioritizing problems, scrutiny: investigating what is well-known with reference to the problem, Response: Developing resolutions to convey lifelong cutbacks in the amount and degree of problems, Assessment: Evaluating the achievement of the responses, and by means of the offence triangle to centre on instantaneous circumstances including casualty or wrongdoer or scene.

Community service as a philosophy seeks to promote organizational strategies, which support the systematic use of partnerships and problem-solving techniques, to practically tackle the pressing conditions that give rise to public wellbeing issues such as crime, social disorder, and fear of crime. It is also possibly the most misunderstood and often abused idea in Police management. As such, it has grown to be up-to-the-minute for Uganda Police agencies to kick off community service programs into their department but with modest opinion of what it really means. It should not be a program but instead a value scheme which infuses a Police

department, in which the principal goal is to work and collaborate with individual citizens, groups of citizens in both private and public sector. Furthermore to recognize and decide issues which potentially impinge on the livelihood of the community in which they serve.

An equivalence, even if narrower, account for community service is "an attitude of full-service, personalized service where the interchangeable official rounds and labours in the indistinguishable area on a long-term establishment, from a decentralized position, functioning in a practical relationship with citizens to identify and respond to problems" (Trojanowicz, 1990). Without reservation, this rationalization indicates what one customarily associates with the public service-the participation of the public servant as an active associate of the neighbourhood. Interestingly, there surfaced an approach that neighbourhood service entails that the Police being on non-law obligation duties.

Community-Oriented Service Strategies

Assuming we are a non-profit organization and all members strive to work towards a safer community through close cooperation and understanding with the Police. Then, our members consist of common citizens, retired Police officers and each one who cares and worries for the wellbeing of humanity. It is our undertaking to make-up graceful connection with the Uganda Police to be acquainted with and prioritize problems of crime and community disorder. We dispense the precision in the development and the accomplishment of hands-on problem solving strategies in the two acknowledged issues.

Goals of community service

Community service aims to preserve public dignity in the Police department in order to; reduce dread of crime; pay attention to and deal with civilian concerns; bring community resources collectively to respond to problems; impact upon explicit misdemeanour problems; reduce periodic calls for examination; and, train the public a propos its Police department.

The prospect of community service in Uganda

Whilst it is more and more widespread to have Police departments in the Uganda, espousing neighbourhood service as a policy and as a stratagem, it is imperative to position this in some chronological point of view. Within less than 15 years, Uganda has, for instance, moved out considering community service as a baffling approach to service to having the President and parliament allocating billions of shillings to obliquely

support its development in some parts of the country. In several urban areas across the country, there is a budding recognition that "joint ventures" are to be developed, that it is important to lend a hand to Uganda Police, and that it cannot do service and crime control single-handedly. Projects and policy statements have time and again laid emphasis to this significant and indispensable convenience. Business associations, business advocacy groups, civic groups, and voluntary associations are progressively more enthusiastic to sit as one, plan together and work together in this understanding that crime is too big for any one organization to manage. Nonetheless, this type of climate is merely a few years old and there is no assurance that it will last long if the political environment ceases to be compassionate of it and in Uganda, there are by now signs to that effect. As a consequence, there is jeopardy that within a few years, community service may have turned out to be just a different service style. With this awareness, it is essential to look at community service as presenting a window of prospect to look at crime in a diverse mode than we have been used to and as such to take the maximum benefit of this window sooner than it closes for a long time.

The community service squad

Within the community service squad, officers will constantly supervise and bring together all community service activities including the operation of all sub-stations. First, the neighbourhood contact officers will be assigned into particular beat areas and organize the neighbourhood service squads to work with neighbourhood groups. Focus will be put to problem solving in the neighbourhoods and how to manage long-term projects such as crime free multi-housing. All neighbourhood contact officers will be designated to work out of these sub-stations. Additional sub-stations can be identified from time to time for upcoming implementation. Community service officers (CSOs) will team each of the sub-stations and offer standard client service hours to the community. The CSOs can attend neighbourhood service squad meetings and assist the neighbourhood contact officers when needed. Secondly, volunteer sub-station staff will contain volunteers having been acknowledged to help staff the substations after certain hours to guarantee that citizens of urban and peri-urban areas are being served at these locations. These volunteers will offer customer service, make victim call backs, and help out where they are required.

