

**COMMUNITY POLICING AND CRIME REDUCTION IN  
TANZANIA: CASE STUDY AT KOROGWE DISTRICT, TANGA.**

**COMMUNITY POLICING AND CRIME REDUCTION IN  
TANZANIA: CASE STUDY AT KOROGWE DISTRICT, TANGA.**

**By**

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**A Dissertation Submitted in Partial Fulfillment of the Requirements for the Award  
of the Degree of Master of Science in Human Resource Management of Mzumbe  
University**

**2016**

## CERTIFICATION

The undersigned certifies that he has read and hereby recommends for acceptance by the Mzumbe University, a dissertation entitled **Community Policing and Crime reduction: A Case Study at Korogwe District, Tanga**, in partial fulfillment of the requirements for degree of Master of Science in Human Resource Management (MSc-HRM).

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## **DEDICATION**

I dedicate this work to Tanzania Police Force. Thank you for believing in me and allowing me to further my studies. Therefore, this work is your reward.

## **ABBREVIATIONS AND ACRONYMS**

CBP	-	Community Based Policing
CHRI	-	Commonwealth Human Rights Initiative
CP	-	Community Policing
DC	-	District Commissioner
IGP	-	Inspector General of Police
KD	-	Korogwe District
OCD	-	District Commanding Station
OCS	-	Officer Commanding Station
PO	-	Police officer
PS	-	Police Service
SAP	-	South Africa Police
SPSS	-	Statistical Package for Social Science
TPF	-	Tanzania Police Force
URT	-	United Republic of Tanzania
VEO	-	Village Executive Officer
VOA	-	Voice of Africa
WEO	-	Ward Executive Officer
WP	-	Ward Police

## **ABSTRACT**

This study aimed to investigate the use of community policing towards crime reduction in Korogwe District. Available literature indicated that CP in Tanzania and the world in general had become a well-known issue that was being implemented. Thus, focus on CP came forth during the implementation process. The specific objectives were aimed to: explore community partnership, problem solving and organisation transformation; identify challenges that encounter the implementation of CP; understand how challenges of CP have been dealt with and examine how CP reduces crime. The study was guided by Broken Window Theory and Kurt Lewin's theory of change that underpinning the theoretical background. The study employed a case study research design involving 100 respondents who were sampled using purposive and simple random sampling techniques. The methods used for data collection in this study were questionnaire and in-depth interview, where both primary and secondary data were collected. Qualitative data was analysed using content analysis techniques such as words, meanings, pictures and symbols while quantitative data was analysed using descriptive statistics such as frequencies and percentages with the aid of Statistical Package for Social Science (SPSS). The major findings included the following: Majority of people were aware of community partnership practice, problem solving model and transformation of organisation. Some of the challenges that the study revealed included shortage of funds, lack of knowledge and lack of willingness. Measures that the study revealed were; provision of education, provision of security tools and improvement of infrastructures. Also the study revealed that, increase in community participation; decrease in number of crime reported and decrease in victimisation are some of the indicators for crime reduction. The study made the following recommendations: - Both government and civil society should embark on creating sustainable awareness campaigns on community policing. There should be seriousness in learning new skills towards fighting crime. Also authorities as a matter of science and technology should equip police with modern tools and ammunition as well as security devices. The government must continuous increase logistic fund and police budget so that police can work to the international standard in achieving police objectives.

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## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.0 Introduction**

This chapter provides background of the study, statement of the problem, objectives, and research questions, significance of the study, limitations of the study, conceptual framework and definition of key terms.

#### **1.1 Background of the Study**

Police reforms across the world and Tanzania in particular have been seen as a constant of modern policing initiative (Savage, 2007). It has been considered as the basic element of conflict management and crime control. Police as a tool for conflict management, reforms become a key strategy in post-conflict setting as well as an important tool in conflict prevention effort. However, changing community perception and transforming police organisation has been extremely difficult in many societies; indeed, legacies of mistrust increases (Groenewald & Peake, 2004). Police transformation and reforms across the world has therefore been addressed by the need for a people friendly with the ability to secure citizens and their property against resistors without violating the law (Lundman, 1980).

In Hong Kong, Chinese organised crime groups were taken from grass root in local communities; they recruit youths from neighbourhoods and collect protection fees from street members. Community policing (CP) may help to stop organised crime by empowering and encouraging members of the community to report and act against crime and criminals. Therefore, by creating a positive image of the police, community policing can help to reduce the influence of those groups on neighbourhood youth as well as to control and suppress any criminal strategy and prevent the proliferation of organised crime (King Wa, 2009).

In South Africa, CP was adopted due to the weaknesses and deficiencies of traditional forms of policing that exist. The country suffered from high crimes rates accompanied by complete lack of trust between the police and the member of community as well as police strategy that was purely reactive (Denney& Jenkins, 2013). Before 1994, the South African Police (SAP) as an institution was highly centralised and authoritarian. While it was useful tool for political repression, it was ill-equipped for crime control and prevention. The force was largely unaccountable and poor in gathering intelligence information and poor in detect criminal activity effectively, thus SAP lacked legitimacy and lacked majority support.

While there was no formal CP in South Africa, yet there various forms of self-policing that worked at the local level during the apartheid regime, such as anti-crime street committees and people's courts in the black townships. The community policing programme implemented in South Africa was greatly an adaptation of Western European and American principles, that emphasising democratic control, accountability, impartiality, transparency and a demilitarized style of policing. Social crime prevention became a key area of focus, and problem-solving approaches were emphasised. (Minaar, 2009).

Initially, Tanzania adopt CP from what was so called 'sungu sungu' or 'wasalama' traditional forms of defense formed by people who volunteer to fight against crimes. During that period, the country suffered from high crimes rates of cattle rustler and murders resulting from robbery and negative beliefs of witchcraft specifically in Tabora, Shinyanga and Mwanza regions (Heald, 2009).

Another reason for the expansion of 'sungu sungu' or 'wasalama' as traditional form of defense in the country was the introduction of multi-party systems which bring more social and political problems in the communities. In fact, police alone or 'sungu sungu' alone cannot be able to fight against all those problems due to the fact that 'sungu sungu' are not equipped enough in terms of tools and techniques while in the side of

police, the government has insufficient budget to employ more police officers who will be able to manage their defense and security. Hence, the need for solid working together between police and community was needed (Heald, 2009). Therefore, the study sought to explore community partnership, problem solving and organisation transformation as the key elements in investigating community policing.

## **1.2 Statement of the Problem**

Tanzania embarked on the establishment and practice of CP as one of the effective strategy of reducing crime. It was launched in 2006 with the aim of addressing three key areas: community partnership, problem solving and organisation transformation (Daniel, 2009).

Community policing was officially and legally recognised through the people's Militia laws (Miscellaneous Amendment) Act No 9 of 1989. According to the Act, one of the major objectives is to protect people and their property. And in order to fulfill these functions, the Act has granted members of the community watch groups with powers of arrest without arresting warrant and arrest on reasonable suspicion for the person having committed crime or is about to commit a crime. Also, the Act enables the community watch group to have the powers of search and seizure of any property found in possession which form material evidence of crime committed or about to be committed. Also, Article No 146(2) (b): stated that, "A local government authority shall have the following functions: - (b) to ensure the enforcement of law and public safety of the people..." that means, protection of people and their property is the responsibility of all people through their local government authorities.

In spite of the enactment of several legislations which support community policing not much appears to have changed in Tanzania policing. For example, the Commonwealth Human Rights Initiatives (CHRI) in 2006 reviewed the condition of policing in Tanzania specifically on the recommendation for police reform, and found that the police agencies faced much of the challenging that prevent the achievement of the objectives.

There is very slow response to enforcing the legislation to the advantages of meaningful policing in Tanzania. This raised many questions as whether there is any meaningful progress in the effective implementation of the policing. This concern led to the identification of the three key issues that were the focus of the study. These include community partnership, problem solving and organisational transformation that indicate the success or failure of the CP activities. This study therefore, sought to examine these issues in order to address the general question as whether community policing has led to the decrease of crime in Korogwe District.

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

#### **1.3.1 General Objective**

The general objective of the study was to conduct an investigation on community policing and crime reduction in Korogwe District in Tanzania.

#### **1.3.2 Specific Objectives**

Specific objectives of this study aimed to:

- i) Explore community partnership, problem solving and organisational transformation as used in community policing in KD.
- ii) Identify challenges that encounter the implementation of CP in KD.
- iii) Understand how challenges of community policing have been dealt with in KD
- iv) Examine how CP reduces crime in KD

### **1.4 Research Questions**

- i) How have community partnership, problem solving and organisational transformation been practiced in KD?
- ii) What are the challenges that encounter the implementation of CP in KD?
- iii) How have the challenges of community policing been dealt with in KD?

iv) How does CP reduce crime in KD?

### **1.5 Significance of the Study**

Police officers across the globe including Tanzania were portrayed as serving at the behest of the ruling class rather than being the instruments of service to the citizens. There have always been weak organisations selective in application of the law leading to impunity and corruption. It was against that backdrop that Tanzania government attempted to introduce various reforms towards establishing citizens and police friendship since 2006 (Daniel, 2009)

Many studies on CP have been conducted; currently the study contributes to the existing literature on how CP improves efficiency on crime reduction. This study was essential to the politicians, academicians, policy makers and also to the social and community development aspect as follows:

First, the study will enable both police officers and member of the community to understand the key elements of CP and indicators of crime reduction.

Secondly, useful information that was generated assist stakeholders in policy formulation and improving the efficiency of the police officers in Korogwe and across the country.

Thirdly, the study serves as a stepping stone that could inspire and arouse other researchers' curiosity to conduct large scale studies on the use of CP in crime reduction.

Fourthly, researchers, academicians and other stakeholders who depend on secondary data fulfill their requirements by gathering the information from the literatures. This study therefore fulfilled the requirement of secondary data to those who implement CP specifically on public service.

## **1.6 Limitations of the Study**

*Financial constraints*, is one of the limiting factors that the researcher faced when conducting his study. There were not enough funds to carry out the study. Sometimes the researcher faced some difficulties when conducting his study especially on transport, typing, photocopying and other expenses. This forced him to borrow money so as to ensure that the study complete on time.

*Documents accessibility*, other documents are confidential to the extent that it was difficult to access them during the study. Sometimes it required the permission from the management to go through them.

*Being conversant and transparent*, some of the respondents were not free to provide information about the topic and sometimes it needed to explain more about the topic in order to convince them. This was due to the nature of the study. So, the researcher was required to use more convincing power to ensure that the respondents provided full information.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.0 Introduction**

This chapter consists of three sections; theoretical literature review, empirical literature review and synthesis.

#### **2.1 Theoretical Literature Review**

This section deals with definitions of concepts that have been used in this dissertation and explains the theories that were selected as relevant for this study. The concepts are defined in order to enhance the understanding of various readers of the dissertation while the theories chosen are for guiding conceptualization of the research work, data collection, analysis, interpretation and drawing of conclusions and recommendations.

