



## Effect of institutional performance on combating crimes, A case of South Sudan National Police Service

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### ABSTRACT

*The study aims to investigate the effect of institutional performance on combating crimes in the case of the South Sudan National Police Service. And examine the relationship between judiciary roles and national police performance in Juba County Police, Central Equatoria State, South Sudan. However, the South Sudan National Police Service functions and performs combating crime as a way to guarantee efficient service delivery. The study employed both qualitative and quantitative research design techniques for effectiveness and accuracy during the analysis stage. The source of data was retrieved from both primary and secondary data sources to encourage comprehensiveness and inclusivity of the data. In-depth interviews, questionnaires, and observation were used in the study to collect data from participants. These methods are convenient and easy to administer. The study targeted 360 respondents, who are private legal attorneys, crime control heads, criminals, public attorneys, and men on duty. With the help of the Slovene formula for sample size determination, the researcher obtained 186 sample populations. The data was analysed with the help of the statistical package of social science (SPSS software version 16.0 with advanced Excel). Both tools are cost-effective and best for the analysis of qualitative and quantitative data. The study findings indicated that the socio-political order prevalent in South Sudan affects effective police performance, in addition to the fact that high levels of unemployment have made the crime situation overwhelming for the police to control effectively. The study recommends that for the police to effectively prevent and control crime, there is a need to improve police-public relations and recognize the importance of different private security organizations working side-by-side and hand in hand with the police and other government agencies of law enforcement for the public to realize harmony and peaceful co-existence. The language barrier was among the challenges that affected this study.*

**KEYWORDS:** Institutional, Performance, Combating, Crimes, South Sudan, National Police Service

### 1.1. Introduction

The South Sudan National Police Service with international and national stakeholders are working very hard to transform the public institutions by introducing policing training to both active personnel, youth, and community leaders to combat crime in Juba County. The program is underway and is planned to be extended to states and administrative areas due to persistent factors such as lack of funds, which have become a global factor and contribute negatively to the growth of crime in Juba County and the rest of the states. Since 2005, several legal frameworks have been developed to guide the establishment and development of the SSPS. The Comprehensive Peace Agreement (CPA) made provision for the establishment of security and police forces as part of a power-sharing arrangement between the North and South. The 2005 Interim Constitution of Southern Sudan stipulates the establishment of territorial security institutions, including the police, aligned with the decentralized governance system. The Government of Southern Sudan has also developed an SSPS Strategic Plan, although it falls short of being comprehensive due to the government's preoccupation with the 2010 general election and the 2011 referendum. Finally, the Police Act (2009) has also been passed and became law after a lengthy delay. The Price Waterhouse Coopers report (2007) recommended the need for the South Sudan police service to review its Human Resources Management policies for recruiting, deploying, and training its officers to motivate and retain talent and improve performance in the national police service. Moreover, were (2013) recommended the need to carry out research studies on other factors that

influence police performance other than resources, work environment, and legal framework. This study aims to determine how training affects the effectiveness of South Sudan's national police agency. It begs the intriguing question: why don't individuals report situations of insecurity to traditional chiefs if they are the essential security providers? In reality, it appears that everyone feels that security issues are a shared duty. Boma chiefs are likely considered security planners. They act as mediators, promoting community reconciliation and creating a more peaceful environment in their communities. Their role is more closely tied to the political side of security provision. Police, on the other hand, provide operational interventions when security is breached. Bacal (1999) defines performance management as an ongoing communication process between an employee and his immediate supervisor that establishes clear expectations of what the employee is expected to do and how the job contributes towards the achievement of the organization's goals. According to Grote (2002), performance is divided into three steps: performance planning, which takes place between an employee and employer, agreeing on the key responsibilities of the employee and the goals and objectives desired to be achieved; and performance execution, which involves getting the job done and carrying out reviews to ensure the performances remain on track. The third step includes an assessment to evaluate how the job of an individual has been done by filling out an appraisal form and giving feedback. Data gathering, evaluations, management by strolling around, and employee meetings are a few of the techniques used to highlight performance gaps, demonstrating what the employee is doing that



the supervisor is concerned about (Armstrong, 2012). Grote (1999) outlines how a supervisor can create conditions through training that can motivate employees to perform at an excellent level by eliminating performance problems when they arise; identifying performance gaps; helping an employee understand what is needed to be done; level of authority; organization mission and departmental objectives; how to carry out self-assessment; and how the employees work contributes to the success of the organization. According to Bacal (2002), high-performing organizations recognize employees who perform well and reward them by providing advancement opportunities and allowing employees with desired behaviors to participate in the decision-making process of the organization. Training will help employees to give supportive, constructive, and developmental feedback to employees without overestimating or underestimating employees' performance, as well as set professional targets that are practical, feasible, and have bearings on organizational performance (Trethowan, 1987). Developing countries have introduced the performance contract as a tool for improving performance in public institutions.

## 1.2. Background of the study

The South Sudanese government has made the restoration of security one of its top priorities and has started taking some daring steps to restructure various security infrastructure components. Since the signing of the Comprehensive Peace Agreement (CPA), the government of South Sudan has been preoccupied with its efforts to transform the armed and organized force from a guerrilla fighting force into a professional army with officers in uniform (Osland et al., 2007). 1. Approximately 83,000 people, of which 35% are women, make up the current estimated police forces; this represents an unsustainable 3% of the GOSS budget. The Interim Constitution states that the South Sudan Police Service (SSPS) is a part of the security and law enforcement agencies, along with the Prison, Wildlife, and Fire Brigade Services.