Problem-Oriented Service (POP) in Uganda Police departments can be adopted to use the scanning-analyse-response-assess-maintenance technique for problem solving: Under "scanning", the officer identifies and describes the problem. Concerning "analyse", the officer finds out how much of a problem is it? When is it a problem? Who is affected? What are the problem's causes? "Response" is based on the two steps above in order to devise an appropriate response to the problem. There may be several responses; they may be done over a long period of time. Under "Assess", the officer will appraise the results of the responses and if the results are not reasonable, efforts can be made to re-analyze the problem, or to try another response. Concerning "Maintenance", problem solving is only successful when it produces a long-term solution. A POP reaction may have short-range optimistic results, but it remains a debate as to whether these results can be maintained over a long term, for instance, 1 to 2 years, exclusive of continuous involvement by Police, residents and/or other agencies, in other words, "has the problem been solved?". POP can be used by the Uganda Police along with residents to produce long-term solutions to unrelenting crime problems in communities throughout hot-sport urban centres, resulting in reductions not only in crime rates, but also in the apprehension of crime.

The Threatening consequences to community service

In the adoption of community service, consideration ought to be paid to staying away from certain pitfalls that exceptionally, or altogether, may jeopardize the appropriate implementation of this scheme. It needs to be clear that community service is not merely the same as foot patrol. Whilst officers on foot have the numerical probability of getting faster to the community and meeting more citizens, what's more significant is what the Police department, as a total, does and the specific officers in the undertaking. Foot patrol without the elements of building connections with the community will not amount to a great deal. An officer or two foot patrolling a beat for 8 to 10 hours may not accomplish much if all they do is the walk. Officers have to know what human factors make their beat more susceptible to crime. A few of those they could take care by themselves; for some others they may need the backing and involvement of a range of other agencies, services, and companies in order to create a distinction. The point is that, officers should know about prospective problems well before they turn into crimes.

As one of the explanations and endeavours of community service being the decrease of fear of crime, it is important to note that most Uganda

Police projects or innovative experiments such as foot patrol are perceived optimistically by citizens though they are not reporting considerable reduction of fear of crime. Often, then, the reduction of fear of crime becomes the concrete product of a service project. In some way fear reduction becomes, afterwards, the only substantial result that Uganda Police are able to deliver in a community. This is, to a certain extent, so since crime figures are trickier to manipulate but predominantly these are owing to the fact that we have a tendency to measure Police achievement by crime figures or, in recent times, by apprehension of crime. For community service to become successful in Uganda it needs to be assessed in a different way. In the similar approach that an officer needs to be appraised on the basis of their community service performance than merely by the number of tickets and/or arrests made and then gratifying in view of that. So there is a need for community service to be assessed by the multitude of variables illustrated previously in this commentary and not simply by conventional gauges. In fact, about two decades ago, Rosenbaum (1994) reported numerous studies that considered the triumph of community service by using precisely such non-conventional measures and demonstrated it to have an affirmative impact.

What makes matters worse, to some extent, is the prospect that when a new strategy is launched, it will be victorious and consequently computable pointers will indicate this outcome. It is exclusively promising and even likely that if community service is triumphant, attitudes toward Uganda Police as well as crime itself, will primarily sky-rocket rather than decline. This is realistic to look ahead to because of at least two concerns: first, sensitizing of residents may make them more distressed by crime, and secondly, with the structure of conviction and shifting the liaison between Police and the community, citizens may be enthusiastic to account for crime and public order associated performance more than previous to. If measured aptly with allowance for time interval, crime figures could well mirror this precision. Therefore, committing to an instant decline of crime may perhaps be a very "foolish" thing to make for Uganda Police and/or community leaders. Even when crime is, in the long run condensed, Police and community leaders should be most vigilant on the subject of taking tribute for it because they will be assumed liable when crime figures goes up.

Comments by IGP of Uganda to the effect that crime went down in the country due to antagonistic service known as "result-oriented-service", were reasonably disputed by the Human Rights agencies when releasing

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their annual reports of crime rate in Uganda. Community service therefore needs to be there for a long-term, it needs to have a systematic plan and participants have to completely get into it and not just pay "lip service" to it. Along with this long-term scrutiny, it is critical to secure exterior support so as not to leave Uganda Police single-handedly in their encounter with crime.