##### **2.1.1 Definition of Concepts**

Three concepts have been defined in this section. The concepts are Community policing, crime and police officer.

###### **2.1.1.1 Community Policing**

Community policing is the philosophy that emphasise partnership between member of community and police officers in solving problems. The policy emerging due to the fact that police alone cannot be able to solve all problems within the communities. Therefore, building partnership between member of community and police towards crime prevention is inevitable. Ferreira (1996) says "Community policing is a philosophy of full service personalized policing, where the same officer patrols and works in the same area on a permanent basis, from a decentralised place, working in a proactive partnership with citizens to identify and solve problems."

### **2.1.1.2 Crime**

Crime is an act or the commission of an act that is forbidden or that is against the law and that makes the offender liable to punishment by that law (Merriam-Webster. Com, 2016). Thus, a crime is harmful behavior of an individual, community, society or the state.

### **2.1.1.3 Police Officer**

A person employed to serve in Tanzania Police Force (TPF). In Tanzania there are various police units such as Field Force Unit (FFU) and Dog and Horse Unit. People serve in this organisation has the power and legally allowed to arrest and detain criminals.

## **2.1.2 Theories Related to the Study**

Theories related to community policing are discussed in this section; these theories are Broken Window theory and Kurt Lewin's theory of change.

### **2.1.2.1 Broken Window Theory**

The study relies on Broken Window Theory to examine the crime reduction process. The theory was first conducted by American psychologist called Phillip Zimbardo (Gary, 2004). In 1969, Zimbardo conducted an experiment on human nature aimed at looking how human behavior breakdown in community. In conducting his experiment he abandoned two similar cars in order to observe human behavior, one with hoods open, he removed the silence plates. Within few minutes of abandonment people began stealing parts from the car. In another car, nothing has happening for more than three weeks until Zimbardo took sledgehammer and smashed parts of the car. After smashed, soon people pass by were taking turns with hammer and destroy the whole car.

The theory implies that if a broken window remains unrepaired, vandals will soon break the remains windows. The broken window is a metaphor for way behavioral norms

breakdown in a community. If one person breaks behavioral norms in a community and no action taken against him/her others will soon behave the same. In short, once people begin to misbehave by violating laws, rules and regulation and no one is in charge others will follow. The theory emphasised that, prevention small crimes creates good atmosphere of order and lawfulness that results to prevention of more serious crimes from happening. That's means little things matters.

#### **2.1.2.1.1 Limitation of the Broken Window Theory**

There no real evidence that show cracking down on minor offence lead to a decrease in more serious crimes. Also focusing on minor crimes may harm poor people and abuse individual's right.

#### **2.1.2.1.2 Significance of the Broken Window Theory**

Despite weaknesses of the theory, still it can be useful since the theory can be applied by encouraging local authorities' leaders and community to participate in combating crimes from happening rather than leaving the task to police officers only. This will increase the trust between the member of community and police officers that aimed at reducing crimes. Thus, the theory applies in this study due to the fact that if crimes are left to be committed without any reaction, the situation might be uncontrollable but if the police and the community cooperate to address crimes, then they will be reduced or even stopped in many parts of Tanzania.

#### **2.1.2.2 Kurt Lewin's theory**

This study is guided by Kurt Lewin's theory of change to examine the challenges of community policing. The theory was first proposed by social psychologist called Kurt Lewin (Kritsonis, 2005). This theory explains the three phases of change that characterized by forces. These forces are the driving and restraining forces. These phases can best be understood with the use of analogy of changes in the shape of a block of ice. The three phases are unfreezing, moving and refreezing. In most typical situation

the journey towards police reform is characterized by retention of a status quo whereby forces driving change are equal to the forces of restraining change. In this stage the main features of police reforms have been identified which according to Kurt Lewin's theory are equivalent to forces driving change. The main features of these forces may include the establishment of the three pillars i.e. community policing, modernization and professionalism (Daniel, 2009). The forces of change are counteracted by forces restraining change which is equivalent to the challenges which hinder police reforms like unwillingness, lack of knowledge, and inadequate fund.

When the forces restraining change overcome those driving change, the society will be pushed to a situation where it begins to police itself, the situation which leads to insecurity and increase in crimes. At this point the process of police reforms drifts into the unfreezing stage, characterized by the increased need for police-community partnership, need to overcoming resistance and mobilizing commitment. Once these are achieved, the process of police-community partnership begins moving towards the freezing stage where proper measures and structures for reforms are established as rewards begins to trickle. At this stage the forces driving change overcome those restraining change thus creating a situation where most police reforms are successfully achieved while a few remain behind. Therefore, the progress of change through three stages will be affected by the two forces which are either driving or restraining.

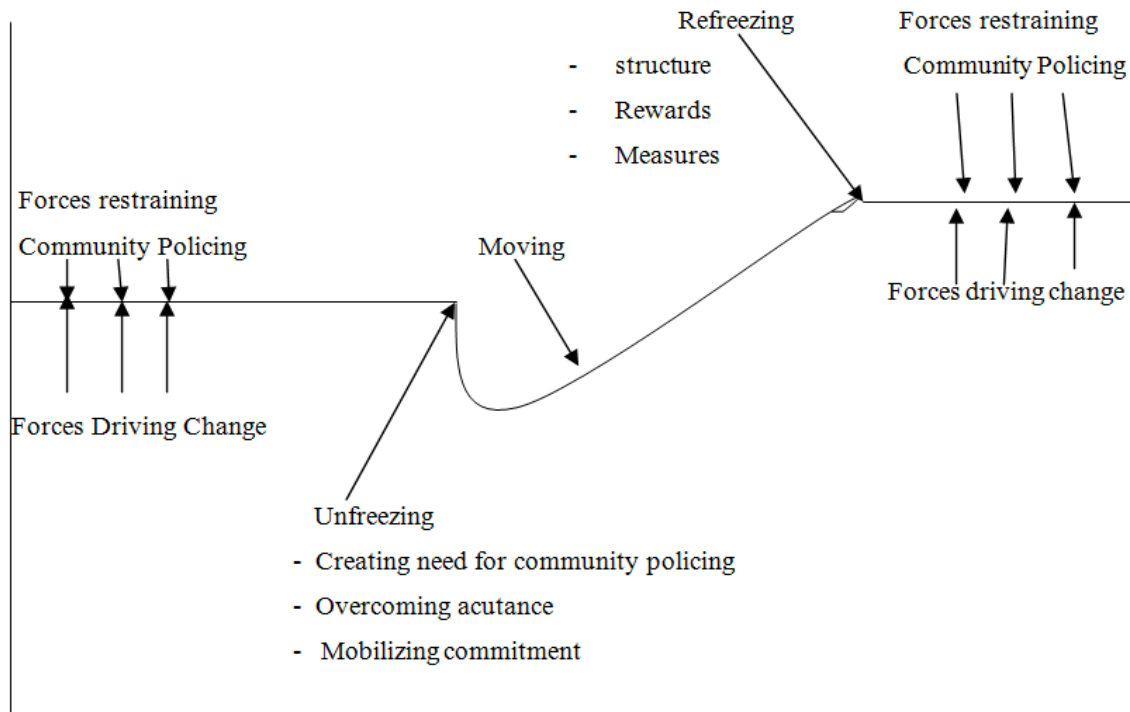
#### **2.1.2.2.1 Weaknesses/ Limitations of Kurt Lewin Theory of Change**

The model is very rational, goal and plan oriented. The change looks good on paper as it makes rational sense, but when implemented it lack the consideration of human feelings and experiences that resulted to negative consequences. The method also is in a form that geared towards commanding employees to join in on the efforts that are put forth to shift the organization direction.

#### **2.1.2.2.2 Significance of the Kurt Lewin Theory of Change**

Despite the weaknesses, Kurt Lewin's theory is therefore significant in explaining the interaction between the forces restraining and the forces that driving change within the police force. Therefore, in this study Kurt Lewin's theory was deemed relevant as in line with the theory the researcher expected to come up with both the forces that enhanced the establishment of the community policing initiatives (driving forces) and some factors which pose a challenge to the effective implementation of the initiative (restraining forces). Thus the theory helped the researcher to undertake effective investigation of the problem in line with the variables or constructs most of which were derived from theory. The theory also helped in preparing the conceptual framework for guiding the thinking, investigation, analysis and interpretation of data for plausible conclusions and recommendations.

**Figure 2.1: A Simplified Model of Kurt Lewin's Change Theory**



Source :Kritsonis, (2005).

## 2.2 Empirical Literature Review

### 2.2.1 Community Policing in France

Mouhanna (2009) in his study argued that the concept of CP in France differ with the community expectations. While police force in France was designed to protect the interest of state rather than the interest of citizens, CP is about involving community in problem solving. One of the central principles of French republic is that, state is there to maintain peace and resolve conflicts among the society without being intervene by any group of people. Therefore, this makes difficult to recognise community as a partner in problems solving. That was the reason the term “Community Policing” was not officially used in France, rather the term *ilot policing* was used and later *police de proximate* become officially used. The purpose for brought these policies was to bring the police closer to the people without involving community in problem solving strategy.

### **2.2.2 Community Policing in China**

King Wa (2009) argues that in Hong Kong, organised group for crime prevention were obtained in local communities, where youths were recruited from the grass root and collects money from streets as a fees to support the programme. Community policing encourage member of community to report and act against any organised crime group that exist in their area of living. In Hong Kong, the level of trust between police and communities is very high to the extent that community can do whatever even without police assistance, something that reflects the success of community policing policies. The emerging and expansion of CP in Hong Kong was the result of increasing crime in many areas among the community. Therefore, authorities enhance public confidence and mutual trust between police and communities that encourage residents and private security groups to report and fight against crimes.

### **2.2.3 Community Policing in South Africa**

Minaar (2009) in his study argued that, South Africa adopt CP due to the weaknesses and deficiencies of traditional form of policing. The traditional form of policing is the one that accelerates the increase of crimes in many parts of country in South Africa. Before independence, South Africa Police (SAP) was totally centralised, in the sense that it aimed at serving and protecting the interest of few people in power. South Africa Police as an instrument for protecting people lacked majority support though it was useful for politician and other people of the same interest. The force then, lacked legitimacy and therefore it was greatly unaccountable and failed to deal with criminal activities. Therefore, after independence, South African government made another transformation by establishing the new forms of policing known as South Africa Police Service (SAPS) which was more democratic (Pruitt, 2010).

#### **2.2.4 Community Policing in Nigeria**

Hills (2012) suggested that, the process of restructuring reform in Nigeria is agreed but the political will to guarantee its successful advisement is absent. Also, she comes up of several motions over whether the paradigms, norms and practices of liberal democracy can be shifted to African's police. She continue to argue that, the transmission of policing value and practice from the West nations (developed nations) to developing nations has received important consideration though few accounts explore how developing countries act in response to these policies. Thus, the analysis of community policing restructuring effort in Nigeria indicates that, acceptability, efficiency and appropriateness of outside supported projects are political and social influence.

