



**NATIONAL FOUNDATION FOR DEMOCRACY AND HUMAN RIGHTS IN UGANDA**

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**OUR REF: NAFODU/REP/02-2010**

**December 1, 2010**

**YOUR REF.....**

The Coordinator  
East and Southern Africa  
Partnership for Transparency Fund (PTF)  
4355 Klingle Street NW, Washington, DC 20016 USA  
Phone: 202-458-1312, Fax: 202-522-2653

Dear Coordinator,

**RE: SUBMISSION OF FINAL PROJECT REPORT**

On behalf of National Foundation for Democracy and Human Rights in Uganda (NAFODU), I am glad to inform you that we have successfully completed the Project Corruption Prevention and Saving the Integrity within Police in South Western Uganda: NAFODU- Police -Community Partnership Forum. Since January 2010 when the Project Started, NAFODU organized and completed the following activities:

- a) Developed a Monitoring Program for Tracking the Conduct and Behaviour of Police in South Western Uganda. NAFODU worked with the monitors on this project to build public trust and confidence in the work of the Police, improve Police Integrity and prevent Police Corruption in south western Uganda.
- b) NAFODU organized a baseline survey to ask people whether they had actually paid Police a bribe in the past 6 months or know of any one who paid a bribe. At the end of the project, NAFODU organized the end of project survey to determine if there had been any improvement in police behavior in the four areas of abuse that have been the focus of the project
- c) NAFODU established district based Offices in Kisoro, Kanungu, Rukungiri and Ntungamo with each district having its coordinator appointed by NAFODU. The coordinators have been responsible for handling complaints from the public against Police personnel and their misconduct.
- d) NAFODU Organized Police Commanders meeting that enabled Police Officers to share experiences regarding Police integrity and how best the Police can regain public trust and confidence. The meeting led to development of strategies for improving Police Integrity in south Western Uganda
- e) 400 Police officers were trained. The training enabled the Police Officers to understand their codes of conduct, the Constitution, basic standards of policing in Uganda and to know where their power derives from
- f) NAFODU used radio programs to foster dialogue and promote police accountability. NAFODU sponsored weekly one hour radio programs on six local FM Radio stations with public information about laws governing payment or non payment of fees. Radio Programs raised awareness and stimulated dialogue on police behavior and how this affects justice, transparency and accountability

The final Project Report gives detailed information on the project activities accomplished and their impact in the short term. We hope to continue partnering with Partnership for Transparency Fund in the fight against corruption in south Western Uganda

Yours sincerely,

**ORISHABA BAGAMUHUNDA JUSTUS,  
EXECUTIVE DIRECTOR**

**PROJECT COMPLETION REPORT**  
**Corruption Prevention and Saving the Integrity within**  
**Police in South Western Uganda: NAFODU- Police -**  
**Community Partnership Forum**

**Submitted By**  
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**Uganda (NAFODU)**

**Executive Director**  
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**December 2010**

# **PROJECT COMPLETION REPORT**

## **CORRUPTION PREVENTION AND SAVING THE INTEGRITY**

### **WITHIN POLICE IN SOUTH WESTERN UGANDA: NAFODU- POLICE**

#### **-COMMUNITY PARTNERSHIP FORUM**

#### **BACKGROUND**

In 2009, NAFODU approved an urgent request for funds from PTF to implement a project aiming at Police corruption prevention and saving the Integrity within the Police in South Western Uganda. The project which has been completed involved a series of activities that aimed at generating a debate on measures to reduce Police corruption by changing the way the Police operate and managed as well as build public trust and confidence in the Police Force. In September 2008, NAFODU conducted its first Integrity Survey in south western Uganda. According to the findings, the survey established that Police is the most Corrupt Institution in south Western Uganda. Most households regarded the Police Force as the most corrupt institution followed by the Traffic Police. This was also in line with the report that was released by the Inspectorate of Government in November, 2008, which also ranked Police as the most corrupt institution in the Country.