Because of the devaluation of powers at the local level, the SSPS was only constituted at the levels of Southern Sudan and the States of Southern Sudan. The inspector general of the SSPS is appointed by the president of the Government of Southern Sudan at the suggestion of the relevant minister and subject to the Council of Ministers of the Government of Southern Sudan's approval. The SSPS was placed under the Ministry of Interior's command in 2006. Although the SSPS leadership believes that there are currently 83,000 police officers, with 35% of them being female, this figure is anticipated to rise due to the continued hiring, training, and reintegration of various forces. The CPA did not address the complaints or interests of minor splinter groups because it concentrated on the two main parties to the war, the Government of Sudan and the Sudan Armed Forces (SAF) and the SPLA/M. Following their paths, several wartime militias that were unhappy with the CPA and its requirements for reintegration into the SPLA and SAF kept their arms and used them on the bases to defend themselves. The weapons are easily accessible by communities that use them to form militias and defense groups, continuing the cycle of violence (Sedra, 2010). Despite civilian

disarmament efforts by 96 A.S. Abatneh and S.M. Lubang and inter- and intra-community reconciliation conferences, the widespread proliferation of illegal firearms in the hands of civilian communities, cattle rustling, and conflicts between pastoralists and farmers have become a primary source of violence, resulting in civilian displacement and death in many parts of South Sudan. Hence, a good performance is demanded of the police to combat crime.

## 1.3. Problem Statement

Internationally, the government alone is in charge of maintaining a nation's internal security, which is handled by the police or other security services. Every nation's internal security is the exclusive province of its government, and it is enforced by that nation's police forces. police enforcement Because of Juba City's current multicultural diversity, it is extremely difficult for organizations like the National Police Service to battle crime in Juba County. As the city grows, so does the concentration of crime, which rises at an intense rate.

To keep young people occupied and prevent them from joining criminal organizations that could make them more likely to commit crimes that will calm their lives, the National Police Service and its stakeholders are working extremely hard to close the gap in crime control. They have done this by providing community leaders with training on community policing, making plans to improve reformatory centers, and creating more of these centers in Juba City. Enhancing the compensation structure for law enforcement staff can motivate them, which would help lower crime in Juba County. Examining the variables that affect Juba County police's use of National Police Services to fight crime, including the impact of education on police effectiveness and the connection between the judiciary's functions and national police performance, can help reduce the level of crime in the county. There is hope for progress in crime reduction despite the significant obstacles facing the National Police Service in Juba County, as the government has enhanced the personnel salary scale and may offer further increases in the future.

## 1.4. Research objective

To investigate factors that influence National Police Services in combating crimes within the Juba County Police, to assess the influence of education on police performance in Juba County, Central Equatoria State, South Sudan, and to examine the relationship between judiciary roles and national police performance in Juba County Police, Central Equatoria State, South Sudan.

## 1.5. Significance of the Study

For this study to be worthwhile, it should be beneficial to the Ministry of Interior as an administrative body, to its various departments, which have as their primary responsibility enforcing the rule of law and reducing crime, as well as to other security organizations, whose cooperation with the police is essential to ensuring effective crime reduction, and to the general public. Because the study's findings will also be useful to students and information users performing comparable research, research

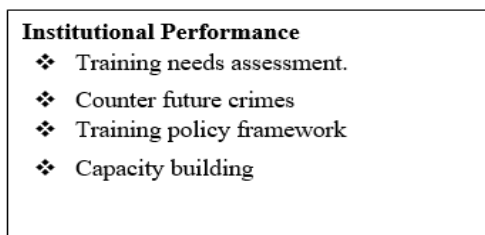


bodies and institutions across the country will find this study to be pertinent.

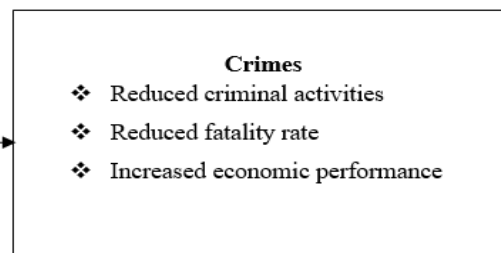
## 1.6. Limitations of the Study

To obtain the respondents to participate in the survey, was quite challenging due to their busy work schedules. Finding copies of the questionnaire quickly became extremely difficult as a result. In addition, the researcher's time and resources are limited because they are a postgraduate student performing this research, which

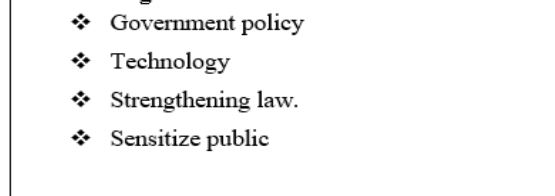
### Independent variable



### Dependent variable



### Intervening variables



The conceptual framework generates an independent variable. Institutional performance Training needs assessment. Countering future crimes, training policy frameworks, and capacity building

**Independent Variables:** The independent variables in this study will be the institutional performance training needs assessment. Counter-future crimes, training policy framework, and capacity building are presented here under the table with their respective subscales or components.

**Dependent Variable:** The dependent variables in the study will be combating crimes, reduced criminal activities, reduced fatality rates, and increased economic performance.

**Intervening Variable:** A hypothetical construct that describes the relationship between two other variables is referred to as an intervening variable, also known as a mediating variable. It is a variable that explains how the independent variable affects the dependent variable and sits between the independent variable (cause) and the dependent variable (effect) in a causal relationship. To better understand how the independent (institutional performance) variable influences the dependent (combating crimes) variable in the South Sudan National Police Service, an intervening variable is a variable that lies between the independent variable and the dependent variable.

## LITERATURE REVIEW

### Introduction

The National Police Service was established as per the Constitution of South Sudan, (2010) and the National Police Service Act, (2011), whose mandate is the provision of assistance

means they cannot read through the vast amount of material available. This information is limited to the study area (Juba County), specifically the SSPS in Juba, the locality where the research is being done, and may not apply to all police stations nationwide. The researcher's ability to assess the correctness and dependability of the data provided was further limited by the evidence supplied by the research participants.

## Conceptual Framework

to the public when in need, maintenance of law and order, preservation of peace, protection of life and property, investigation of crimes, prevention, and detection of crime, apprehension of offenders and enforcement of all laws and regulations with which it is charged. The police station is the unit for service delivery.