Kampala Metropolitan Fear Free Zone

The central concern of Kampala Metropolitan's community service activities ought to be the Kampala Metropolitan Fear Free Zone component. First, it can be established with about 500 or more officers and supervisors, and then enlarged in a year with an additional 400 officers. The component would consist of officers who centre on identifying, evaluating and resolving community crime problems with the support and involvement of community residents. Secondly, the zone officers would be assigned to specific areas or neighbourhoods within Kampala metropolitan catchment, and work directly with both residents and the adjacent police patrol officers also assigned to those areas. Thirdly, the zone officers would set up and uphold day-to-day contact with residents and businesses within their allotted beats, in order to prevent crime sooner than they occur. And fourthly, the zone officers would act as liaisons with other metropolitan agencies, work intimately with schools and youth programs, harmonize gambling-elimination activities, and serve as resources to residents who desire to get back their neighbourhoods from crime and rot.

Concerning the notion "practical and approachable", it is vital to learn the basics of modern service environment that is looking on the fundamental elements of triumph, such as problem solving, community-Police collaboration, and partnerships. Uganda peoples' optimism and resolve have shaped a corridor towards a superior life. Michael & Francis (2011) examined the role of community-oriented service, including the Police image, public expectations, ethics in law enforcement, community welfare, resident assessment boards, and what the community can do to facilitate decline in crime rate. They considered essential interpersonal skills and how these may be different according to the race, sex, age, and socio-economic grouping with which the officer is relating. Victor & Larry (2008) investigated community service, both as perspective and a managerial approach, which increases the conventional Police command. Similar views were held by Palmiotto & Francis (2011) who argued that community service widens the heart of combating crime to embrace solving community problems, and as a result, the Uganda Police

should shape a shared mission with the people in the community where the regular citizens can have a say to the Police course in exchange over their support and partaking. Kenneth & Glensor (2007) presented service at its largely significant and demanding levels in neighbourhoods and in communities diagonally to the country and outside. Though outstanding in view, their focus was on community service and problem solving and the processes that are being implemented in order to control and thwart crime, mayhem and panic. Practically, they focussed on daily processes and schemes as well as how and why agencies are transforming their customary philosophy and functions. Much of their information on crime focused on the principal city, with emphasis on terror campaign and state safety which could be exploited by the Uganda police.

Wisler & Ihekwoaba (2009) noted that, community-oriented service is a dogma and policy replica championed in the mission statements of nearly all Police forces throughout the world. However, they pointed out that the POP philosophy is inferred in a different way by different countries and Police forces, leading into practices that may, in fact, run far afield of the community-based themes of enterprise, receptiveness, and precision. Rosenbaum (1994) presented the efficacy of community service, covering the entire aspects of community service, from management to implementation and public awareness. He, in his study on "Police and crime prevention matters", summarized the state of evaluative research on American community service projects. His study on Police and crime avoidance matters outlined the state of evaluative investigation on community service projects for the previous decade though very relevant to this decade. Moreover, Skogan & Hartnett (1997) argued that, Police departments across different countries were keenly "recreating" themselves, assuming a new-fangled "community service" approach. This progressive technique of law enforcement involved managerial devolution, new channels of contact with the community, compassion to what the community thinks a department's priorities ought to be, and the submission of a broad problem-solving approach to neighbourhood concerns. They have scrutinized a determined mission by focusing on a city which, having made this changeover, then had the nation's biggest and most extraordinary community service program.

In another study conducted by Rosenbaum (1994) drew a comparison of community service initiatives in four countries; Canada, Great Britain, Israel, and the US and examined related efforts in other countries that had

tried-out this service approach. The study dealt with a variety of important issues, including fear of crime, the attitudes of Police officers and citizens, and persecution, along with others such as Police supervision, fashion, and instruction; how community service is depicted in the press; and the link between the Police and other social services. The study advocated that whilst conventional service celebrated masculine officers as "manly" crime fighters who were rough, unfriendly, and bodily frightening, Policewomen were considered as too flexible and poignant for patrol assignments and were consigned to roles centring on children, other women, or secretarial tasks. Nonetheless, Rosenbaum noted that with the launch of community service, women's professed skills were at long last finding an official place in Police work. Law enforcement arrangements nowadays promote such formerly underrated "feminine" attributes as faith, teamwork, sympathy, interpersonal communication, and conflict resolution.