Following a series of discussion with PTF regarding the impact of the project, PTF requested NAFODU to first organize the meetings with top Police Officials in the Districts of south western Uganda with which the outcome would be a memorandum of understanding with the Police that would show their willingness to participate in this program. Following this request, NAFODU organized the meetings with Police Officials in the five districts of south western Uganda, namely Kabale, Kisoro, Kanungu, Rukungiri and Ntungamo. The meetings established that there is a community of interest shared by both the Police and NAFODU for addressing corrupt Police practices. The Police also indicated that they are willing to improve their image in the community and have embarked on a program of community policing to further that objective. NAFODU had identified four main areas where police abuse existed and where improvements were needed. These are: (i) demand for mobilization fees to register cases, which typically affects the poor most dramatically; (ii) misuse of the police bond; (iii) frequent transfer of cases files between police officers leading to payment of extra fees and lastly Loss of case files.

On the basis of the information submitted in the Project Proposal dated October 20, 2009,, PTF approved a grant of US\$ 44,547 (United States dollars forty four thousand, five hundred and forty seven) to be disbursed in three tranches, each for the purposes spelled out in the project proposal. The plan for disbursing the tranches was as follows:

- (a) First tranche of \$ 20,000 (United States dollars twenty thousand) to be disbursed on signature of the Grant Agreement.
- (b) Second tranche of \$ 20,000 (United States dollars twenty thousand) to be disbursed once a certified statement of expenditure is received by PTF showing the itemized use made of the first tranche funds accompanied by a brief report on progress made in the implementation of the project showing that the following activities have been completed satisfactorily: (i) organize a meeting for top Police Commanders; (ii) start developing a monitoring program for the project, (iii) conduct half of the scheduled

training programs for police officers; and (iv) undertaken some of the planned radio programs

- (c) Third tranche of \$ 4,547 (United States dollars four thousand five hundred and forty seven) to be disbursed on receipt from NAFODU of a satisfactory project completion report that describes and assesses the project achievements including an assessment of the project's impact and a final certified statement of project expenditures.

In January 2010, NAFODU started implementing the project which has been completed. This end of project report shows the activities accomplished. It also includes an assessment of the completed project activities to determine the impact the activities have had on the project Beneficiaries

## **ORIGINAL PROJECT OBJECTIVES**

The overall objective of the project was to undertake activities aimed at improving police community service, reducing corruption and reinforced police community integrity.

### **Specific objectives included**

- To ask people whether they had actually paid Police a bribe in the past 6 months or know of any one who paid a bribe through a survey
- To provide information to the public about police community partnership with NAFODU and the laws governing the conduct of the police through a series of radio broadcasts.
- To improve police understanding of their own codes of conduct, their performance within the police community and to promote justice and fairness in the region through Police Ethics training.
- To Prevent Police abuses and promote citizen outreach, networking of NAFODU Monitors through public information campaign.

## **PROJECT ACCOMPLISHMENTS**

### **I. DEVELOPING A MONITORING PROGRAM FOR TRACKING THE CONDUCT AND BEHAVIOUR OF POLICE IN SOUTH WESTERN UGANDA**

NAFODU Developed a Monitoring Program for Tracking the Conduct and Behaviour of Police in South Western Uganda. NAFODU worked with the monitors on this project to build public trust and confidence in the work of the Police, improve Police Integrity and prevent Police Corruption in south western Uganda. NAFODU organized five meetings at the start of the project (one meeting per district) that served as baseline survey to ask people whether they had actually paid Police a bribe in the past 6 months or know of any one who paid a bribe. In January 2010 NAFODU carried out a baseline survey. NAFODU organized a meeting of 40 participants who were mobilized from each district of south western Uganda. A total number of 200 people were surveyed in the districts of Kabale, Kisoro, Kanungu, Rukungiri and Ntungamo in order to determine the extent the population believes police abuses exist. Out of 200 people from the five districts 101 respondents said they visited police while 99 did not. Out of 101 people who visited police, 86 people paid the police bond. Of the 101 case files that reached police in the five respective districts, 58 case files were being transferred from one investigating officer to another. Amusingly, people who considered police services to be "good" still believed that police officers do not follow their professional code of conduct in the execution of their duties.

On November 1, 2010, NAFODU organized other five meetings with monitors to determine if there had been any improvement in police behavior in the four areas of abuse that have been the focus of the project. The meeting was attended by 40 participants. Unlike the survey that NAFODU conducted at the beginning of the project, the end of project survey established that the project had done some progress in changing the behavior of Police in the Region. Both Police Commanders and the monitors appreciated the work of the project. Out of 200 monitors who participated in the survey, 167 monitors accepted that the integrity and behaviour of Police changed and that people now who visit the police stations find it easier interacting with the Police unlike before the Project. 21 monitors noted that there is need for continued support towards changing the behaviour of Police in their areas noting that the low pay the police receive as salaries cannot allow them to work without being corrupt. 12 monitors noted that despite of the project activities organized; some police officers in their areas still ask money for the police bond through aware that such practice is illegal. It was concluded that the project did some progress in changing the behaviour of Police in the region as shown by both the Police Commanders and the Monitors. Since the relationship between NAFODU and Police will be sustained in long term, it's hoped that the few Police Officers who are still adamant to change their corrupt behaviors will be able to adjust to the new practice of adhering to the Police code of conduct.