#### **2.2.5 Community Policing in Kenya**

Safer world ( 2008) argued that, the large extent of crime rates and the high level of insecurity in Kenya as well as a heavily politicised and repressive police force, lead to restructuring police in the country. During 2012, the government suggested that the police required to be transformed into a known institution which was both and countable, resulted to the partnership to the local communities. However, apart from transformation made, yet there are a list of challenges which faced police reform in Kenya, these challenges are likely lack of judicial reform and frustrating efforts which are being implemented by police to make sure that criminals are caught and jailed as well as insufficient budget.

#### **2.2.6 Community Policing in Tanzania**

Daniel (2009) stated that, in 2006 police landmarked a special reform that aimed at building trust between police departments and member of community. One of the important steps taken was the releasing of the private telephone number of the senior police officers aimed at facilitating contact between member of community and police officers. One of the greatest achievements obtained was that, police departments

received valuable information from the public that enable them to understand crimes and criminal activities. Despite the achievement obtained, for many years police suffered from financial neglect, negative perception and public mistrust.

Heald (2009) argued that, the increasing of insecurity in Tanzania was a result of the demobilization of soldiers following the invasion of Uganda/ Tanzania war. During that period guns were easily obtained that enable to facilitate the violent raids. In Mara region for instance, cattle raids and conflicts has been a regular feature of local people. Kubiha, one of an army officer was seeking a resolution to conflicts. In doing so he used iritongo who are kurian democratic assembly to interrogate thieves. His methods were said to be effective as in few days he succeed to collect hundreds of guns. Apart from the power produced by iritongo, the region administrations emphasise the establishment of new form of defense and in doing so they succeed to introduce 'sungusungu'. The new forms of defense (sungusungu) then extend widely throughout the region and therefore the relationship between iritongo and 'sungusungu' remains powerful. However, despite various achievements obtained with the establishment of 'sungusungu', the defense system remains in danger due to fact that it was not empowered enough for local safety and security.

Shuma (2012) argued that, Tanzania police force faced two major challenges, policy implication and technical challenges. According to him, there is no doubt that Tanzania police force encounter inadequate budgeting which led to poor transport, fuel shortage, poor office and staff housing facilities as well as legal and regulatory framework. These challenges pose a gap between the police, the community and other stakeholders in executing their duties relating to maintenance of peace, order and security matters.

### **2.3 The Synthesis**

The drawing ideas from the reviewed literature shows that most of the countries both from developed and developing have adopted community policing (C.P) but the practice varied on the basis of the nature or ideology and philosophy of one country and another.

The literature review depicts that there are gaps, in the sense that, most of the studies are much based on explaining challenges of implementing community policing and failed to address the key aspects of community policing (i.e. community partnership, problem solving, and organisation transformation) and how these elements helped in reducing crimes. There is also lack of documented information on the effective use of C.P. Therefore, the study focused on these gaps in order to give an empirical picture on the study of the use of community policing in crime reduction.

#### **2.4 Community Policing Conceptual Framework**

This section presents community policing framework from which the analysis were made. The objective of the study was to conduct an investigation on the uses of community policing and crime reduction in Korogwe District.

The study develops framework that shows a relationship of variables based on the assumptions derived from the reviewed literature. The framework assumed that the use of community policing in crime reduction depends on three factors: community partnership, problem solving and organisational adaptation.

Community partnership is about the way individuals and other agencies collaborate in order to find out solutions to problems. Management understands that police alone cannot be able to solve public safety problems. Therefore, the need for partnership between member of community and police departments is inevitable.

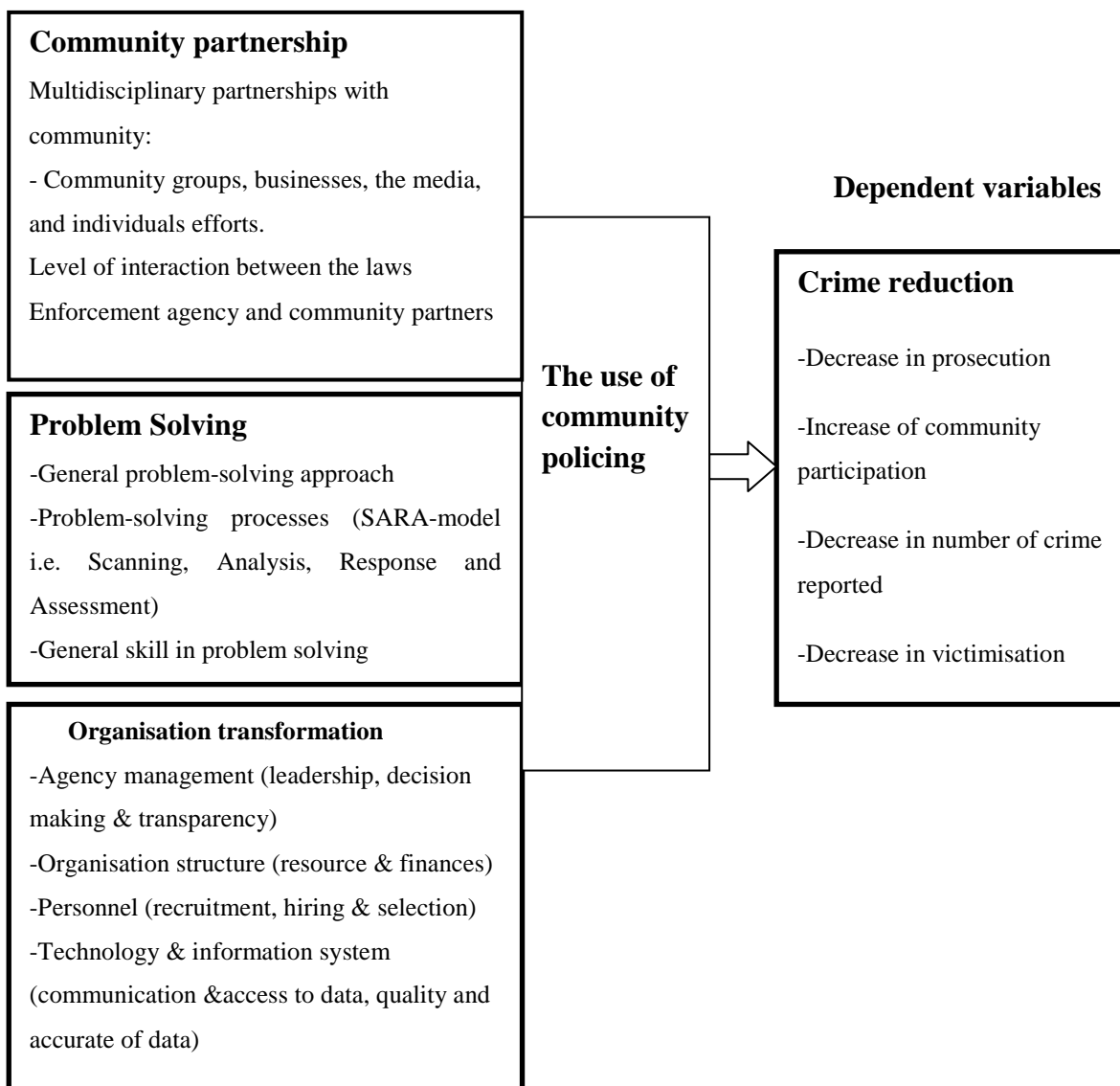
Problem solving is how law enforcers and individuals respond to problems and find out solutions to those problems. Community policing emphasise proactive problem solving rather than responding to crimes after it occurs and therefore the only method used for problem solving is SARA model.

The last was organisational adaptation. It concerns with change in organisation management, structure, personnel and information systems in supporting community partnership and problem solving. Change in organisation is very important since it

equips and encourages both community and police to train and to be motivated. Also, changes make organisations simple to be managed specifically in solving problems. These aspects are clarified below in Figure 2.2.

**Figure 2.2: Conceptual framework**

**Independent variables**



**Source:** Taylor, Bruce et al. (2007)

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.0 Introduction**

This chapter presents the methodology that adopted to carry out the research. It covers the introduction, research design, target population, sample and sampling techniques, data collection methods and data analysis methods

#### **3.1 Research Design**

This is the case study design in which the in-depth interviews and questionnaire were used to collect data from the respondents. Other data were obtained from different documents such as personal and subject files, laws and regulations. According to Kothari (2004), research design is the arrangement of conditions for collection and analysing data in such a way that aims to combine relevance to the research objectives. The study designed in a way that both quantitative and qualitative were used for data collection. Case study design in this research provides logical sequence, and empirical data available from the field assisted to answer the three research questions. Its findings, conclusion and recommendation can be transmitted even to other Districts.

#### **3.2 Area of the Study**

The study was conducted at Korogwe District. Korogwe District is one of the eight Districts within Tanga Region and is centrally located, well connected to the other regions, northern and the central-coastal areas of Tanzania. Korogwe District has an area of 3,756 square kilometers, about 13% cover the total land area of the Region, and lies in the latitude 4°15' and 5°15' South, and in the longitudes 38°0 and 38°45' East. The district has been selected for this study because of one main reason, though the district is centrally located and well connected to the other regions, northern and the central-coastal areas of Tanzania, the crime rate in Korogwe District is very low as compared to other Districts in Tanga region in particular and Tanzania in general. Korogwe District is

divided into 10 wards. This study was conducted specifically in Manundu and Mtonga wards. Unit of inquiry includes population of councilors, community members; ward leaders like WEOs, Ward Police, District Commissioner and OCD. The most important unit of inquiry was community members; these were the most important units because they are the main beneficiaries of the programme.

### 3.3 Population of the Study

The population of the study was 27566 that included councilors, WEOs, Ward Police, DC, OCD, community members and street chairpersons as described in Table 3.1.

### 3.4 Units of Inquiry

The population of the study in the current investigation includes all community members from 2 wards of Korogwe District, namely Manundu and Mtonga which make the total of 27566 members as described in Table 3.1.