The National Police Service is composed of the Kenya Police Service and the Administration Police Service. The Kenya Police Service consists of the General Service Unit (GSU); Anti Stock Theft Unit; Criminal Investigation Department; Kenya Police College; Kenya

Police Air Wing; Kenya Railways Police; Kenya Police Dog Unit; Tourism Police Unit; Kenya Airports Police Unit; Maritime Police Unit; and the Diplomatic Police Unit. The Administration Police Service consists of the Rapid Deployment Unit (RDU); Rural Border Patrol Unit (RBPU) and Security of Government Buildings (SGB). The Police Reservists unit is also part of the National Police Service. The National Police Service's mission is to deliver quality service to meet the expectations of its citizens by upholding the rule of law and forming and maintaining strong community partnerships for South Sudan's favorable social, economic, and political development. The National Police Service's vision is to be a world-class police service with a people-friendly, responsive, and professional work service. Service to everyone is the police force's motto in Kenya. It is a part of the executive branch of the government and collaborates with the Directorate of Public Prosecution, State Law Office, the Judiciary, the Correctional Services, National Security Intelligence Services, Kenya Defense Forces, Kenya Wildlife Services, Children





Department, Government Chemist, and Probation Department, as well as the Directorate of Public Prosecution, State Law Office, and the community through community partnerships.

Globally the internal security of any country is the sole responsibility of the government and is carried out by the police force or service of that particular country. Each country attempts to meet the minimum standards for law enforcement of the United Nations Rules and Regulations. The United Nations Standards stipulate that the appropriate police-to-population ratio is 1:450 and each member state needs to recruit and train officers to achieve the minimum police ratio for the organization to be able to deliver quality service to citizens effectively and efficiently (United Nations Manual 1997). According to the Swedish National Police Board (2008), policing should be carried out by consent of the citizens being accountable to the law rather than to the Government. The United Nations Millennium Development Declaration (2000), highlights that one of the ways of alleviating poverty is by offering security and providing opportunities to train the police, who will provide an enabling environment. Police proficiency can only be achieved through continuous and thorough professional training that empowers police officers to execute their duties in conformity with the rule of the law in a democratic country (Williamson, 1994). As argued by Terra (2009), one of the ways of retention of police officers is through training.

## THEORIES

**Cognitive theory:** this theory is based on the fact that learning is built on existing knowledge. This type of learning leads to an understanding of a subject matter and goes beyond simple cramming of the word (Cole, 2011). It aids the learner in internalizing information and applying it to actual situations. The learning is said to occur when the trainees construct their meanings and apply the knowledge and that is when training occurs (CIPD, 2006). According to Armstrong (2012), training is defined as the planning and systematic modification of behavior that enables an individual to gain skills, knowledge, and attitudes that add value to the organization. Scholars like Piaget, (1973) believed that cognitive development is cumulative, and understanding a new experience grows out of a previous learning-built experience; gained over the four stages of sensory-motor (birth-2yrs), preoperational (2yrs-7yrs), concrete operations (7yrs-11yrs) and formal operations (11yrs-16yrs). According to Illeris (2008), learning is a complicated process that leads to permanent change in living organisms and must be discussed, analyzed, and programmed while considering external and internal conditions for it to be reliable as well as adequate. The cognitive theory focuses on a mental process that covers perceiving, remembering, and reasoning, and at every stage of development, new perspectives are gained on such areas such as morality and languages (Singer & Revenson, For this study not to be an effort in futility it has to be useful to Ministry of the interior as an administrative body, its' different departments which its' main duty is to compact crime and ensure the rule of law, other security bodies as their collaboration is needed with the police to ensure

effective crime compact and to the public at large. 1997). The theory will help in the research study in that training is continuous and will be built on the knowledge, skills, and attitudes gained over previous training. Reinforcements are responses from the environment that enhance the likelihood that the behavior will be repeated, whereas punishments diminish behaviors. The neutral operant neither increases nor decreases the probability of the behavior being repeated. Giving frequent and prompt feedback as positive reinforcement is highly prioritized to internalize the behavior. Griffin and Moorhead (2009) argue that managers at workplaces need to identify critical, observable, performance-related behaviors that contribute to performance and reinforce them to achieve the desired results. The last step involves evaluating the effectiveness of the program. Recognition in the feedback program of doing excellent work increases the high quality of performance; wheels undesirable or punishment consequences decrease the probability of repeating undesirable behavior (David, 2009 & Dessler, 2011). Reinforcement theory looks at the link between personal behavior and the result of the behavior after immediate reward or punishment. According to Daft (2008) and Bagraim et al (2007), the reinforcement theory overlooks the inner state of an individual, by concentrating on what happens to an individual when actions are taken by superiors or managers.

**Reinforcement theory:** This motivation theory states that positive reinforcement acts as a stimulus when added to a situation and strengthens the probability of an operant response. (Skinner, 1948), mentioned that there are three types of responses namely neutral operant, reinforces, and punishers Source (Smit et al, 2007).

The incremental modifications of an employee of the desired behavior which goes one step at a time is known as shipping and the employees need to be aware of the behavior which is sought by the employers and encouraged by being recognized or rewarded. The notion emphasizes that through providing feedback and consistently reinforcing positive stimuli, employees' performances improve. According to Griffin & Moorhead (2009), when an employee is recognized and given more responsibilities it causes satisfaction; in the absence of these factors, it may result the feelings of no satisfaction rather than dissatisfaction. Regularly an employee can be discontented as Herzberg argued that the problem might be due to the design of the work, in this case, the employee can be motivated by making the job more challenging and interesting (Bagraim, Cunningham, Potgieter and Viedge, 2007). According to Herzberg's theory, failing to develop a training policy and provide personal growth and advancement of an employee reduces the employee's performance of service delivery.