## **II. ESTABLISHMENT OF DISTRICT COORDINATION OFFICES IN DISTRICTS IN KISORO, KANUNGU, RUKUNGIRI AND NTUNGAMO**

To effectively implement this project, NAFODU established district based Offices in Kisoro, Kanungu, Rukungiri and Ntungamo with each district having its coordinator appointed by NAFODU. In the same month of January, NAFODU carried out interviews for district coordinators who were recruited in the 4 districts of Kisoro, Rukungiri, Ntungamo and Kanungu to ensure local presence in all districts of operation. NAFODU did that successfully and two officers were recruited in each district as NAFODU District programs coordinator and NAFODU District Administrative Assistant. Applicants were many but interviewers took enough time to scrutinize the capable people who could do well in as far as the project activities were concerned. The Purpose of recruiting the coordinators was to ensure local presence in these districts. The coordinators liaised with Police in the District. They were responsible for attending the weekly radio program with top Police Officers. They were also involved community policing program that involved police officers going out of their offices every first week of the month to the community to identify and solve area problems. This kind of community policing enabled the members of the public to interact freely with the Police and NAFODU staff in sharing out the problems affecting the relationship between the Police and Community Members. This activity contributed towards building public trust and confidence in the Police and enhanced the partnership between NAFODU, Police and the community.

During the Project, the coordinators were responsible for handling complaints from the public against Police personnel and their misconduct. The Rukungiri District Coordinator received 70 complaints from the Public against Police. Out of the seventy complaints, 62 were handled to full completion while 8 complaints were transferred to other authorities for further action. In Kisoro, 81 complaints against the conduct of Police were received and the coordinators were able to handle 75 complaints to full completion while six complaints were

referred. In Kanungu, the Office received 63 complaints against the corrupt behaviour of the Police and all were successfully handled by the coordinators. In Ntungamo District, 69 complaints were received and out of these, one was transferred to relevant authorities for further action as it involved serious criminal acts. Most complaints were received in Kabale. During the Project life time, NAFODU Office Kabale received 177 complaints from the members of the general Public. Out of 177 complaints, 100 complaints were against payment for the Police Bond, 120 against demand for the mobilization to investigate cases, 50 losses of case files, 7 infrequent transfers of case files from one investigating officer to another. NAFODU office handled 166 complaints to full completion there by transferring 11 complaints to relevant authorities for further action.

One of the significant impacts of the project was that the complaints against Police were more at the beginning of the project and kept on reducing as the project progressed. This change was noted by both NAFODU and the Police Commanders of the District where the project took Place. The continuous reduction of the complaints against Police is a good indicator of the change in the behavior of Police in the Project area. Since the good relationship between NAFODU, Police and members of the general public is going to be sustained in the long run, its hoped that Police will continue to respect their codes of conduct and stick to their roles of keeping law and order in society.

### **III. POLICE COMMANDERS REGIONAL MEETING TO DISCUSS THE STRATEGIES FOR SUCCESSFUL IMPLEMENTATION OF THE PROJECT**

**On 16/02/2010 NAFODU staff held a consultative meeting with the district coordinators.** Where by Practical matters were handled by Ms. Turinawe Cleophas, Mr. Orishaba Bagamuhunda Justus NAFODU Executive Director gave a keynote speech, harmonizing the tasks for coordinators and overview of NAFODU-police Community Partnership Forum, Ms Korugyendo Joseline discussed on how to handle clients, NAFODU volunteers Network coordinator Ms. Kyomugasho Nightingale talked about the role of District Coordinators in enhancing the effectiveness of NAFODU work. NAFODU organized this regional meeting to enable district Police Commanders share experiences regarding Police integrity and how best the Police could regain public trust and confidence. Police officials were from the districts of Kabale, Kisoro, Kanungu, Rukungiri and Ntungamo. NAFODU used this meeting with Top Districts Police Officials to develop the strategies for successful implementation of the project. Thus the regional meeting also served as a planning meeting for successful implementation of the Project.