**Table 3.1: Units of Inquiry**

No.	Categories	Population frame	% per population frame
1	Community members	27551	99.94
2	Street chairperson	7	0.03
3	Councilors	2	0.01
4	Ward executive officer	2	0.01
5	Ward police	2	0.01
6	District commissioner	1	0.00
7	District commanding officer	1	0.00
<b>Total</b>		<b>27566</b>	<b>100</b>

**Source:** Field Data (2016)

### 3.5 Sampling Size and Sampling Techniques

#### 3.5.1 Sample Size

Sample size means the selected number from the entire population to constitute a sample. The size of the sample should not too big or too small rather it should be optimum. A good sample must fulfill the requirements of adequacy, representativeness, independence and homogeneity (Kothari, 2004). The sample size for this study was

based on the correctness of the demanded population size, population heterogeneity and resources available. From the population of 27566 the researcher selected a sample of 100 respondents in order to provide the needed information concern community policing, whereby 8 was selected purposely and 92 was selected randomly. Thus, by using a random sampling, the size of the sample was mathematically obtained by using Yaro Yamane's formula as shown below:

$$n = \frac{N}{1 + N(e)^2}$$

$$N = 27,566$$

$$e = 0.1$$

**Whereby:**

n = Sample Size

N = Population Size

e = Sampling Error

$$N = \frac{27566}{1 + 27566(0.1)^2}$$

The Sample Size, n = 100

### **3.6 Sampling Techniques**

The study use both random sampling and non-random sampling. Under random sampling the study employ simple random where lottery was used as the main tool to get respondents from street chairpersons, and community members. Under non-random sampling, purposive was employed for OCD, DC, WEOs, Councilors and Ward police as shown below;

### 3.6.1 Purposive Sampling

Purposive sampling was used to select eight (8) respondents, who are District Commanding Officer (OCD), District Commissioner, ward police, WEOs, and Councilors

**Table 3.2: Purposive Sampling**

No.	Sample of respondents selected purposively	No.	Percentage
1	District Commanding Officer	1	12.5
2	WEOs	2	25
3	District Commissioner	1	12.5
4	Councilors	2	25
5	Ward police	2	25
<b>Total</b>		<b>8</b>	<b>100</b>

**Source:** Field Data (2016)

### 3.6.2 Simple Random Sampling

About 92 members who were included in the study were obtained by using simple random sampling. The researcher made a list of all respondents and using pieces of paper to match the number of respondents in each category. The researcher then wrote the names of every category on different pieces of paper and put them into the container. The researcher mixed up pieces of paper carefully in all containers, and after mixing up the researcher choose one piece of paper irregularly and proceed until the researcher get the required number of respondents in each category, in that case 57 respondents were selected randomly from Manundu-ward as well as 33 respondents were selected randomly from Mtonga ward, lastly 2 street chairmen were selected randomly from each ward as shown in Table 3.3.

**Table 3.3: Simple Random Sampling**

S/N	Unit	Respondents	Percentage
1	Manundu-ward	57	0.33
2	Mtonga-ward	33	0,32
3	Street chairmen	2	28.5
4	Total	92	

**Source:** Field Data (2016)

### **3.7 Data Collection Methods**

The methods that were used for collection of data in this study were primary and secondary data collection methods

#### **3.7.1 The Primary Data Collection Methods**

Questionnaires and interviews were used for collection of primary data.

##### **3.7.1.1 Questionnaires**

According to Kothari (2004), a questionnaire means collection of data using a number of questions prepared in a paper. We can also define questionnaire as a tool of data collection, which was used for collection of data. This was used to collect quantitative data. The respondents were supposed to read, interpret and understand the questions and then put the answer in the spaces provided. The respondents were answering the questions on their own knowledge. The questions prepared were open closed ended in nature. The open ended questions gave chance to respondents to get their full ideas and elaborations on the given questions. The closed ended questions provided limited alternatives to the respondents on some questions. Closed ended questions were set purposely to get the data that the researcher deemed very important and hence needed giving the respondents the cues.

The respondents who filled the questionnaires were obtained from 2 wards among the 10 wards of Korogwe District society, whereby 92 questionnaires were distributed to the

following categories; community members from Manundu ward 57, community members from Mtonga ward 33, street chairperson from Manundu ward 1, and street chairperson from Mtonga ward 1, which gave the total of 92 respondents. Sample questionnaire is attached in Appendix I:

### **3.7.1.2 Interviews**

An interview is the body of techniques used for collection of data (Kothari, 2004). It includes presentation of oral verbal. The method involves face to face conversation or telephone conversation. It was used to collect qualitative information that could not be easily obtained through questionnaire. The interview also was used to allow flexibility during data collection in that the researcher was free to reframe the questions and even clarify where the respondents could not understand easily.

The researcher interviewed 8 respondents obtained through purposive sampling. The following respondents were responsible for provision of information; District Commissioner(1), District Commanding Officer(1), Ward Executive Officers (2), Police Ward (2) Councilors (2). The researcher asked the respondents about the use of community policing in crime reduction in Korogwe District. The researcher expected them to answer based on how they understood the concept. Generally, the interview was selected because it is a technique which manages to collect more information required by the researcher. The interview guide is in Appendix II:

### **3.7.2 Secondary Data Collection Method**

#### **3.7.3 Secondary Data**

Kothari (2004) says that secondary data refers to the data which have already been collected and analysed by previous scholars. I have managed to obtain these from various documents found within the work organisation of the study area. Among the documents which were used by the researcher are; minutes prepared by security and defense committee in the respective area, Constitution of the URT of 1977, Tanzania

Police Reform Programme (2006/2009), various book like “The way of establishing neighbourhood watch, experience from Oyster bay Street”, by Mushi (2010) and Principles of law enforcement by Peel(1829). The information obtained provided the focus and direction of what others did widened up the skills and knowledge, it minimised error, it reduced or led to avoidance of duplication, and also helped to limit the scope of the study. The information was mainly gathered through self-administered questionnaires and structured interviews which were designed in such a way to allow the researcher to collect the desired information about the use of community policing in crime reduction.

### **3.8 Data Analysis Methods**

Analysis refers to calculating a certain measures along with the regular form of relationship that occur among data-groups (Kothari 2004). In this study data was prepared for analysis in order to summarise information from the questionnaires and interview guides and put into form for simple comprehensible and interpretation. Data at first was reported in Kiswahili and then translated in English and paraphrased while maintaining the original details and meaning as correct as possible. The data from interview schedule was coded and recorded and then entered in the computer for analysis. The analysis was done with aids of Statistical Package for Social Science (SPSS) software.

#### **3.8.1 Qualitative Analysis**

Qualitative analysis was based on information from documentary review and in-depth interviews. The data was analysed using content analysis techniques such as utterance, meanings, mental image, symbols, or any other information that was presented during the study (Mouton, 2001). Data was categorised, tabulated, and recombined to address the study objectives. Facts were conducted by the use of in-depth interviews. In-depth interviews are important to gather extra data to prove key observations or to confirm the truth (Yin, 2002).

### **3.8.2 Quantitative Analysis**

Analysis was conducted with respect to the objectives of the study with the aids of Statistical Package for Social Science (SPSS). Descriptive statistics such as frequencies and percentages was presented in tables and figures to show the differences, relations and opinions of respondents in which the discussion of the results was based.

## CHAPTER FOUR

### PRESENTATION AND ANALYSIS OF FINDINGS

#### 4.0 Introduction

In this chapter, the results of the study are presented in line with the study objectives. The main focus of this chapter is to examine community policing and crime reduction in Korogwe District. The analysis of data and information does not by itself provide answers for research questions, thus it is necessary to interpret the data for proper understanding of the findings (Kothari, 2004). After critical interviews and getting filled questionnaires, the researcher obtained several information and data which are presented in this chapter. Data has been presented and carefully analysed in order to ensure completeness, meaningfulness and accuracy in the context of this research study.

#### 4.1 Exploration of Key Elements of Community Policing

The key elements of Community Policing as regarded in objective number one are community partnership, problem solving and organization transformation as presented below;

##### 4.1.1 Community Partnership

When respondents were asked whether they know how community partnership is practiced in their areas and who are the real actors of these partnership, the findings revealed that, 58 (63%) of respondents said “Yes” and 22(23%) said “No” while 12 (13%) said “I don’t know”. Below is a table indicating this percentage.

**Table 4.1: Shows responses awareness of community partnership**

Responses	Respondents	Percentage
Yes	58	63%
No	22	24%
I don’t know	12	13%
<b>Total</b>	<b>92</b>	<b>100%</b>

**Source:** Research Findings, (2016)

The data show that 37% of community members they are not familiar with the community partnership and their real actors on this partnership. Management (both central and local government) as well as police and community themselves are therefore responsible to ensure that this partnership is known to every one or to every department among the communities by encourage fully participation on matters related to community policing and outlined actors involved in community partnership including community themselves, police officers and both local and central government and their responsibilities.

#### 4.1.2 Problem Solving

The study revealed that 58% of respondents who were asked whether they were aware to solve problems using SARA- model said ‘Yes’ and 25% said ‘No’ while 17% said ‘I don’t know’. This was also supported by District commanding officer who said that, *‘it’s well-known that we are normally active in attending the event after occurrence rather than prevent, that’s to say were more reactive than proactive.’* Below is a table indicating this percentage.

**Table 4.2: Indicates responses awareness on SARA-Model problem solving**

<b>Responses</b>	<b>Respondents</b>	<b>Percentage</b>
Yes	53	58%
No	23	25%
I don’t know	16	17%
<b>Total</b>	<b>92</b>	<b>100%</b>

**Source:** Research Findings, (2016)

Though response is the core part in SARA-model in combating crime, yet community must be aware with other elements like scanning, analysing and assessing the nature of crime in their area. Therefore, management must ensure that communities are aware of how to use SARA-Model problem solving effectively by applying all elements available in SARA-model problem solving including scanning, analysis and assessing crimes.

### 4.1.3 Organisation Transformation

The researcher aimed to know whether the transformation of organisation had led to the awareness of the concept of community policing. The results show that 58.2% said ‘Yes’, 32.4% of respondents said ‘No’ and 9.4% of respondents said ‘I don’t know’. In regards to this result, 41.4% of respondents do not know clearly transformation of organisation and whether this transformation has led to the understanding of community policing.

*‘.....there were no meaningful results of organisation transformation as far as Community policing is concern, as the police systems in Tanzania have continued to enhance the political welfare of a few senior officers and personnel to enjoy benefits from the central government with total disregard to the general welfare of the services’.*

Looking on Kurt Lewin’s theoretical explanation, these respondents believed that even the new legislation that created ‘COMMUNITY POLICING’ were not sufficient enough to ensure the implementation of this policy. The observation was further supported by Ward executive officer who said that, *‘community policing in the country has nothing that has been implemented beyond the appointment of Ward police and Division police’.* Below is a table indicating this percentage.