**Herzberg's theory:** The theory spelled out the two sets of factors, mainly hygiene & motivator factors which if present do the motivate employees to superior efforts and performances; while the other set of factors, if absent cause dissatisfaction. Some of the factors that lead to enhanced performance include increased responsibility, being granted challenging work, growth, and development. They are called growth motivator tors factors. The



other factors commonly referred to as hygiene factors are related to job context; they include organizational policies and administration, supervision, working conditions, and interpersonal relations (Cole, 2011). The International Standards Organization (ISO 9000) requirement which evaluates organizational practices requires organizations to have documented their business procedures (ISO 9000). The Government policy (ROK, 2005) is that departments must have developed training policy. The National Police Service has been mandated by the Constitution of Kenya to train staff to the highest possible standard of competence and professionalism (Constitution, 2010). According to Cole, (1987) organizations that value training and development have to implement systematic training, which includes training policy, identifying training needs, designing deli, and evaluating training. For police standards to be raised to the expectations of public coffers, opportunities for career progression should be opened through training and development (Ransley,2009).

Kenya is part of the Global Community that has developed minimum International Standards for organizational success. The International Standards Organization (ISO, 9000) requires organizations to document their business procedures. The Kenya National Service as an Organization has to develop training procedures and ensure focused and systematic training (Constitutions, 2010; Ransley 2009). The Standard training procedures must be developed for the realization of the stated policy directions and guidelines to achieve the defined and desired results. Professionalism and high standards of performance cannot be attained where the requirement is not clearly outlined; expected results are not defined, and the performance gaps are not identified (National police service Act, 2011).

**Factors that Influence training:** According to Ransley (2009), several police managers and supervisors have been deployed without undergoing courses which has led to poor performance of the National Police Service. Vision 2030, envisages a Kenyan society free from fear and danger which can only be attempted to be achieved through continuous training of all officers in the organization, after identifying the performance gaps (VISION 2030). Economic Recovery Strategy (2003-2007) stipulates that it is critical to have skilled manpower in the Kenya Police Service. The police service strategic plan 2013-2017, puts great emphasis on training and capacity development, monitoring and evaluation, and performance management in an attempt to improve police performance. The performance contract for Kenya Police for the financial year 2014/2015 highlights the importance of improving performance through carrying out training needs assessment. (Performance contract, 2013/2014). Early studies of the relationship between education and crime focused on their correlation conditional on measured individual and family characteristics using standard regression methods.<sup>4</sup> These studies must be interpreted with caution, since a negative cross-sectional correlation between education and crime, even after controlling for measured family background and neighborhood characteristics, does not necessarily imply that education reduces crime. Firstly,

unobserved individual characteristics like patience or risk aversion are likely to directly affect both schooling and criminal decisions. Second, using variation in crime and education across states or local communities may also produce biased estimates. Governments may face a choice between funding police or good public schools, which would tend to produce a spurious positive estimate. Individuals who choose more schooling (even after conditioning on observable characteristics might also choose less crime regardless of their education level).

**Influence of Judiciary:** In comparison, the judiciary and the police have received less attention and investment in Southern Sudan. Four years after its establishment, the Southern Sudan Police Service (SSPS) has yet to become the primary agency that ensures civilian security in a transparent, accountable, and efficient manner. In much of Southern Sudan, particularly in remote areas, the number of police presence is limited. As a result, soldiers who are not trained in civilian law enforcement and who often lack discipline have taken over the role of managing day-to-day law enforcement matters, including civilian disarmament. A public opinion survey in 2008 (explained in more detail below) suggests that many Southern Sudanese see the police, the Army, and other armed groups as major sources of insecurity, and as perpetrators of crime and human rights abuses. Moreover, a majority of respondents in that survey still view the Boma chiefs (traditional leaders) as one of the main providers of security in their communities. As such, the SSPS faces significant challenges in becoming an effective, accountable, and professional organization. Police are frequently unable to adequately disarm citizens due to the prevalence of illicit weapons in many neighborhoods as well as a lack of resources for training and equipment. In many cases, citizens have better weapons than law enforcement. As a result, the Army frequently assumes its wartime function and intervenes to carry out tasks that are typically handled by the police, sometimes even resulting in conflicts between the Army and the police. It is challenging for institutions like the police and the military to determine how, where, and when to carry out their duties. The police, in particular, are frequently excluded from participating in important decisions due to poor coordination across law enforcement authorities. For instance, the current Army reform process has resulted in the influx of ex-combatants into the police force without the necessary training or consultation. The small police budget is being devoured more and more by salaries, leaving insufficient money for infrastructure, equipment, and training. Moreover, close to 90% of the police forces are completely illiterate, making basic police tasks challenging. Most of the police are also approaching retirement age and need to be replaced by young officers. Although women contributed to the liberation war effort and many women were integrated into the police, including some in high-ranking positions, little effort has been made systematically to promote gender-sensitive police procedures, including recruitment (Small Arms Survey, 2008, Giffen, 2010, Salahub, 2011). Through senior staff training, both multilateral and bilateral donors have helped to raise the professional standards of the Army, as well as the police



and Prison services. Donor spending on infrastructure and long-term organizational development, particularly for the police, has been fairly modest. Linking bilateral assistance with larger SSR programs has significant gaps. The relatively peaceful general election in 2010 may encourage international and local stakeholders to invest more in democratic institutions and the rule of law. Yet, the perpetuation of localized conflict and slow progress with improving the accountability of government institutions will continue to deter large large-scale investment in rule of law processes (Medea Group, 2009)