NAFODU conducted follow up interviews with Police Commanders to assess effectiveness of the regional meeting. All the 54 participants were interviewed including NAFODU staff to get their insights regarding the regional Meeting with Police Commanders. All participants expressed their satisfaction regarding the meeting saying their got an opportunity to express their inner feelings regarding the work of Police. The Police commanders noted that it was their first ever meeting for them to interact and discuss their work and how it affects the community. During the interviews, the Police Commanders thanked NAFODU for having planned to work with security organs to help bring security services to people. All emphasized the importance of police being present on daily basis in their respective districts to prevent crime. Police Commanders noted that they will live up to their expectations and called upon junior police to work with NAFODU in carrying out

community policing but said that different approaches should be applied in order to impact the community. During the interviews, all commanders pointed out that they will now embark on a strategy of going down to sub counties and village level to monitor the conduct of the junior Police Officers. They also expressed their desire of continuing to partner with NAFODU in community policing.

The conclusion is that the meeting enabled Police Officers to share experiences regarding Police integrity and enabled them know exactly what transpired in communities which in turn led to an understanding of regaining public trust and confidence from the members of the Public. The meeting led to development of strategies for improving Police Integrity which consequently led to the success of the Project. It would have been very difficult to accomplish all what we did without the support of the District Commanders

#### **IV. POLICE ETHNICS TRAINING**

NAFODU organized four training workshops in each district (20 training workshops for all five districts) aiming at improving Police Understanding of their own codes of conduct, and how the codes of conduct affect their performance and access to justice.

During the month of April, NAFODU in collaboration with partnership for Transparency Fund, PTF engaged in training all Police officers in Southwestern Uganda in matters of their ethics and professional code of conduct. The first two training workshops were held on 8th April 2010 in Kabale and Kanungu Districts. On 12<sup>th</sup> April 2010, NAFODU organized the first training workshop for Police Officers in Kisoro. On 15<sup>th</sup> April 2010, NAFODU organized training workshops in Rukungiri and Ntungamo Districts.

On 15th July 2010, NAFODU organized the second training workshops in Kabale and Kanungu Districts. On 19<sup>th</sup> July 2010, NAFODU organized a second training workshop for all Police Officers in Kisoro while on 22<sup>nd</sup> July 2010; NAFODU organized the two final training workshops in Rukungiri and Ntungamo districts.

All the training workshops provided an opportunity to Police Officers to ask a series of questions concerning ethics within the police community, so that police forces know how to respond to a particular situation. The Trainings also enabled Police Officers to learn and understand the constitution where they derive their powers from. The training aimed at helping Police officers to understand codes of conduct and basic standards of policing in Uganda Each training workshop involved training 40 participants and will last for one day. Therefore, in each district, 160 Police Officers were trained. Below is the training programme that was followed in all workshops

<b>Time</b>	<b>Activity</b>	<b>Resource Person</b>
<b>8:00am-8:30 am</b>	<b>Arrival and Registration</b>	<b>NAFODU Secretariat</b>
8:30am-9:00am	Opening remarks (brief background on NAFODU and essence of the training)	Orishaba Bagamuhunda Justus-NAFODU Executive Director
9:00am-9:40am	The Role of the Police in fighting corruption, promoting Transparency and accountability in Uganda. Overview of Police abuses of demanding for	Ms. Turinawe Cleophas-Anti-corruption Program Coordinator-NAFODU