Morash & Ford (2002) asserted that community service continues to be of enormous attention to policy makers, intellectuals and, certainly, local Police agencies and that productively attaining the alteration from a customary service model to community service could be complicated. Williams (1998), on the contrary, suggested that with a qualitative, non-scientific study plan having focus-group dialogue was used to gather, investigate, and scrutinize the insights and feelings of East Athens inhabitants and community service officers. He analyzed the perceptions of inner-city residents in Athens, Georgia and focused on community service and the co-production of law enforcement together with the suggestions for public administrators helping such communities. McElroy, Cosgrove & Sadd (1993) studied the "Community Patrol Officer Program" that was initiated in New York in 1984, intended to resolve problems at the community level through the neighbourhood patrol officer and found out that the multi- dimensional task the Police officers were expected to take part in required efficacy in executing their new job, the obstacles they met, the feelings of the officers as well as the insights of the community. They merely recommended measures for improving and applying comparable programs but not eliminating them wholly. Umbach & Umbach (2010) stressed that in modern times, community service had transformed American law enforcement showed potential to put up trust between citizens and officers. Nowadays, three-quarters of American Police departments say they have embraced the stratagem, but decades before the slogan was invented, the Police departments had established community based crime fighting strategies. The last neighbourhood cops exposed the

forgotten narration of the residents and cops who faked community service in the public housing complexes of different cities during the second half of the previous decade.

Lab & Das (2003) gave insights on the enormous multiplicity in community service and crime deterrence as they emerged in countries around the globe. By monitoring countries that had launched official, professional Police forces; were in intermediary from colonial eminence to self-rule; or were rising democratic systems faced with the claims allied with key opinionated and social change. And the conclusion indicated the acknowledgment that the public required being concerned with averting crime. Community service was depicted as a modern and, to some, controversial move towards fighting crime, mostly in well-built urban areas (Wilson, 2006). He prepared a broad assessment of the functioning of community service in the US and scrutinized the power of the undertaking and institutional setting on community service operation and considered the connections between managerial arrangement and community service. Wilson offered a hypothetical configuration for community service; recognized domestic/outside factors that aid and/or obstructed implementation; probing executive composition, which represented the success of community service even in the super-power status.

Stevens (2002) interviewed over 2,000 subjects in eight states across the US, and his results demonstrated how community service strategies might be rationalized to react to radical risks and uneven demographics. By supposition, he revealed that community service was, besides, essential for fighting fanatic threats. While Palmiotto (2000) examined the function of community-oriented service, together with the Police picture, public prospects, and ethics in law enforcement, community welfare, resident check panels, and what the community might do to facilitate the reduction crime rates. In addition, he indicated that the critical interpersonal skills and how these may fluctuate on the basis of race, sex, age, and socioeconomic cluster with which the police officer is networking. His views might be practical in order to open new programs in an area, from the preparation process and community participation when dealing with administration and assessing program achievement.

Community service, in this commentary, appeared constantly in trend, yet the critical qualities remained vague (Fielding, 1995). It was discovered that there had been a hurry to appraise community service before critics had got to hold with what community Police officers did which was

unique. As a result, there was need to present a thorough scrutiny of the deeds, occupations, and procedures of community Police officers, and demonstrate how they could collect data on crime from the communities in which they serve, and as well how they could use casual communal control to public disorder situations. Whilst gauging citizen approval with local governmental services and how their deliverance and portion is fundamental in estimating, streamlining, and applying valuable governmental policies. Williams (1998) noted that citizen appraisals offered public officials with essential hints regarding the professed performance of local authorities. This was an imperative aspect in built-up areas where occupants had expressed considerable discontent with the delivery of Police services and as a result, by looking at community service and the co-production of law enforcement, citizen approval could well be re-captured.

In his painstaking study, Oliver (2007) described the notion of community-oriented service and then led us through a logical approach to both its standards and practices by providing a popular equilibrium between assumption and relevance particularly in modern-day societies where urban centres had persisted with growth at un-conceivable extent both in size and population composition. Alpert and Piquero (2000) assembled a set of twenty-four inputs from dons, consultants, and associates, examined the chronological and theoretical structures, recent studies and customs, and the prospect of community service together with a sample of subjects such as building safe neighbourhoods, employee performance costing, the management of crime and confusion, and how officers used up their time with the community with case studies of community service in cities such as Los Angeles, Chicago and Havana. The results of those twenty four inputs, on top of the sampled topics, would be used to establish the worth of community policy in other cities, like Kampala, beyond those in northern America.