## ***Relationship between training, judiciary, and police performance on crimes***

Threats to the citizens ravaging societies around the world (Transparency International, 2012). Kenya is one of the founder member states of the East African Community. Kenya participated in developing a memorandum of agreement in which the member states had the obligation of designing standard training programs for different levels of learning that promote personnel in all sectors to achieve the aims and objectives of securing the region (EAC TREATY, 2009). The police must be better trained to defend and uphold human rights and enhance community safety. There is a need to identify the training potential within the region for the benefit of member police services (EAPCCO Constitution, 2007). Transparency International survey ranks Kenya's police second in corruption in the East African Region which also reflects low service delivery (transparency, 2013). The police officers within the East African region must strive to conform to the high professional standards which must be impartial, thorough, and transparent (CHRI, 2010). According to the Nairobi Declaration (2009), the region needs to encourage the exchange of good practices covering investigation and crime prevention strategies to improve the quality of life of the citizens. Armstrong, (2012), defines training as a set of activities that need to be planned and rolled out appropriately to achieve the expected results. The training can be effectively delivered if a conducive learning climate is set (Lynton & Pareek, 2008). Agarwalla (2010), argues that the purpose of training in any organization is to develop the abilities of an individual and to satisfy the current and future manpower needs in the work situation. Training increases staff morale in organizations and has multiple benefits including performance improvement through incremental steps or steady progress which increases the opportunities for an individual employee to be promoted, a team to be recognized and rewarded, and improves the quality service delivery of the organization (Dipak, 2011). Training is a key function of human resource planning which ensures sufficient numbers and categories of suitable employees are available to provide services to expected standards and ensure succession in an organization against natural attrition, retirements, and resignations (Cole, 2011; ROK, 2005).

Training helps managers acquire knowledge, skills, and competencies that enable them to solve challenges experienced at the workplace while at the same time helping employees realize their career goals and aspirations in a planned system (Blanchard & Thacker, 2003). Training is an investment to offer excellent

services to every organization. It enhances employee's willingness to be more committed to their work and become empowered to undertake tasks and make independent decisions thus improving their efficiency. Training generates benefits for the employees as well as for the organization by positively influencing employee performance through the development of employee knowledge, skills, abilities, competencies, and behaviors. Organizations that provide quality service invest in training employees, (Evans and Lindsay, 1999; Benedicta, 2010). Smith and Smith (2007), state that organizations that record high performance have focused on training and development programs.

Public institutions must continually evaluate the training needs of their staff to maximize the effectiveness of training; various staff members require various approaches and types of training to further their careers. For an organization to achieve its strategic goals, the training needs to be designed and delivered most appropriately and there should be readiness from the participants to be ready to undergo the training (Blanchard & Thacker, 2007). To create effective training programs, the training needs of employees have to be determined and developed to improve the effectiveness of the employees and help them meet the organization's objectives (Brown, 2002).

Research has shown that for employees to give exemplary performance, the organization needs to offer a positive work environment where the employees with the necessary knowledge, experience, and skills are in place properly to use and share what they know (Chevalier, 2003). Armstrong, (2012) argues that learning needs should be concerned with identifying and satisfying the needs of employees to fit them to the tasks, and responsibilities accorded to them as well as work demands, to prepare them to take up higher responsibilities in the future through planned successions. Vision 2030 forecasts the economic growth of Kenya to be ten percent per annum, which needs to be shared collectively otherwise it may remain an elusive dream. This can be accomplished if all organizations maintain their focus on empowering workers across all economic sectors by providing quality training and development programs to enable every citizen to play their specific role in service delivery. According to the Recruitment and Training Policy (Rules and Regulations, 2005), all departments within the Public Sector need to develop a training policy to provide direction for planning, managing, and coordinating training based on the identified performance gaps that require training interventions.

This motivation theory states that positive reinforcement acts as a stimulus when added to a situation and strengthens the probability of an operant response. Skinner (1948), mentioned that there are three types of responses namely neutral operant, reinforces, and punisher.

## **METHODOLOGY**

Research design provides the glue that holds the research project together. a design is used to structure the research, to show how all of the major parts of the research project. The samples or groups, measures, treatments or programs, and methods of assignment - work together to try to address the central research





questions. According to Sarandakos (1993), this is the most significant element of the research process where the whole research is designed, options considered, decisions made, and details of the research laid down for execution. The study will be carried out mainly using the quantitative approach of research. The researcher will employ a correlation research design a correlation design that seeks to identify the relationship between key variables of the study. With a self-administered questionnaire as a tool of data collection and to counter the shortcomings that would accrue from the use of that tool, interviews will also be conducted with some of the respondents. A population refers to the total elements of the study that the researcher has an interest in regarding the provision of data (eco, e (2009). for this study, the researcher will target the population of SSNPS Residents of the County 20, CID 50, Criminals 80, Attorney 60, Head of Department 35, and Men/women on Duty 145 the total population of 390 respondents will interact with for the study. it is from this population that the researcher will select the sample population. According to Sekaran (2003), sampling is the process of choosing the research units of the target population, which are to be included in the study. The samples that were used in the study were selected using purposive non-probability sampling which is a function of non-probability sampling. under the purposive sampling technique, the researchers purposely choose who, in their opinion are thought to be relevant to the research topic. in this case, the judgment of the researcher is more important than

obtaining a probability sample. the process of sampling in this case will involve purposive identification of the respondents. the sample size will therefore be selected from all the different respondents of choice in the study population. 290 respondents were obtained with the help of the solve formula for sample size determination, the source of data was both Primary and secondary data. Questionnaires, observation, and interview guides were significant and were used for conveyance and accurate methods. As part of ethical considerations the introductory letter from the University of Juba in the School of Business and Management was required by the National Police Service to seek permission to do the research paper, as well as a letter from the police commissioner of Central Equatoria state was also sent to police stations in the research area requesting them to cooperate in data collections. Permission letter will be administered and interviews scheduled with key respondents. Ethical considerations such as confidentiality will be spelled out to the organization. Statistical package of Social Science (SPSS Software version 16.0 and advanced Excel were deployed to analyze the data for being cost-effective and yielding good results for both qualitative and quantitative data. Graphs and pie charts were used to present the data. Regarding the limitation of sufficient time, language barricades and the unwillingness of respondents were recorded as limitations to this study.