	mobilization fees to register cases, misuse of the police bond, frequent transfer of cases files between police officers leading to payment of extra fees and loss of case files	
9:40am-10:10am	<b>Plenary discussion</b>	<b>Participants</b>
10:10am-10:40am	<b>Break tea</b>	<b>Responsible Hotel</b>
10:40am-11:20am	Maintaining higher ethical standards for Police Personnel in South Western Uganda (over view of factors negatively influencing Police ethics including changing moral standards of contemporarily society, Police Officers working Environment and societal perceptions, images and expectations of the Police)	Top District Police Official in charge of Community Policing
11:20am-11:50	<b>Plenary Discussion</b>	<b>Participants</b>
11:50am-12:30pm	Ethical standards for the Police in Uganda (overview of codes of conduct and roles and responsibilities of the Police as laid in the Ugandan constitution of 1995)	Korugyendo Joseline-NAFODU-Human Rights program Coordinator
12:30pm-1:00pm	<b>Plenary Discussion</b>	<b>Participants</b>
1:00pm-2:00pm	<b>Lunch</b>	<b>Responsible Hotel</b>
2:00pm-2:40pm	Developing a comprehensive strategy to improve ethical conduct of Police including requirements for achieving necessary standards of police integrity, having a policy of zero tolerance to corruption, developing a Police Values statements that all Police Officers ought to subscribe to and how to promote a conducive climate supportive of Police ethical behavior	Mr. Orishaba Bagamuhunda Justus-NAFODU Executive Director
2:40pm-3:10pm	<b>Plenary discussion</b>	<b>Participants</b>
3:10pm-3;40pm	<b>Final session.</b> This will be a brain storming session. Participants will be divided into 4 groups and they will be asked to list down three effective methods promoting Police integrity. They will also be asked to outline what they will do to wipe out police abuses of demanding for mobilization fees to register cases, misuse of the police bond, frequent transfer of cases files between police officers leading	Ms. Korugyendo Joseline-NAFODU Human Rights Program Coordinator and Participants



	to payment of extra fees and loss of case files	
3:40pm-4:20pm	<b>Groups report back</b>	<b>Group Representatives</b>
4:20pm-5:00pm	Formulation of recommendations and action plans for the proper care of complainants	Participants
5:00pm-5:20pm	Evaluation of the training	Ms. Turinawe Cleophas-NAFODU anti-corruption program Coordinator
5:20pm-5:30pm	<b>Closing Remarks</b>	<b>District Police Commander</b>
5:30pm	<b>Evening tea and Departure</b>	

### **Evaluation of the Training workshops**

In a bid to understand the impact of the training workshops, NAFODU organized informal follow interviews with trained police to ensure the well understanding of codes of conduct and the impact from the training in enabling police officer's performance. NAFODU assessed the efficiency of this activity by comparing the number of complaints received at NAFODU office with the year before. The assessment provided an opportunity to note a possible decrease of the complaints due to police bad treatments and behaviors, or corruption reports.

#### **Responses for the participants of the Police Ethics training workshops organized by NAFODU in Kabale Uganda and Funded by PTF 2010**

NO	Variable		4	3	2	1
		Total No of participants	No of People	No of People	No of People	No of People
1	Organization and Communication before the workshop	800	600	155	45	
2	Arrival, Check in and registration	800	715	55	30	
3	Opening remarks	800	777	13	10	
4	Timing of the workshop	800	756	26		
5	Quality of presentations	800	797	3		
6	Quality of discussions	800	795	5		
7	Quality of recommendations	800	792	6	2	
8	Effectiveness of workshop program and time use	800	795	5		
9	Accommodation	800	800			

Out of the 800 workshop participants, 600 participants (75%) felt that Organization and Communication before the workshops was excellent and 155 participants (19%) said it was very good and while 10 participants (6%) said it was fair. On Arrival, Check in and registration, 715 participants (89%) noted that it was excellent and 55 participants (7%)

noted that it was very good. while 30 participants (4%) noted that it was fair. On opening remarks, 777 workshop participants (97%) said the opening remarks were excellent and only 13 participants (2%) noted that it was very good. On the timing of the workshop, 756 participants (95%) said it was excellent, 26 participants 5% said it was very good. On quality of presentations, 797 participants (99%) noted that quality of presentations was excellent. On quality of recommendations, 792 participants (99%) said the quality of recommendations was excellent. As for the Effectiveness of workshop program and time use, 795 participants (99%) noted that workshop program was excellent. On accommodation and meals, all 800 participants 100% noted that it was excellent

In general, most of the participants confirmed that the workshops had provided them with the relevant knowledge, skills and experience necessary for them to effectively serve the members of the general public without abusing their public offices. Police officers appreciated NAFODU for establishing a good relationship between police and members of the general public and improving the welfare of police officers. They requested NAFODU in future to increase on the time of workshops in order to get into details with participants.