Chriss (2010) studied the path of urban service from Britain in the 1830s to its approval and growth in the US. By analyzing the indecisive and rough past development of service, he demonstrated, in vast detail, the practical correlations between urban communities and Police departments. He also considered the expansion of urban service in the American West between 1850 and 1890, which facilitated to position the recent debate of service in the post 9/11 US. With Uganda having gone through a comparable adversity during the 2010 world cup finals at both Kyadondo Rugby ground and Ethiopian Restaurant in Kabalagala, the idea of

community service appeared to suggest superior opportunities for revival and psychoanalysis of communities. Rationalized line-by-line and focusing all through on the twin themes of crisis resolution and community-Police alliance and partnerships, Miller and Hess (2005) gave a career-focused up-to-the-minute look at valuable community service as well as the realistic strategies and necessary skills basic to implement rational, feasible problem solving within communities in our day.

Discrimination in community service

Community service is a social activity understood ethnically, adjudicated politically, and communicated in an elite form (Baker, 2006). He further noted that the law played a primary role in the reproduction and legitimation of most forms of isolation. He explained the dilemma of how discrimination persisted in terms of power to criminalize through the dissertation of community service. These ideas are decisive and could facilitate in dealing with the problems of cultural discrimination in society through the community service port-folio. This would bring more than 50 years of sensible, managerial, managerial, and decision-making Police experience to an end (Peak, et. al., 2004). Therefore, providing a "real world" fragrance with an extremely wide-ranging dream of Police control and organization, and moreover examined key episodes, tactical operations, patrol problems, officers' rights and moderation, community service and problem solving, moral issues and accountability, and training and appraisal. In general, community service was not clear-cut and so called for high level loyalty amongst different stakeholders.

In his ground-breaking research, Stevens (2001) looked at the occurrences of nine different Police agencies of diverse sizes across America as they performed, prospered and failed, and performed again a community service approach to public welfare. He centred on bona fide community service activities of legitimate Police departments, texting what worked and what hadn't worked, and, similarly key, why it didn't work. Even if his research largely covered community service programs in ten US states; comparable issues could be benchmarked for the same program in other countries like Uganda where policy formulation has remained a thorn in the foot for many police officials. Past trends in Police reform stressed superior contact with the community and, consequently, carried innovative implications for Police roles, operations, and social control (Greene & Mastrofski, 1988). Community Service summarized the major issues facing that movement, and differentiated theory from pragmatism associated with Police force restructuring. Those very issues could be very

significant among community organizations, Uganda Police academy educators, law enforcement officials, as well as all concerned citizens.

Gutierrez (2003), in his "Social equity and the funding of community service", examined the requisition, giving way, and exploit of community oriented service funds in 197 municipalities and explained how excessively unfortunate, crime-shadowed cities did in contrast to affluent, secure cities. He went with a view of community oriented service funds and whether community oriented service funding was used to facilitate put up links for Police-community affairs in cities with soaring levels of diversity. His outcomes could assist Kampala city and other towns in Uganda to obtain considerable fiscal shares and be successful with those shares when executing adjustments in local law enforcement including community service. In a different research, "Applied community service in the 21st century", Stevens (2002) looked at the certainties of service approach and proved that those approaches impeded American neighbourhoods. He applied an impulsive observation on how community service strategies could be adapted to address the latest challenges caused by activist vigilante and traditional changes within the U.S. and beyond. These thoughts could help the Uganda Police explore the most essential models of community service and their link with civilization, communities, and public order in Uganda. This is so because practical community service in the present decade differentiates itself from other service manuscripts owing to its affluence with genuine living prospects of persons who are connected or swayed.

In virtually every logical and wide-ranging script so far on the question of community service, Thurman, et al. (2000) located the sequential growth of American service during the community era of modern times. They initiated the notion of community in current civilization and surveyed adjustments in the role and influence of Police departments by suggesting plentiful tinted remarks from Police constables, deputy commissioners, commissioners, and other practitioners including famous Police academics. These realistic illustrations revealed the efficacy of community policy to all stakeholders who treasured diplomatic communities for everyone. Peak & Glensor (1999) investigated the endeavours of Police agencies across the US and overseas as they employed new techniques to tackle crime and mayhem by revealing how present day Police were moving away from conservative methods for counteracting crime and chaos and growing their established "law enforcement" duty.