## DATA PRESENTATION AND ANALYSIS

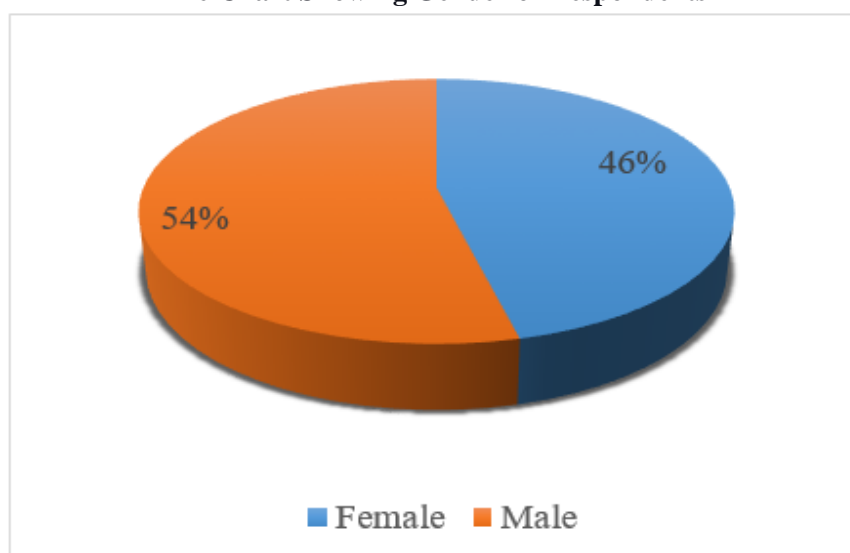
**Table.4.1. Gender of Respondents**

Gender	Frequencies	Percentages
Female	86	46.2
Male	100	53.8
<b>Total</b>	<b>186</b>	<b>100</b>

Source: Primary Data 2023

Table 4.1 above indicated that 86 respondents were female making 46,2%, and 100 respondents were male 53.8%, that means most of the respondents who are serving in those departments male were the majority than female despite 35% sharing that was granted by the constitution of the Republic of South Sudan

**Pie Chart Showing Gender of Respondents**





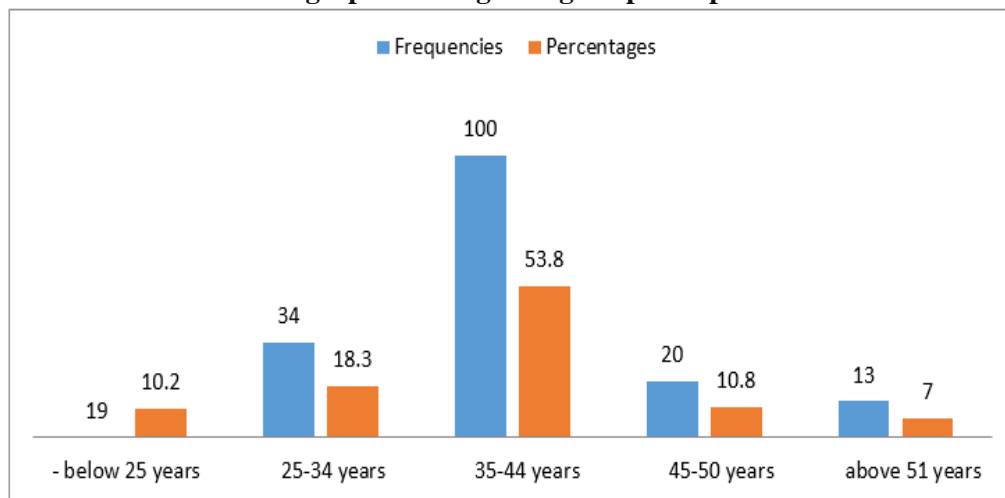
**Table.4.2. Age of Participants**

Age of Respondents	Frequencies	Percentages
Below 25 years	19	10.2
25-34 years	34	18.3
35-44 years	100	53.8
45-50 years	20	10.8
above 51 years	13	7.0
<b>Total</b>	<b>186</b>	<b>100.0</b>

Source: Primary Data 2023

Table 4-2 shows that the majority of the participants were (53.8%) the 35-44 years of age, 18.3% of participants which is 34 were 25-34 years of age, 7.0% of participants were 13 in the above 51 years of age, 9% of participants were in the below 25 years age-

**Bar graph showing the age of participants**



Source: Primary Data 2023

The bar graph above indicated that participants that fall at the age bracket below 25 years were 19 with 10.0%, 25-34 years were 34 participants making 18.3%, 35-44 age bracket were 100 participants with 53.8%, 45-50 years were 20 participants making 10.8% and above 51 years age bracket was having 13 participants making 7.0%. That means of most the questionnaires were handled by qualified staff who service in those departments for more years.

**Table 4.3 Showing Education Level of participants**

Education Level of Participants	Frequencies	Percentages
Secondary leaving certificate	120	64.5
Diploma level	29	15.6
Bachelor degree level	21	11.3
Master degree	10	5.4
PhD	6	3.2
<b>Total</b>	<b>186</b>	<b>100.0</b>

Source: Primary Data 2023

The study focused on the educational level of participants because employing a low-level educated employee will affect the institution's performance. Bar graph 4.3 shows, that 120 participants had secondary school leaving certificates representing 64.5, 21 participants were university graduates with a Bachelor's degree representing 11.3%, and 29 participants had Diploma level certificates representing 15.6%. Master's degree-holding participants were 10 representing 5.4%, and 3.2% of the participants were PhD holders. There was none with education below secondary school. The study wanted to know if there is a relation between educational level and the performance of institutions to compact crime, and whether or not job training is needed. Our findings found that educational level has an effect on performance and there is a need for more job training as per participants' comments in interviews.

### Analyzing crime-related factors

The study wanted to know how participants understand crime and the factors that influence its' occurrence that contributed to malpractice at the institutions that hindered crime





control in other words; positive and negative practices that compact crime.