The next question required participants to give suggestions on how future workshops can be improved. The following suggestions were common among the responses of the participants

- NAFODU should continue organizing training workshops for Police Officers
- NAFODU should extend on the duration of the trainings from 1 day to something like four days to enable the participants learn more ethics
- NAFODU should engage other stakeholders in the communities like local council leaders and public members in police workshops.
- NAFODU should improve future workshop by rewarding the participants with certificates of attendance.
- Participants suggested that in future workshops NAFODU should invite both top police officers and junior police officers at the same time so that they share common knowledge and experience from one another.
- The NAFODU police community partnership forum should improve future workshops by ensuring general civic education about civilians' Human rights regarding police duties.

On of the important achievement is that after all the training workshops, the Police officers signed a resolution committing themselves not to abuse their powers. The formulated resolutions will enable police to stick to their code of conduct and ethical standards as a requirement for achieving police integrity, voiding police abuses, have a policy of zero tolerance to corruption and creating a conducive climate supportive of police ethical behaviour. For example, the Police Officers of Kabale, Kisoro, Kanungu, Rukungiri and Ntungamo signed the following Resolution

***We the Police Officers who have participated in this training workshop on Police Ethics organized by National Foundation for Democracy and Human Rights in Uganda (NAFODU) with the financial support from PTF***

*Bearing in mind that the Uganda Police force shall be nationalistic, patriotic professional, disciplined, competent and productive;*

*Acknowledging that the members of the Police Force in Uganda shall be citizens of Uganda of good character,*

*Recognizing that the Uganda Police force shall perform functions of protecting life and property, preserving law and order, preventing and detecting crime and cooperating with the civilian authority and other Security organs established under the Uganda constitution of 1995 and with the population generally,*

*Now agree as follows:*

- 1. We shall not engage our selves in any corrupt acts that are likely to tarnish our images,*
- 2. We shall ensure that our role of fighting corruption, promoting transparency and accountability in Uganda is upheld.*
- 3. With immediate effect, we have stopped Police abuses of demanding for bribes, demanding for mobilization fees to register cases, misuse of the police bond, illegal frequent transfer of case files between Police Officers with the aim of demanding for payment of extra fees by the complainants and continued loss of case files,*
- 4. We shall continue to maintain higher ethical standards for Police Personnel in Uganda.*
- 5. We shall respect the code of conduct for Police Officer in Uganda.*
- 6. We shall work to address the factors negatively influencing Police ethics like charging Moral standards, working environment among others.*
- 7. We shall work towards achieving necessary standards of Police integrity, having a policy of zero tolerance to corruption. And we agree to sign this resolution. They all signed which indicated their commitment to wipe down the police abuses and to bridge the gap between police and the general public.*

#### **V. USING RADIO PROGRAMS TO FOSTER DIALOGUE AND PROMOTE POLICE ACCOUNTABILITY:**

NAFODU sponsored weekly one hour radio programs on Voice of Kigezi and later on Freedom Radio in Kabale, Radio Muhabura in Kisoro, Radio Rukungiri in Rukungiri, Radio Ankole in Ntungamo and Kinkizi FM in Kanungu district with public information about laws governing payment or non payment of fees. Radio Programs raised awareness and stimulated dialogue on police behavior and how this affects to justice, transparency and accountability and social issues in South-Western Uganda. NAFODU emphasized radio programs because radio is the most accessible, affordable and widespread medium of spreading information in Uganda (9 out of 10 Ugandans listen to the radio, according to a 2007 Report by research firm the Steadman Group ). The radio program had four segments. The one-hour radio broadcast was divided into four segments.

- I. The first segment included the news headlines concerning cases of Police corruption, efforts from the governmental and non governmental sector to promote police integrity, cases of public concern regarding abuses by the Police as well as the real problems people face when they are seeking for the services of the police.

- II. The second segment included the presentation by NAFODU. The presentation entitled **“our role in improving Police Integrity”** focused on efforts to promote police integrity and stop the abuses committed by Police
- III. The third segment of the radio program was call in segment during which members of public ask questions and made comments regarding case scenarios in the first segment
- IV. Finally at the end of the radio program, the Police Officer present was asked to comment and respond to questions and concerns from the members of public regarding the Police abuses mentioned and was asked also to advise the general public on what actions should be done according to questions asked. In the next Radio Broadcast, the Police Officer presented a report to the members of the public actions that were taken regarding public complaints from the previous radio program.