Community service as "individualized service" entailed an equal Police officer watching similar areas on a lasting basis, working from a delegated management and operating with civilians to identify and dig up to the base of crime problems (Reed & Pub, 1999). In spite of the persistent public support for Uganda Police department delegation, stable assignments, and the development of citizen-Police affiliations with local communities, the fear remained a debatable one and by itself, community service inevitably called for a broad restructuring of what Uganda Police had customarily done with complete acceptance of community service relating to substantial managerial renovation. This compilation drew together beneath one cover of numerous archetypal critiques that were critical to a sensitive but chronological setting and framework of community service, and that were awesomely highlighted in the scholarly text. Focus on the basis of community service progress with substantial status on the growing philosophy was prominent. However, the writer was not one of the officers in Police and crime prevention unit but relied greatly on secondary narratives of other scholars within and outside in order to share his collection of restricted commentaries pointing out the state of evaluative enquiry on the community service scheme for present-day civilization.

Recommendations

As in many other cities, Uganda has used limited strategies such as foot, motorcar and motorcycle patrols in its effort to establish community service innovations. When the Inspector General of Police (IGP) had his term of office renewed four years ago, one of the utmost managerial platform items was maybe community service. Three weeks after assuming office he stated that crime went down nation-wide by over 25%. While his figures were swiftly critiqued by the media and other civil society organisations as was the prospect of attributing such radical revolution to his very short-term in office, his passion for community service did not falter. He acknowledged his "blunder" nonetheless went on to talk about community service as if it was equivalent to foot patrol. At the same time he encouraged several activities that had public safety elements in them but were seen as being apart from service. It is suggested that a citizen-initiated proposal funded by the government to empower citizens and be given substantial monies in direct support so as to improve the social conditions in the neediest areas.

The Uganda Police Commission needs to set out a plan for the Kampala metropolitan areas expected growth from about 3 million to more than 5

million by the year 2015. Major concerns of civil mayhem should be prioritised just like public safety issues on how to lessen them by using community service principles. The President's grassroots effort known as prosperity-for-All scheme had certainly added an important component to the improvement of neighbourhood conditions and along with it Uganda could witness the growing insight of some of its leading business advocacy groups such as Kampala City Traders Association (KACITA) of the need to treat public safety as their routine than merely a Uganda Police problem. Kampala city catchment areas need to be granted a major government grant that would include different components to offer a widespread approach to dangle through with community conditions leading to crime. One of these components is, undoubtedly, community service and the grant would mandate the provision of community service training to 20 law enforcement jurisdictions in every parish within Kampala metropolitan area. These efforts should include more than 500 officers and training would be provided to officers from the Police constable to the commissioner of Uganda Police level as well as to elected and appointed officials such as mayors, councillors, and technical managers.

It remains to be empirically examined whether these efforts will create a distinction. One statement could be made at a chameleon's tempo. Conventional, grouped and spontaneous approach to crime is crucial but is restricted in what it could do to impinge on crime. Theoretically and logically, it is reasonable to foresee that community service will make a difference. Finally, how is all this significant to Uganda? The significance lies in the societal practices. With the shift attested in Uganda from the early 2000s and frontwards, it will take the country far less time to achieve the crime level of other countries (such as Mexico, Cambodia, and Kazakhstani) if appropriate action is not taken in a timely fashion. Uganda is already witnessing an increase in human assassin and child sacrifice offenses and some unprecedented examples of violent behaviour reminiscent of foreign "style" crime. At the same time, the country's Police have lost the strong grounds they had during the previous decades and now are judged by the services they provide and not by the power they apply.

Conclusion

It is in the best interest of the Uganda Police to plan ahead, predict the potential growth of crime and work out appropriate interventions. As seen in this commentary, the comprehensive approach offered by community

service is an all-encompassing, agency and community shifting course. It is however, indicating an excellent window of prospect to reflect on new service innovations and, at the same time, put into action various requisite structural changes that have to do with recruitment, training, communication, structure, work performance, supervision and rewards as well as building cooperation with other community entities. It may be an unnecessary absurdity that at the time when Uganda Police could demonstrate its exemplary intellect of independence, the utmost community service innovation focuses on developing an increased assurance on and collaboration with the community. It is even a superior irony that when Uganda is starting to walk in this new corridor of independence, the finest advice it could get from abroad is to continue to take care of some of the characteristics it so "logically" held prior to the evolution of community service. Nonetheless, this seems to be a realistic course for planning and action for the current and future decades.

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