**Table 4-4 shows factors that influenced crime**

Participant Respondents	Frequencies	Percentages
Strongly Agree	110	59.1
Agree	29	15.6
Neutral	31	16.7
Disagree	10	5.4
Strongly Disagree	6	3.2
<b>Total</b>	<b>186</b>	<b>100.0</b>

Source: Primary Data 2023

On analyzing Factors that influence crime in Juba County the results show that 110 participants strongly agree with the statement that there are factors that influence crime as indicated by 59.1%, 29 participants also agree with 15.6%, 31 participants were neutral as indicated by 16.7%, 10 participants disagree by 5.4% that there are no factors that influence crime and 6 participants strongly disagree by 3.2%. Thereby the factors that were put forward by participants as key that influenced crime in Juba County Were Alcohol and drug use.; Corruption Poverty; Delay of civil salary; Lack of cooperation between security

personnel; Street boys and disco playing; Unemployment; Lack of awareness; Insecurity; Civil war; Peer pressure; Domestic violence; Lack of education; Climate change; Peer pressure; Unemployment; Rural to urban migration and Biological factors. The data confirmed the participants' knowledge about factors that influence crime in the area; it supports the need for training and community awareness. On further analysis most of those factors are dynamic and with proper addressing, crime compact will be improved.

**Table 4-5 shows pattern of crime in the Juba County**

Pattern of crime in Juba county	<ul style="list-style-type: none"> <li>❖ Murder</li> <li>❖ Rape</li> <li>❖ Theft(robbery)</li> <li>❖ land grapping</li> <li>❖ Adultery</li> <li>❖ Assault (major and minor injuries).</li> <li>❖ House break</li> <li>❖ Group of Niggas (gangs)</li> <li>❖ Fights</li> <li>❖ Drug dealers</li> <li>❖ Road traffic accidents</li> </ul>
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Source: Primary Data 2023

The above table 4.6 reveals and lists the pattern of crimes committed within Juba County, which are similar to the crimes that cut across the Country in South Sudan.

**Table 4-6. Shows possible negative attitude of police that jeopardizes crime compact**

Police negative crime compact practice	<ul style="list-style-type: none"> <li>❖ Bailing suspect from cells</li> <li>❖ Placing citizens under false arrest</li> <li>❖ Other officers get bribery</li> <li>❖ Some officers use force in investigating the suspect(beatings)</li> <li>❖ Long time stay in cells</li> <li>❖ Lack of trained police officers in investigation</li> <li>❖ Warrantless searches or arrests</li> <li>❖ Torture</li> <li>❖ Illiteracy</li> <li>❖ Lack Training of personnel (on job)</li> <li>❖ Use of maximum force during arrest</li> <li>❖ Disrespect of the suspect</li> <li>❖ Mixing of areas of jurisdiction</li> <li>❖ Using of firearm in case of run from cells</li> </ul>
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Source: Primary Data 2023

The above table 4.6 shows the negative police attitude that implies poor crime compact, the data indicate the need for tide supervision and on-the-job training.



**Table 4-7 Shows administrative measure to prevent human right violation**

Measure to prevent human right violation	<ul style="list-style-type: none"> <li>❖ Observing the national and international regulations of treating suspects</li> <li>❖ Law enforcement</li> <li>❖ Training of men/women on duty</li> <li>❖ Provision of food and medical care</li> <li>❖ Allow to make a phone call</li> <li>❖ Right to get a lawyer</li> <li>❖ Contacting family members</li> <li>❖ Considering gender issues in place of work</li> <li>❖ Suspect is considered innocent till prove guilty</li> </ul>
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Source: Primary Data 2023

The above table indicates some of the human rights that a crime, the data supports the need for training to consider the every Citizen should observe before they fall victim to committing other human rights that were not mentioned.

**Table 4-8 Shows future justice promotion for abuses committed decades' back**

Future justice promotion for abuses committed decades back	<ul style="list-style-type: none"> <li>❖ Rehabilitation centers</li> <li>❖ Training of more human resources</li> <li>❖ Proceeding the case to court</li> <li>❖ Reconciliation between parties</li> <li>❖ Improve recording system</li> <li>❖ Community awareness about effects of crime</li> <li>❖ Improvement of justice institutions</li> <li>❖ On job training</li> <li>❖ Improving criminal investigations</li> </ul>
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Source: Primary Data 2023

**Table.4.9 Crimes triggered by socio-economic issues**

Participant Respondents	Frequencies	Percentages
Strongly Agree	90	48.4
Agree	30	16.1
Neutral	22	11.8
Disagree	15	8.1
Strongly Disagree	29	15.6
<b>Total</b>	<b>186</b>	<b>100.0</b>

Source: Primary Data 2023

**Table.4.10. Showing Illustrating the impact of institutional performance effectiveness**

Statements	SA		A		N		D		DS	
	F	P(%)	F	P(%)	F	P(%)	F	P(%)	F	P(%)
Member 's characteristics contribute to crime	90	48.4	20	10.8	49	26.3	12	6.5	15	8.1
Ethnic group / tribal beliefs and living standard contributes to crime	87	48.8	30	16.1	27	14.5	17	9.1	25	13.4
suspects in the cells in juba County get meal	70	37.6	50	26.9	40	21.5	10	5.4	16	8.6
There are causes of crimes in juba county, that County can plan for	100	53.8	40	21.5	30	16.1	6	3.2	10	5.4
crimes happened for reasons	100	53.8	12	6.4	8	4.3	17	9.1	49	26.3
Origin, return and reintegration characteristics are factors that can be considered	70	37.6	13	6.9	20	10.8	27	14.5	56	30.1
criminal pay money to be release in detention camp	105	58.5	12	6.4	9	4.8	15	8.1	45	24.2
Juba County has enough plan to control crime activities	97	52.2	13	6.9	26	14.0	14	7.5	36	19.4
Most of city dwellers are returning to rural areas hence there are chances of crime reduction.	50	26.9	70	37.6	21	11.3	14	7.5	31	16.7
There is need for training of both law enforcement departments on crime control	75	40.3	25	13.4	35	18.8	27	14.5	24	12.9
There are factors that influence crime in Juba County	79	42.5	15	8.1	25	13.4	37	19.9	30	16.1
Community leaders in juba county are part of community policing.	108	58.1	30	16.1	20	10.6	18	9.7	10	5.4