## **EVALUATION OF THE RADIO PROGRAMS**

### **METHODOLOGY**

In assessing the impact of Rwanisa Oburi Bwenguzi radio program, NAFODU used the following to determine the results:

- Focus group discussion
- Listener’s response
- Interaction with the broadcaster
- Interaction with NAFODU
- Media analysis

Focus group discussion was held to feel the impact of Rwanisa Oburi Bwenguzi on different days of last week of broadcasting the program in all the districts of Kabale, Kisoro, Kanungu, Rukungiri and Ntungamo. Some 30 listeners were picked at random in various districts for the discussion. The methodology for discussion was as follows;

- i. Have you listened to Rwanisa Oburi Bwenguzi?
- ii. Can you name one particular program that impressed you most?
- iii. Do you think such programs will help improve Police Integrity and fight corruption in Police?
- iv. Should this program continue?
- v. What do you think about the presentation?

The listeners’ response was as follows:

In all the Districts, Responding to the first questions, 145 people said they listened to the radio program and only 5 people said they never heard the programs in their districts because they did not have cells in their radios but heard information from friends. On the second question, 135 respondents said Episode 6 impressed them most, 6 respondents said the 16<sup>th</sup> Episode was interesting, 5 respondents could not remember the episode but said that they remembered the topic on Police Bond impressed them most, 2 respondents said the episode of the fighting corruption in Police was good while 2 respondents said the episode where Kabale Police Commander Sebulide was the personality was the best. On whether the programs will help improve the Police Integrity and fight corruption in Police, 130 respondents said it indeed did, 10 said some police will have a spirit of anti corruption, 6 respondents said some parts of the programs especially corruption news will do and only 4

respondent said he hoped they would. On whether the program should continue, all 150 respondents said it should continue and should extend on time for program. Answering the last query, they all said they liked the presentation but said time was not enough for the presentations. They said time should be allocated to answering the listeners' questions.

In a general discussion, they all said Rwanisa Oburi Bwenguzi is very educative and that Police officials now fear to indulge in open corruption while the masses have been sensitized and can now report corrupt police practices.

Focus group discussion gave the impression that Rwanisa Oburi Bwenguzi is heard most and it should continue. The programs should continue so that NAFODU, Police and Members of the General Public can join hands and curb corruption out of Police in the country.

### **Listeners Responses**

150 listeners were chosen at random (30 in each district) and given the following questionnaire and this was their response

- I. Have you heard the program Rwanisa Oburi Bwenguzi?  
A [Yes 130 b] No 20
- II. Do you know the producer of the moderator of the program?  
Yes 143 No 7
- III. What is it that you like most in the program?  
A] Emphasis on Police Integrity 137 b] corruption news 13
- IV. How do you evaluate the program Rwanisa Oburi Bwenguzi?  
[a] Excellent 140 [b] good 10 [c] bad 0 [d] not at all impressive 0
- V. Should such programs continue on FM Stations  
[a]Yes 146 [b] b] No 4
- VI. Has the program changed your mind set on corruption in Police?  
Yes 146 No 4
- VII. Do you like the time of broadcast?  
Yes 148 No 2
- VIII. Will the program reduce police corruption in south western Uganda?  
Yes 142 No 8
- IX. What do you think the program should do in future?  
A] Cover police corruption cases directly on the spot 139 b] report corruption indirectly 6
- X. Do you like the style of presentation?  
A] Yes 145 b] No 5

The indicators from the listeners' responses can be summarized as

- “The radio program on Police Integrity is very popular and is heard most”.  
NAFODU is really an NGO of its Kind in Kabale
- “The moderator is known by many but few have never cared to know”.
- “Corruption in Police should be stressed directly”.
- “I now have all Phone contacts of Police Commanders in my district” Thanks to NAFODU Programs
- “Rwanisa Oburi Bwenguzi is excellent”.

- “The radio program should definitely continue”.
- “Rwanisa Oburi Bwenguzi is effective in improving Police Integrity and saving their Public Image”.
- “ At least now when aim blocked at the counter, I can call the District Police Commander”
- “The radio program’s timing is not enough as many people would wish to contribute to the discussion but cannot succeed”.
- “The radio program will contribute to control of corruption in Police”.
- We can freely associate with police officials because of the radio Programs
- “Corruption in Police should be covered directly on the spot”.
- “The style is palatable but can be changed over time”.
- Corruption in Police was a very difficult disease to treat but NAFODU has saved us.

From the interaction and questions answered by the listeners, the program is contributing much on people’s perspective about corruption in Police.