**Table 4.3: Indicates responses awareness on organisation transformation**

Responses	Respondents	Percentage
Yes	54	58.2%
No	30	32.4%
I don’t know	8	9.4%
<b>Total</b>	<b>92</b>	<b>100%</b>

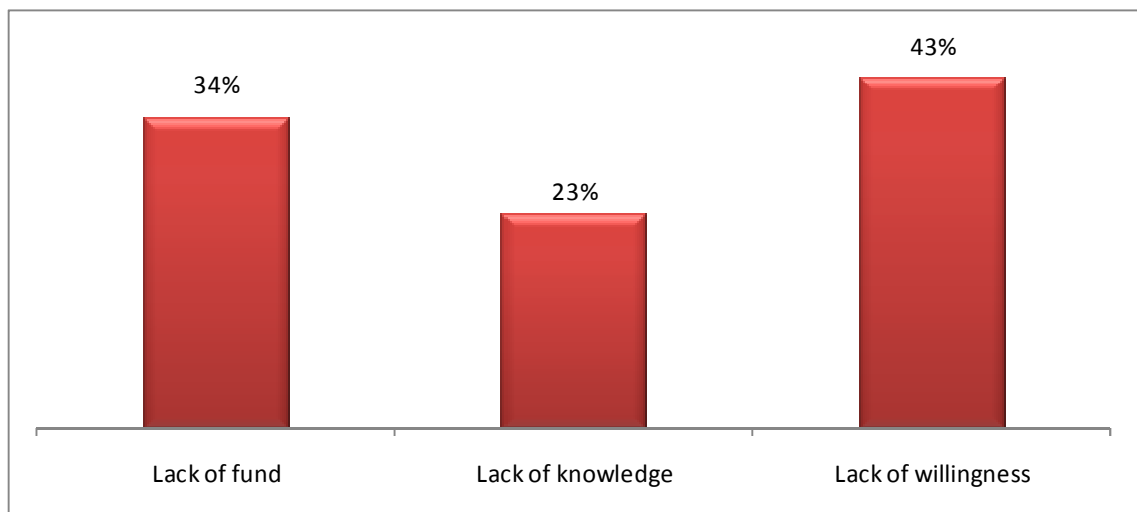
**Source:** Research Findings, (2016)

### 4.2 The Implementation Challenges of Community Policing

Community policing like any other policy faced several challenges. In answering objective number two, the following are common challenges as presented below.

Respondents who were asked what were the common challenges facing the implementation of community policing, the study revealed that 31(34%) said that shortage of funds, 21(23%) of respondents said that lack of knowledge, and 40(43%) of respondents said that lack of willingness. As shown in Figure 4.1 below.

**Figure 4.1: Common challenges that affect the implementation of community policing**



**Sources:** Research findings, (2016)

Respondents who faced challenges stated the following to be among their challenges;

#### **4.2.1 Lack of Willingness**

- (i) 43% of the respondents stated that *lack of willingness* is one of the challenges that hinder the implementation of community policing in a great manner. The respondents' opinions were that, majority of police officers were not willing to participate in community policing due to the fact that, most of them perceive community policing as one of the tools that take their powers as a police officers. In addition to that, community members are not willing to participate fully in community policing because most of them were disappointed in one way or another especially when they seek for police help. Talking about negative attitude towards implementing the community policing, one respondent said;

*You know, we like so much to participate in implementing the community policing initiative, but there is one problem; that is we are disappointed by the police themselves especially the top police officers. When we inform them for various problems they do not accord us high cooperation and even when we request for the police officers to come to the scene they never come on time as expected by people. Therefore, this situation discourages us so much such that it makes this programme difficult for us to implement.*

#### **4.2.2 Lack of Knowledge**

(ii) 23% of the respondents stated that *lack of knowledge* concern community policing is among the challenge that hinder the implementation of community policing. During an interview with ward executive officer, one respondent said that, 'our people are lacking important knowledge specifically in arresting, searching, and how to interrogate'. The absences of this knowledge hinder them to have effective participation in community policing activities.

#### **4.2.3 Lack of Funds**

(iii) 34% of the respondents reacted on *lack of funds* as one of the challenges that hinder the implementation of community policing. The success of the policy depends much on amount of funds that would be enhanced by Ministry of Home Affairs specifically Tanzania Police. In facts funds allocated for development is not sufficient enough for implementation of police operations specifically community policing programme in Tanzania police. According to District Commanding Officer, during the interviewed said that,

*'.....improving our capacity depends much on the amount of funds we receive, in some situation we hardly make it to move from one point to another due to the problem of transport and fuel, the same applied to our*

*ward police and division police officers whom they lacked offices in their area of work’.*

In addition, the financial year (FY) 2015-2016 the total proposed budget for Tanzania police was Tsh. 489,627,345,000. Other charges (OC) were Tsh. 67,665,836,000, personal enrolment (PE) was Tsh. 97,750,249,000 and development fund (DF) was Tsh. 8,510,968,000 while for FY 2016-2017 the total proposed budget was Tsh. 535,211,306,105.00. Other charges were Tsh.187, 429,446,000, personal enrolment was Tsh.342, 411,819,000 and development fund was Tsh. 5, 370,041,105, 46billion more from previous FY of 2015-2016. In fact the proposed budget for each financial year was not sufficient enough due to the presence of the needs, however the budget itself is not static, and it fluctuates year to year depending on revenue on available resources. Therefore management should prepare strategic plan based on priority of financial year in order to touch the demands. The finding was presented on the table below.

**Table 4.4: Indicates financial year, activities and proposed amount for Tanzania police**

FINANCIAL YEARS	ACTIVITIES	AMOUNT
2015-2016	Personal enrolment	97,750,249,000
	Other charges	67,665,836,000
	Development fund	8,510,968,000
	Total	489,627,345,000
2016-2017	Personal enrolment	342,411,819,000
	Other charges	187,429,446,000
	Development fund	5,370,041,105
	Total	535,211,306,105

**Sources:** Police documents (2016)

### **4.3 Measures taken for Effective Implementation of Community Policing**

#### **4.3.1 Provision of Education Concern Community Policing**

Respondents were asked whether the provision of education concerning community policing ensures its implementation. The study revealed that, 81.5% responded “YES” and 18.5% responded “NO”. This means that majority of people agreed that provision of

enough education concerning community policing ensures its implementation. Consider Table 4.5 below

**Table 4.5: Provision of education concerning community policing**

Responses	Frequency	Percent
Yes	75	81.5
No	17	18.5
<b>Total</b>	<b>92</b>	<b>100.0</b>

**Sources:** Research findings (2016)

Neighbourhood watch, ‘Usalama Barabarani na Uraia’ (UBU), ‘Utii wa sharia bila shuruti’ and ‘Ulinzi Shirikishi’ are some kinds of education provided at police colleges specifically at Moshi Police Academy and Dar es Salaam Police Academy. In addition to that some of the periods have been addressed on Television specifically on Tanzania Broadcasting Cooperation (TBC). Furthermore, some local radios have been used to address issues concern community policing in the respective area. In Korogwe District for stance the local radio known as Voice of Africa (VOA) played great role in addressing various issues concern community policing. During interview with District Commissioner, he said that,

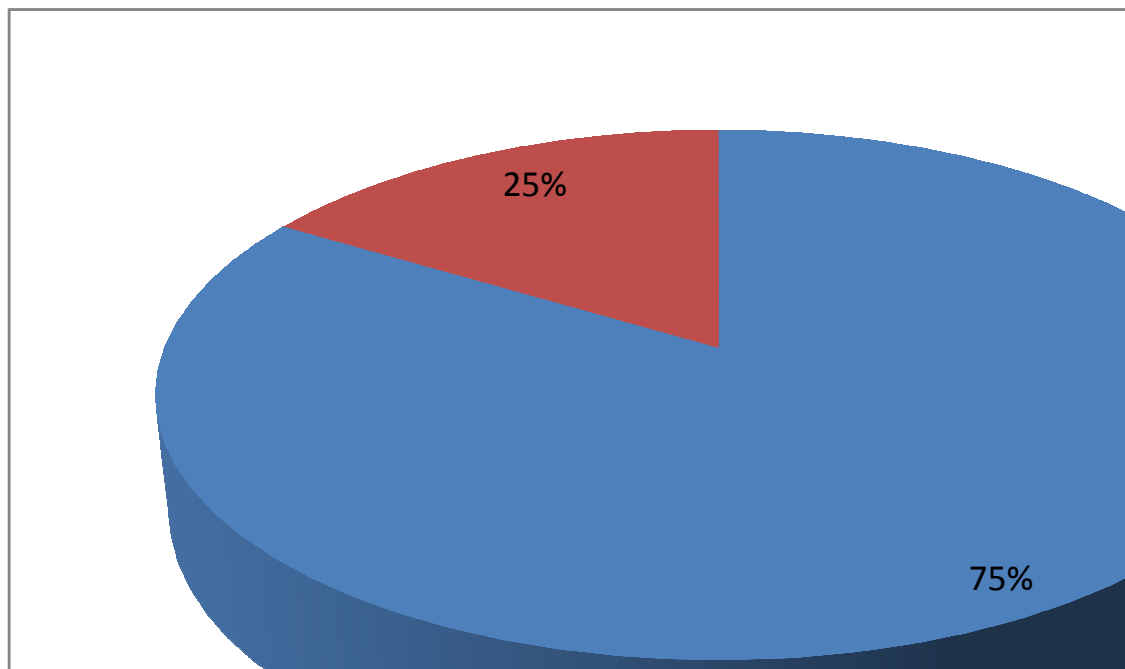
*‘...due to limited number of police officers in my district, we are much supporting our local radio because by doing so many people get more information about community policing activities on how to deal with criminals and crimes in their area of living at a time and with low cost especially in remote areas’.*

#### **4.3.2 Provision of Security Tools**

In reaction to the question posed to the respondents as whether the presence of security tools will eliminate the challenges of implementing community policing, 69(75%) of respondents said ‘Yes’ and 23(25%) said ‘No’. This implies that, majority of

respondents agreed that provision of security tools ensure the implementation of community policing. As presented in Figure 4.2 below.

**Figure 4.2: Provision of security tools**



**Sources:** Research findings (2016)

The study revealed that, police officers are responsible for the provision of security techniques like techniques of suspects, arrest and interrogate while community members are responsible for actively participation in community activities. On top of that both local and central government are responsible for supporting transport, fuel and financial support.

### **4.3.3 Provision of Infrastructures**

The implementation of community policing depends much on the availability of infrastructures used. In facts, the absence of enough infrastructures limits the programme of community policing to be conducted effectively. The community policing policy emphasises on the presence of ward police officers and division police officers and their offices which aimed at provision of services closer to the community.

When respondents were asked whether there enough infrastructures in their areas for running community policing 74(80.4%) of respondents said ‘No’ and 18(19.6%) of respondents said ‘Yes’. That is means majority of respondents agreed that infrastructure is lacking in their areas. However, this study has confirmed that, nothing has been done beyond the appointment of ward and division police officers; there are no offices in those wards and division to support the programme. Table below show the percentage of respondents

**Table 4.6: Provision of Infrastructures**

<b>Responses</b>	<b>Respondents</b>	<b>Percentage</b>
Yes	18	19.6%
No	74	80.4%
<b>Total</b>	<b>92</b>	<b>100%</b>

**Source:** Research Findings, (2016)

In addition to that, during the interview with the councilor stated that, *“People in my area encouraged what we call neighbourhood watch, the aims is to watch the nearby house when his/her neighbour is not there but the problems comes when they seek police help, they have to go to central police station which is far from their area of living”*.

#### **4.4 Community Policing and Crime Reduction**

##### **4.4.1 Community Partnership and Increase in Community Participation**

When respondents were asked whether community partnership is effective and whether truly increase community participation in their area, the findings revealed that 56 (60.9%) of respondents said ‘Yes’, 28(30.4%) of respondents said ‘No’, and 08(8.7%) of respondents said ‘I don’t know’. As regards to the findings, majority of respondents agreed that community partnership is effective and truly increase community participation in their area. Table 4.7 shows the percentage of respondents.