Source: Primary Data 2023



**Table.4.11. Illustrating the crime prevention or combating crimes activity**

Statements	SA		A		N		D		DS	
	F	P	F	P	F	P	F	P	F	P
There is relationship between training and the performance of public institutions	86	46.2	25	13.4	15	8.1	16	8.6	44	23.7
There are patterns of crimes in juba County	90	48.4	76	40.9	14	7.5	13	6.9	25	13.4
There are the main threats and abuses which specifically affect both women and men	100	53.8	10	5.4	20	10.8	19	10.2	37	19.9
Criminology is an act of doing what is not allow by the constitution of the land ,	78	41.9	15	8.1	72	38.7	9	4.8	12	6.5
Those who are involve in crime have short live span that created vacuum in the society	45	24.2	90	48.4	13	7.0	8	4.3	30	16.1
Better performance depended on working condition and commitment of personnel	120	64.5	20	10.8	17	9.1	15	8.1	14	7.5
Level of crimes is determine by control measures put in place by law enforcement agent	87	46.8	30	16.1	16	8.6	19	10.2	34	18.3
Cells and areas around detentions should be kept clean.	98	52.7	34	18.3	9	4.8	31	16.7	14	7.5
Criminal detention is part of reduction and correction	105	56.5	29	15.6	10	5.3	27	14.5	15	8.1

Source: Primary Data 2023

## SUMMARY, CONCLUSION AND RECOMMENDATIONS

### Summary

It is crucial to collaborate with law enforcement to reduce crime in South Sudanese communities. Appropriate consultation between the police and the community is required. Without the participation of all parties, crime will never be reduced. Community and police members must work together as strong allies to benefit from the collaboration in the fight against crime.

Since South Sudan's national police are tasked with maintaining peace, it makes sense that they would also offer top-notch services to the populace. Individuals and groups within South Sudanese communities will not be satisfied unless they observe or learn that police officers are performing their duties in a way that satisfies the demands of all segments of the community.

### Conclusion

The South Sudanese Government Since community policing is considered to be one of the most significant modern advancements in law enforcement to have taken place worldwide, it is imperative. Within the borders of the Republic of South Sudan, community policing is a concept that is regularly discussed, implemented, and promoted. As experts have pointed out, there is a lot of interest in community policing in South Sudan, but there doesn't seem to be a consensus on what community policing means. Even though many other countries have effectively used community policing to reduce crime, most people in the South Sudan region seem to have a misconception about it. Setting priorities and addressing the issues that have been discovered should be the main objectives of community policing. The police should fulfill the needs and expectations of the community as a whole.

Community policing in South Sudan requires collaboration between police officers and the National Police Administration. Trust and interaction between the police and the community are crucial. Discretionary action may be necessary for immediate response, but community members must recognize their roles in combating criminality.

For community policing to be more effectively executed in the South Sudan area, everyone must acknowledge that it is their responsibility to collaborate with law enforcement to combat crime together and with a common understanding that crime must be opposed. The police must combat criminality alongside the community to reduce or eradicate crime. In community policing programs, police and community members must recognize their roles in ensuring that all types of criminal conduct are rejected.

The most frequent crimes in the South Sudanese region, particularly in the town, include rape, armed robbery, murder, housebreaking and theft, and ordinary assault. South Sudan community policing is an example of democracy in action that requires the active involvement of all community members, regardless of their status, religious affiliations, or other affiliations. To promote local accountability of the police service to communities and community cooperation with the police service, community policing operations must be led by the police. Community policing operates on the mandate and function of Community Police Forums.

The national police model is an important procedure that can aid in the decrease of criminal activities because, in the majority of cases, crimes are motivated by elements like poverty, unemployment, relative deprivation, and young marginalization. Organizing neighborhood watches and attending community





meetings are just two examples of how community policing requires reducing criminal activity within neighborhoods. The study has demonstrated how the South Sudanese community policing method as a whole turned out to be a concern for the locals. To build effective community policing procedures and to increase community awareness of the value of community policing and crime prevention ideas, community policing is a process that must be carried out.

The study's findings indicate that a variety of criteria, such as socioeconomic status, certain member attributes, educational background, training, and direct administrator supervision, have an impact on crime rates. It was discovered that additional elements, such as law immunity and repatriation to the nation of origin, had a detrimental impact on the crime compact. Even though it is known how important it is for law enforcement to perform well in the crime compact, certain institutional malpractices put the process at risk. These include falsely arresting citizens, giving officers bribes, keeping them in cells for extended periods, not having enough trained officers for investigations, making warrantless searches or arrests, torturing, and illiteracy.

The study ultimately concluded that there is a relationship between the judiciary, education, and performance in the Juba County Police in Central Equatoria State, South Sudan and that

these factors have a significant impact on police performance. Performance rises and crime decreases effectively as educational attainment and the strength and supervision of the legal system increase.

## Recommendations

Based on the findings, several recommendations have been made which would, if not abolish the problem, improve it significantly. The study recommends the Ministry of Interior should ensure the Employment/deployment of more officers to busy stations

The Ministry of Interior should focus on staff and human resources development plans with suitable training packages, according to the report, to improve knowledge and practice. Encouraging the lives of the men and women in uniform by providing health insurance, for example, providing on-the-job training and enhancing the information recording system in police stations, Meals and water are provided to suspects in cells, and there is a system in place to identify human violations and establishing a detention period that is expected to be adhered to.

Finally, but just as importantly, increase the availability of GVB victim protection services by collaborating with other ministries to boost the national budget's allocation.

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