**Table 4.7: Community partnership and increase in community participation**

<b>Responses</b>	<b>Respondents</b>	<b>Percentage</b>
Yes	56	60.9%
No	28	30.4%
I don't know	08	8.7%
<b>Total</b>	<b>92</b>	<b>100%</b>

**Source:** Research Findings, (2016)

The effectiveness of community partnership and the increase of participation of community members in community policing process depend much on the degree of mutual trust between the police and the community. In Korogwe district in particular and the country in general that trust are often grow day by day. Many districts have experienced long histories of high crime and police immorality; these are two factors that have contributed to low level of community trust in law enforcement. Rebuilding this trust is a sensitive issue to the establishment of actual and trustworthy partnership between communities and the police. This was also supported by District Commanding Officer during the interview, who stated that,

*‘...we always encourage our officers, local government agencies, business, social service providers, schools (both primary and secondary) and Universities to find different ways of communicating with community members such as in targeted meetings. We have also encouraged police officers to establish contact with community members in areas where they are deployed.’*

#### **4.4.2 Problem Solving and Decrease in Number of Crime Reported**

Respondents were asked whether their awareness towards using SARA-Model problem solving has led to the decrease in number of crime reported. The study revealed that, 74(80.4%) responded “Yes” and 18(19.6%) responded “No”. This means that majority of people agreed that the awareness of SARA-Model problem solving among the communities has played great role in the decrease in number of crime reported. Table below show the percentage of respondents

**Table 4.8: Problem Solving and Decrease in Number of Crime Reported**

<b>Responses</b>	<b>Respondents</b>	<b>Percentage</b>
Yes	74	80.4%
No	18	19.6%
<b>Total</b>	<b>92</b>	<b>100%</b>

Source: Research Findings, (2016)

With regard to crime reduction, during the interview, the District Commanding Officer said that, *“the presence and practice of community policing helped much on the reduction of crime due to the minimal number of cases and offences reported in the district”*. According to him, the crime statistics from January to December (2013-2014), the number of cases reported was 6543, and from January to December (2014-2015), the number of cases reported was 4156 which is less more compared to the previous years (2013-2014). For the given years the crime statistics show that the number of cases reported was decreased by 2389 which is equal to 22.3% of the total number of cases reported per year.

In addition to that one of the community members said,

*“Before community policing people were even afraid of walking alone at night in streets because of fearing the muggers who kept on assaulting people, taking away whatever they possessed. But this time, following the introduction of community policing specifically by using SARA-Model we can walk and even put clothes outside. But it does not mean that the crimes are no longer there, at least the rate has substantially decreased.”*

#### **4.4.3 Organisation Transformation and Decrease in Victimization**

The researcher aimed to know whether the transformation of organisation has led to the decrease in victimisation. The results shows that 58.2% of respondents said ‘Yes’, 32.4% of respondents said ‘No’ and 9.4% of respondents said ‘I don’t know’.

**Table 4.9: Organisation transformation and decrease in victimisation**

<b>Responses</b>	<b>Respondents</b>	<b>Percentage</b>
Yes	53	58.2%
No	30	32.4%
I don't know	9	9.4%
<b>Total</b>	<b>92</b>	<b>100%</b>

**Source:** Research Findings, (2016)

Organisation transformation involves management policies, organisation structure, personal practice and Information Technology Systems. According to the respondent's reaction the results show that, majority of respondents agreed that organisation transformation has led to the decrease of victimisation. One reason is that, now day's police are organised around geographically-based which facilitate closer and more frequent contact between the officers who are dedicated to those areas and the people who live and work in them. One of the transformations made by police department which led to the decrease of victimisation was the appointment of 'Ward Police officers' and 'Division Police officers', their duties was to monitor, evaluate and address crime issues aimed at preventing crimes before it happen or before it become more worse.

Looking on **Broken Window Theory**, the theory stated that, 'maintaining and monitoring urban environment to prevent small crimes such as theft, public drinking and even careless driving helps to create atmosphere of order and lawfulness, thereby preventing more serious crimes from happening'. The observation was further supported by District Commanding Officer who said that '*community policing in the country have successes to undergo further step beyond the appointment of Ward police and Division police by ensure the decrease of victimisation*'. The decrease of victimisation is possible due to the fact that both Ward police and Division police are responsible for the provision of education concern law enforcement, neighbourhood watch and etc.in their respective ward or division.

## **CHAPTER FIVE**

### **DISCUSSION OF RESEARCH RESULTS**

#### **5.0 Introduction**

This chapter provides some discussions in relation to the findings presented in chapter four. Discussions enable the understanding of the problem that has been researched on and facilitates a suggestion of the conclusion and recommendations. The details are provided as follows:-

#### **5.1 Practice of Community Partnership, Problem Solving and Organization Transformation**

Community partnership, problem solving and organization transformation are key elements that measure the success or failure of community policing. Regarding to objective number one, these elements try to capture the general idea on how this partnership, problem solving as well as organization transformation has been conducted in Korogwe District (KD). Below is the discussion of each element as community policing is concern in Korogwe District (KD).

##### **5.1.1 Community partnership**

Among the specific objectives of this study was to explore community partnership as used in community policing. Community partners, means a variety of groups such as neighbourhood associations, tenant councils, business groups, local government agencies, social service providers, schools (both elementary and secondary schools), universities, and local businesses. These entities usually benefited from a number of qualities that facilitate effective partnerships, including well-developed organisational structures, physical meeting spaces, social, political, commercial networks, material and human resources, experienced leaders, and existing community participation.

Basically, findings from the data and from the interview show that community partnership is being practice in Korogwe District (KD). In KD for example, tenant councils, business groups, local government agencies, schools (both primary and

secondary) and neighbourhood association are responsible for ensuring the partnership process. Findings shows that neighbourhood association have the responsibility for helping to find solution to a problems about neighbourhood conflicts like family issues and other disputes, tenant councils are responsible for provision of experienced leaders, those leaders were very important in encourage and emphasising about partnership because they know much on its benefits, business groups are responsible for the provision of materials and human resources support especially in 'Ulinzi shirikishi' groups while schools (primary and secondary) are responsible for provision of education and recreational programme for school children. These services bring mutual trust between the police and the community that enable the police to gain greater access to useful information from the community that could lead to the solution of problems. Talking about their participation in community policing activities, one responded said;

*“We are participating well in community policing activities by ensuring our business places are safe by providing tools and money to community policing groups (militia) aimed at raising their work morale”. “Also many peoples in our street do take their services at police canteen that results to bring mutual trust between police officers and member of community”.* One businessman said.

### **5.1.2 Problem Solving**

Perhaps the most transformative aspect of CP process has been the change from the reactive crime response to a more proactive problem-solving. The terms 'Problem solving' refers to the process of solving problems by identify problems and evaluate effective response systematically (COPS, 2014). Police department that are in touch with CP philosophy are responsible for training and assigning officers to duties that are concentrated on active problem solving and crime prevention, rather than simply reacting to crime and disorders. The most popular approach to problem solving is SARA Problem-Solving Model. SARA stands for the four step process: Scanning, Analysis, Response, and Assessment.

Findings from the data and from interview show that, SARA-Model problem solving is well practice in Korogwe District. Both community members and police officers in Korogwe district have the following responsibilities;

**Scanning:** Identifying and prioritising problems.

Under this category, police officers incorporation with communities identifying basic problems in the area aimed at understanding the type of problem(s) whether the problems is robbery, raping, drugs, burglary or theft. Also, police officers and community determine the scope of problem aimed at looking the covering and the impact of that problem. Here they observed whether the problem cover the whole area or some part of area and the amount of effects in that particular area and establish the baseline measures.

**Analysis:** Investigating what is familiar about the problem

Analysis is very important in problem-solving process. In Korogwe District an inclusive stakeholders for problem prevention (i.e. schools, colleges, business association, neighbourhood association and police officers) are included in making analysis aimed at increasing an understanding of the change of the problem, increase an understanding of the cause and effects of the problems, and increase understanding of the actual amount of response to the problems. As part of the analysis stage, stakeholders detect each aspect of the crime by asking about the victim, offender, and scene crime.

**Response:** Increasing solutions to bring about permanent reductions of number and degree of problems.

The response stage in SARA model involves increasing and implementing action planning to address and identified problems by looking on the best strategy among the strategies. In Korogwe District among the strategies developed and implemented was the establishment of ‘Ulinzi shirikishi’ groups in every street of the district like ‘mama tilie’ groups, ‘boda boda’ groups, and guest holders aimed at controlling unnecessary accident, controlling theft and identified criminals. Another strategy developed in

Korogwe is planting of informers in targeted area of crimes aimed to provide necessary information about criminals and crimes. The target is to reduce or to eliminate the problems permanently.

**Assessment:** Evaluating the success or failure of the response

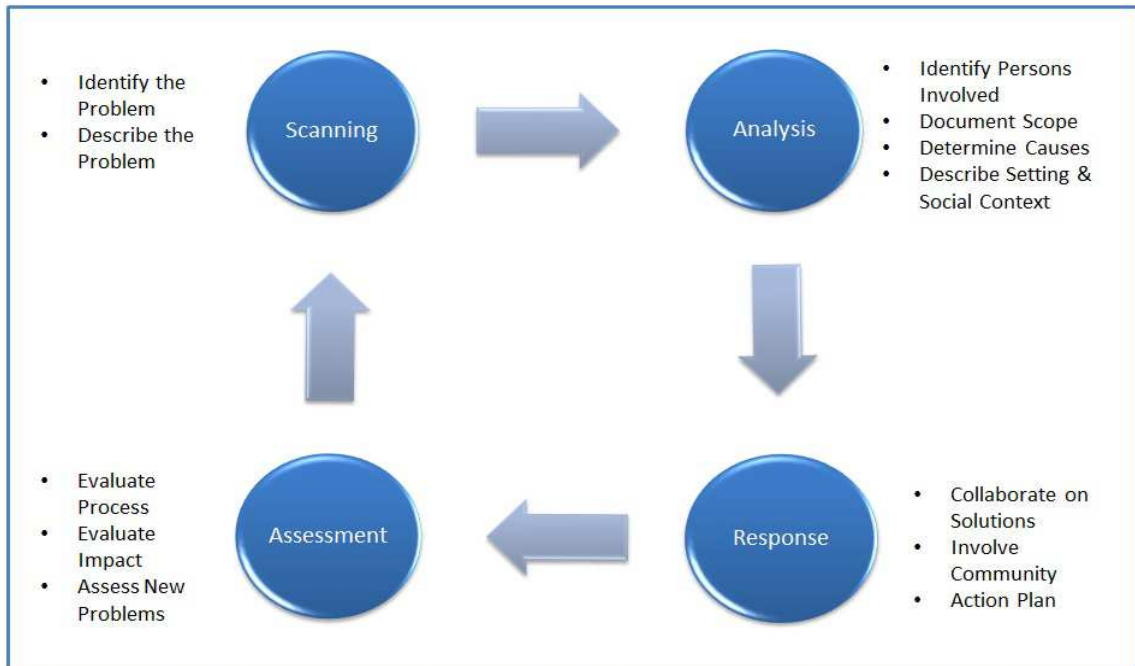
Assessment aimed at evaluating the increase or decrease of the problem and whether the decrease or increase was the result of the response strategies.

In Korogwe District the assessment is done by management specifically police department, local government leaders (i.e. Weo's, and street chairperson) and central government (i.e. District commissioner office). Each department makes his own assessment or assessment is made incorporation of departments. Ward executive officer for example make assessment during the meeting of Ward development committee (WDC). The obtained information assists the authorities to assess the current situation as well as to use for the future benefit.

*“In our district the SARA-Model problem solving is conducted by intelligence department to determine the effectiveness of the model by countercheck whether the problems was declined and whether the model contributed to the declined of the problems”, said OCD.*

The review of the information depends on the result of the responses. For instance, when the response implemented is not effective, the information obtained during the analysis should be reviewed. The whole process is circular, meaning that extra scanning; analysis and/ or response may be required. Figure 5.1 indicate this process

**Figure 5.1: Indicates SARA Model Circular Processes**



**Source:** Lawrence S. & McCarthy B. (2013)

### 5.1.3 Organisation Transformation

The term organisation transformation refers to the transition of; organisational management, organisational structure, personnel, and information systems which support community partnership initiatives in problem solving (COPS 2014). The community policing philosophy focuses on the way that departments are organised and managed and how the infrastructure can be changed to support the philosophical shift behind community policing.

The findings from data and from the interview show that, there great organisation transformation in Korogwe District specifically in organisation management, structure and information systems. In organisation management leaders both police and local government leaders (Weo's and street chairperson) and central government leader (District Commissioner) use their position to encourage and influence their subordinates in implementing CP process. Leaders also, constantly emphasise every department to

have a commitment in practice CP activities. Another element of transformation under organisation management is organisation evaluation. In Korogwe district the evaluation was made on how police officers arrest offenders, the degree of responding on crime and the general provision customer care services. These are issues in CP that bring about community satisfaction.

Another transformation made in Korogwe District was organisation structure. With community policing, one of the structural change made in Korogwe district was the assigning of new responsibility to member of the police officers where Ward police officers and Division police officers were deployed. This deployment facilitates mutual relationship between member of police officers and citizens.

The last but not least transformation which was made in Korogwe District was Information systems. Police department in Korogwe has established police free calls and provision of senior police officers phone number aimed at ensures communication with citizens. During the interview with District Commanding Officer, he said; *'we always encourage our police officers to establish contact and communication with community members in area where they deployed'*.

## **5.2 Challenges of Implementing Community Policing in Tanzania**

In regarding to community policing in Tanzania, there are several challenges that encounter the implementation of the policy. The common challenges that the study revealed are discussed below as follows;

### **5.2.1 Lack of Willingness**

- (i) Among the argument presented by respondents during interaction between them and the researcher was unwillingness behavior of some senior staff members of police and some member of community to support community policing process. It's just only few people who are willingly to participate in community policing activities. The success of policy depends much on readiness of participants; this

involves social, psychological, mental, financial and physical readiness. Talking about readiness of participants, one respondent said;

*You know, we like so much to participate in implementing the community policing initiative, but there is one problem; that is, we are disappointed by the police themselves especially the top police officers. When we inform them of various problems they do not accord us high cooperation and even when we request for the police officers to come to the scene they never come on time as expected by people. Therefore, this situation discourages us so much such that it makes this programme difficult for us to implement.*

Looking on Kurt Lewin's change theory, there are two forces forced each other, one force restraining change while other force driving change. Kurt Lewin's theory is therefore significant in explaining the interaction between the forces restraining and the forces that driving change in community policing. Thus the theory helped to understand unwillingness as one of the factors that pose challenges to the effective implementation of community policing. Therefore it's clearly known that wherever change, two forces must come up, one force will support change and the other force will restraining.

### **5.2.2 Lack of Knowledge**

The study revealed that majority of people lacked necessary knowledge of law enforcement specifically in arresting, searching and interrogation. Respondents claimed that, they don't know how to interrogate arrest and search. According to them, the education given by police officers during their participation in community policing activities was not enough to enable them to have full knowledge of law enforcement. They need more training, workshops and seminars for them to have full knowledge. The progress of programme depends much on people's knowledge, this enable them to be confident and competent in whatever they doing. District traffic officer (DTO) incorporation with other traffic officers in Korogwe District has session in primary and secondary schools aimed at providing education concern traffic laws and traffic signs to

the students. This enables them to walk safely by understanding traffic signs as well as traffic laws. *'we normally teach our primary and secondary students about traffic law and traffic signs in their schools during the class session aimed at injecting the knowledge to enable them to walk safely'*, said District Traffic Officer(DTO).

### **5.2.3 Lack of Funds**

The success of the community policing programme depends much on amount of funds enhanced by stakeholders (i.e. police departments, local government, central government and community themselves). During an interview with District commanding officer (OCD) complains that, there is no such fund specifically addressed for community policing activities. According to him as a district they received fuel to feed their cars and not cash money, and for the issue of maintenance they supposed to take the car to police quoter master for maintenance. *'For the past 3 years (i.e. 2010-2011, 2011-2012 and 2012-2013) the amount of fuel provided to the district was 24000 litre per year but for the year 2013-2014 and 2014-2015 the amount of fuel given to the district dropped to 2400 litre per year, this has caused a lot of problems in our work,'* he said. One of the division police officer also added that, the government has provided motor vehicle for every division police officer to support transport but failed to provide money for fuel and maintenance, which makes difficult for them to maintain it. According to him *'improving capacity to respond to crime incidents reported and to reach to peoples in various situations will be possible when we have enough vehicles and fuels in our departments. Sometimes we hardly make it to reach in remote areas due to absence of fuel or vehicles'*. There no enough fund to support programme in terms of buying necessary tools like rain coat and boots for people who actively participate in 'Ulinzi shirikishi' in their area.

### **5.3 Effective Implementation of Community Policing**

For community policing to be implemented effectively, some measures must be taken into consideration. Below is discussion of common measures that if taken seriously it ensures the implementation of CP.

#### **5.3.1 Provision of Education Concern Community Policing**

Education is the key elements in every citizen. Internally, education and training should consistently promote community inclusion at all level and ranks. The findings revealed that, majority of people agreed provision of education concerning community policing are the backbone to ensure its effective implementation. Community need to know about police practice, they need to understand what police officers are able to share and/or not able to share due to legal restrictions. In educating, the officer providing education must be transparent with all information and data (as appropriated by law), particularly arrest and demographic data. Police officers get their education at Moshi Police Academy (MPA) and Dar es Salaam Police Academy (DPA) either during recruit course or in attending other courses. Under this academy, they taught about neighbourhood watch, criminal investigation, criminal law, traffic laws and law of evidence which is relevant to philosophy of community policing. Neighbourhood watches, 'Usalama Barabarani na Uraia' (UBU), 'Utii wa sharia bila shuruti' and 'Ulinzi Shirikishi' are some of educations provided at Korogwe District. Addition to that some periods have been addressed on Television specifically on Tanzania Broadcasting Cooperation (TBC). Furthermore, local radio is being used to address issues concern community policing. In Korogwe District for stance the local radio known as Voice of Africa (VOA) played great role in addressing various issues concern community policing. During interview with District Commissioner, he said that, *'...due to limited number of police officers in my district, we much supporting our local radio because by doing so many people get more information about community policing activities on how to deal with criminals and crimes in their area of living at a time and with low cost especially in remote areas'*.

### **5.3.2 Provision of Security Tools**

Individuals who live and work in area where CP is practice are encouraged to volunteer their physical and financial support in CP activities. Also private business have a great influence in the development of CP and is a key partner in bring considerable resources (such as money and material things like boots, rain coat etc.) in addressing problem of mutual concern. Businesses help to identify problems and provide important resources for problem solving. Media also act as a powerful tool to connect communities. It can assist to provide necessary information based on problems, solutions, and laws that are demanded to be reinforced.

### **5.3.3 Provision of Infrastructures**

Infrastructure is very important in security purposes. Community policing bring together not only the people who live and work in community but also connect local government agencies in improve the quality life of community. While police are not equipped enough to deal with the root cause of crime CP is the only instrument that connects police and other agencies in dealing with those root cause. In area where crimes have increased the authorities and departments are responsible to set measures for crime prevention. In Korogwe district, the public work departments for instance are responsible for reviewing street lighting and ensure that all lights are working properly. Furthermore, environment department are responsible to ensure the district is clean by supply special bins for junk collection and collection of other waste products. Community development departments, also look on its capital improvement programme by determine the extent of improvement of infrastructures in order to ensure the neighbourhood a safe place.

## **5.4 Community Policing and Crime Reduction**

The discussion provides an outlook on whether community policing reduces crime. To make this clear, researcher use indicators from both community policing and crime reduction as discussed below.

#### **5.4.1 Community Partnership and Increase in Community Participation**

The main objective of CP was to establish partnership and mutual trust between the community and police. Authorities have recognised the cooperation of police and communities and therefore have continued encouraged member of community to come forward with crime prevention. Community partnership is very important in ensuring the effectiveness of CP process. It's true that community partnership increases community participation. The question to ask here is who are those partners and what role did they play in increases community participation. In community partnership, the partners we are talking about are community members, service providers, private business, media and government (both local and central). The following are the roles played by each partner in increases community participation.

***Community members***, these are people who had an influence in community like activist, religious leaders, community leaders and politician have an impact in increasing community participation in CP process. Therefore, these has continued encouraged more participation in mosques, churches, as well as in district security and defense committee in fighting crimes.

***Service providers*** are people who live and work to the community like victims groups, service clubs and other group of the same interest that have an influence in encouraged community to participate in CP activities and therefore increase community participation in fighting crimes.

***Private business*** also played great role in the development of community policing process. They are the key partners in increasing community participation due to the fact that they bring necessary resources like money, technology and vehicles in fighting crimes and therefore, encouraged and increases community participation.

***Media*** possess a sensitive part by which community communicates. It assists to address community awareness about the existing problems. Media also is useful in organising

and brings community together by addressing community concern and therefore encouraged community participation.

Therefore, the elements from community members, service provider, private business, and media indicate that, community partnership increases community participation this is due to the fact that, the presence of community leaders, service clubs, victims groups, support groups, as well as security technology, community are encouraged and greatly influenced in participating in crime control.

#### **5.4.2 Problem Solving and Decrease in Number of Crime Reported**

In community policing process, problem solving is one of the important aspects in reducing crimes. People dealing with problems must have enough knowledge of problem solving model (SARA-Model) that enabled them to find out the source of problems, to make close examination about the problem and also to evaluate the degree of problems in a particular area. In doing this, effective partnership between police department and member of community is required and therefore areas where the degree of crime is high become target for police – community intervention. The decrease in number of crimes reported in a district depends much on the degree of police attention towards community concerns. Police need to sacrifice their time to discover and understand community problems. One of the factors that helped the decrease of number of crimes reported in Korogwe district was that, police officers were very close to the community and therefore they had very easy access to information about community concerns. According to Korogwe District commanding officer, the crime statistics reported from January to December (2013-2014), was 6543, and from January to December (2014-2015), was 4156 which is less more compared to the previous years (2013-2014). For the given years the crime statistics show that the number of cases reported was decreased by 2389 which is equal to 22.3% of the total number of cases reported per year. Therefore problem solving, specifically the understanding of SARA-Model problem solving in Korogwe district has led to the decrease in number of crimes reported. *‘This statistics of crime decrease indicate that SARA-model problem solving is*

*effective in our area, though more effort and emphasise is required in order to eliminate crimes in our area', said OCD.*

### **5.4.3 Organisation Transformation and Decrease in Victimization**

Unlike community partnership and problem solving, in organisation transformation the first question to come in mind is that, what has been transformed? There many things been transformed but today we are going to see just two of them i.e. change in organisation management and change in organisation structure.

#### **5.4.3.1 Change in Organisation Management:**

Change in organisation management is one of the elements of organisation transformation in CP process. It involves new style of administration in police organisation. Traditionally, lower ranks police officers have been accorded lower status, they were not involved in decision making and therefore they were less concern in problem solving process. Community policing in contrast emphasise the value of all police officers regardless of their ranks as well as all members of community in solving problems. It emphasises the necessity of ward and division police officers to live and work closely with community. This new style of management enabled police officers to understand community needs and therefore helped to solve problems that results to decrease number of victims in the district.

#### **5.4.3.2 Change in Organisation Structure:**

Another element of organisation transformation that takes place in community policing process was change in organisation structure. It involves change in police hierarchy that includes establishment of new commissioned unit that resulted to the appointment of community policing commissioner, division police officers and ward police officers. This mode of structural change in police departments helped to facilitate close contact in Korogwe district between member of community and police officers and therefore decrease victimisation. *"I always enforce police department especially ward police*

*officers and division police officers to establish their residence in their respective ward and division aimed at enhancing customers service and facilitate contact between police and citizens, thus helps in decreasing the number of victims”,* said District Commissioner.

## CHAPTER SIX

### SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

#### 6.0 Introduction

The chapter summarises the findings of study and provides conclusions and recommendations. The chapter is arranged into three sections; includes section one which provides a summary of study and its findings, while section two gives conclusions of findings of study. The third section presents recommendations depend on findings and conclusion of study as well as area for further study.

#### 6.1 Summary

The study aimed to conduct an investigation on community policing and crime reduction. This was the case study conducted in Korogwe District. The study aimed at making clear the contribution of community policing in reducing crime by considering the contribution of variables as specified in the theoretical framework. The sample of the study was 100 respondents, 92 are selected from simple random sampling and 08 are purposively obtained. The study used both primary and secondary data collection that was analysed by various statistical means.

Due to the response of the respondents of Korogwe District, the researcher found out that Community policing is very important to the community as it ensures the safety of people's life and their property. However, in Korogwe District, community policing needs to be improved in order to capture the needs of the community concerning reduction of crimes and criminals in disturbed areas.

#### 6.2 Conclusions

*Exploration of community partnership, problem solving and organisation transformation*, in Tanzania and more specifically in Korogwe District have been a subject of discussion in many areas. The study revealed that majority of Korogwe

citizens were benefiting with the establishment and implementation of community partnership, problem solving and organisation transformation as it helps in fighting crimes in their area of living.

*Common challenges that encounter the implementation of community policing*, are lack of willingness, shortage of funds, and lack of knowledge concerning community policing. The respondents responses were that, some of the police officers were reluctant to embrace the practice of community policing. To use Kurt Lewin's theory of change, movement towards community policing had been witnessed as evidenced by the responses from the study population. The government was also widely blamed as being reluctant and unwilling to support the implementation of community policing especially on the key issues like funds, tools, transport and other supporting materials. This view was also supported by councilor and Ward police who said that, 'the government had been over-ambitious about community policing but when it came to implementation there was no sign of full commitment'.

*Measures taken for effective implementation of community policing*, though the data gathered in the study revealed some delays in some areas in implementation of community policing, there are factors which the management may take into consideration in order to ensure the smooth implementation of community policing such as provision of enough education, provision of security tools, and improvement of infrastructures. Education helps member of the community to understand the significance of having community policing in their area thus enable them to prepare physically, mentally, and materially while infrastructures enable community to work safely thus enhance commitment to members of community and to some members of police officers.

*Community policing and crime reduction*, there is mutual trust between police departments and other departments in Korogwe District. The presence of community members, service providers, private business and media had led to increase community participation in fighting crimes. However the awareness of SARA-Model problem

solving has led to the reduction of crimes reported while the adoption of new style of management and the geographic deployment helped to enhance customer's service and facilitate more contact between police and citizens thus decrease in victimisation.

### **General conclusion**

There is every need to encourage community policing in Korogwe District and country wide in general. Security is a very sensitive issue such that no country, region and/or district can afford to toy with it. Lack of funds has become a problem in police department for long time now. Police force as an institution is one that Tanzania society cannot do without. However, it is necessary to put more consideration in order to make the force that will satisfy their citizens.

### **6.3 Recommendations**

On the strength of the findings of the study, this study makes the following recommendations:-

- a) Both government and civil society should embark on creating sustainable awareness campaigns on community policing, specifically on community partnership, problem solving and organisation transformation to the members of police officers and the members of the community.
- b) There should be seriousness on learning new skills towards attitudinal change among the police officers and community members. There is need for both police and community to build mutual trust in order to improve its public relationship. They should be readiness and willingly to accept change.
- c) The central government should as a matter of science and technology equip the police with modern tools and ammunition as well as security devices. Also both local government and central government should create and improve infrastructures for safe working condition. This has become now more than ever due to the development of science and technology. The living condition of policemen should also be improved in terms of housing, salary and allowances.

- d) There is the need for the government to continuous increase logistics fund and police budget so that the police can work towards international standard.
- e) Police authorities should set criteria for identify and motivate hardworking police officers and member of the community who truly played great role in fighting crime. Motivation should be given to deserving person in order to raise the morale of work.

#### **6.4 Areas of Further Research**

Globally, community policing receive significant attention in many literatures, but in Tanzania few studies had documented its implementation as well as its degree of reducing crimes. Such studies need to be conducted so as to provide useful benchmark for evaluating the implementation of community policing.

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## APPENDICES

### APPENDIX 1: Map of Korogwe District in Tanga Region



**APPENDIX 11: QUESTIONNAIRE**

**QUESTIONNAIRE FOR COMMUNITY POLICING AT KOROGWE DISTRICT COUNCIL**

I am a student at Mzumbe University pursuing MSc. Human Resource Management. I am doing a study on community policing in crime reduction at Korogwe District, Tanga as a compulsory part of my programme. The aim of the research is to study community policing on crime reduction. Thus, I would be very grateful if you would spare some few minutes to fill in this questionnaire. The information that you give will be treated confidential and your identity will not be exposed.

**A: Demographic characteristics of respondent**

1.what is your gender	2.what is your marital status	3.What is your age	4.What is your education level	5.What is your job	6.What is your residence
Male <input type="checkbox"/>	Married <input type="checkbox"/>	20-29 <input type="checkbox"/>	Primary certifica <input type="checkbox"/>	Farmer <input type="checkbox"/>	Manundu <input type="checkbox"/>
Female <input type="checkbox"/>	Single <input type="checkbox"/>	30-39 <input type="checkbox"/>	Certificate level <input type="checkbox"/>	Pastoralist <input type="checkbox"/>	Mtonga <input type="checkbox"/>
	Widow <input type="checkbox"/>	40-49 <input type="checkbox"/>	Diploma certifie <input type="checkbox"/>	Entrepreneur <input type="checkbox"/>	
		50+ <input type="checkbox"/>	Bachelor degree <input type="checkbox"/>	Small business <input type="checkbox"/>	
				Other <input type="checkbox"/>	

**B: Exploration of community partnership, problem solving & organisational transformation as used in community policing**

7. Are you aware of community policing? Put a tick (✓) which best fits you.

Yes	No

8. Is community partnership, problem solving and organisational transformation practice in your area?

Put a tick (✓) which best fits you.

Yes	No	I don't know

9. If the answer in question number 8 is yes explain how it is practiced.

.....

.....

.....

10. Did you have any contact with the police department or any member of security and defense department? Put a tick (✓) which best fits you

Yes	No	I don't know

11. If the answer in question number 10 is yes, how would you rate the contact? Put a tick (✓) which best fits you.

Excellent	Good fair	Poor	Very poor

**C: Challenges that encounter the implementation of community policing**

12. What do you think is the common challenges that affects the implementation of community policing in your area? Put a tick (✓) which best fits you.

Lack of funds	Lack of knowledge	Lack of willingness

**D. Measures taken for effective implementation of community policing**

13. Do you think, once community/society will be given enough education concerning community policing, it will ensure its implementation? Put a tick (✓) which best fits you

Yes	No

14. If the answer is No in question number 17, what do you think will be the appropriate measure to ensure the implementation of community policing

.....

.....

.....

15. What are the measures taken to encounter the challenges of implementing community policing in your area?

- 1) .....
- 2) .....
- 3) .....
- 4) .....

**E. community policing and crime reduction**

16. To what extent does community policing reduces crimes in your area? Put a tick (√) which best fits you

Small extent	Moderate	Larger extent

17. How community policing reduces crime in your area

- 1. ....
- 2. ....
- 3. ....

18. What are the indicators that show crime reduction in your area of living?

.....  
.....  
.....  
.....

**Thank for your cooperation**

**Hassani, haruna. M.**

**0718 793980**

***Appendix III: Interview Schedule for DC***

A. District commissioner

1. To what extent does community policing reduces crimes in your area?
2. What motivates indigenous to participate in community policing in your district?
3. Which criminal cases are often occurs in this district?
4. What measures you established in your district to ensure that the district is secured?

***Appendix IV: Interview Schedule for OCD***

B. District commanding officer

1. How many cases were reported before and after establishment of community policing
2. Is there any non-government which is interested and contributes to ensure the effectiveness of community policing in your area?
3. How does the government contribute to ensure the effective implementation of community policing in your area.

***Appendix V: Interview Schedule for WEO***

C. Ward executive officer

1. For how long community policing practiced in your area?
2. What is the level of awareness about community policing in your local level
3. As a head of ward, what are the challenges facing the implementation of community policing in your area
4. What are the way forward taken to encounter these challenges