### **Interaction with the broadcaster**

The broadcasters were asked the following questions:

- i. Have you received any objectionable comment from the public on Rwanisa Oburi Bwenguzi?
- ii. How do you find NAFODU as the producer of the program?
- iii. Do you think such programs will help improve Police Integrity and fight corruption in Police?
- iv. Should this program continue?
- v. What do you think about the presentation?

All the broadcasters of Rwanisa Oburi Bwenguzi in Kabale, Kisoro, Kanungu, Rukungiri and Ntungamo, appeared highly impressed to have aired the program which they said was in line with the philosophy of their FM stations and would like to see the program commenced again.

Answering the first question, the broadcasters made it clear that no objectionable comment has ever reached their stations. Instead it was noted that after the broadcast day and some days later, the broadcasters received feedback from the general public on the broadcast. They said the feedback has been that of appreciation and the queries they had received were suggestive, most of them asking when and whether the program will resume. “The listeners are always asking me why NAFODU programs are no longer heard”, one broadcaster at Kanungu Broadcasting services said. Another of Radio Muhabura in Kisoro said that there is pressure from the listeners to have the program on air again.

On the second question, broadcasters noted that got impressed with NAFODU in their time management though sometimes they rushed in order accommodate all they had in their short time program, but their approach has been professional. One Broadcaster from Freedom Radio Commented. Another Broadcaster from Radio Rukungiri added that though it had broadcasted as an organization, it has given the radio a name for the fight against corruption in Police. Another broadcaster from Radio Ankole said “Its programs have been in line with those of our radio station”, he concluded. Also another broadcaster from Freedom Radio

said NAFODU programs will definitely help improve police Integrity and fight corruption in Police when taking into account the feedback he gets from the audience after the presentations.

On whether the program should continue, all said, “of course should”. They said the audience was pressuring the radio stations to have them resumed and they as the broadcasters were very anxious to have them heard again.

On what they thought on the presentation of the program, all said it was satisfactory and would see more added in future to make it excellent.

### **Interaction with NAFODU**

To determine the impact of the radio programs, the evaluation team interacted with the Executive Director of NAFODU and his responses to the following questions determined the results

- i. Do you think your program has achieved the objectives set?
- ii. Has the design of the program GWANISA OBURI BWENGUZI reflected the spirit of the project?
- iii. What has been your implementation experience?
- iv. What is the impact of the program?
- v. Has the program helped you in institutional development?
- vi. What next?

For response to the first query, NAFODU Executive Director noted that the programs achieved objectives especially in improving Police Integrity and building Public trust and Confidence in the work of the Police. The Executive Director noted that its media campaign against corruption in Police has been achieved. He further noted that the design of the program Rwanisa Oburi Bwenguzi was in line with the project.

The Executive Director noted that NAFODU’s implementation experience has been great but with the challenges met. “We have learnt to focus on addressing corruption in Police Directly and through raising awareness among the People the Police serve; we have learnt ways of reporting corruption in Police and disseminating the information on corruption in Police and to be professional in reporting by directly reporting the corrupt. We have as well learnt to be more organized than before”. The Director noted

The Executive Director further said the impact of the program was great, the listeners saw it as educative and sensitizing, the police have put in more effort in their activities, the government appreciates our programs and the IGG works with NAFODU in investigating corruption practices in Police, the victims of corruption in Police who came to report to NAFODU offices were mostly listeners of the program and the media people saw the programs as a blessing to the press. The program has helped NAFODU in institutional development because the organization has not been well institutionalized. But we have learnt to institutionalize what we have so far done and what will be done in future. NAFODU has been able to establish good links with all Police stations in the area of operation and now it will be easier for NAFODU to work directly with the Police force. In other words, the Programs improved on networking with Police in the area. NAFODU has

developed a plan and is looking for more resources to run the program smoothly. Much is done to see a lot is achieved and people are more aware of corruption in Police than before using the radio as a source of sensitization.

### **Interaction with the media**

The program was analyzed in four ways

Approach: This was examined from the view point of theme- focus, stress, purpose and style. Five episodes were chosen from each district.

Interviews: Interviews were analyzed on the basis of study and 10 personalities from each of the districts were chosen at random.

Issues: The program has been explained by the various issues incorporated in its various episodes. 10 of them have been picked up and studied on random basis from each of the district.

Presentation: The program has paid attention to the component of presentation of the program. 7 episodes have been selected for this purpose from each district.

## **CONCLUSION AND RECOMMENDATIONS**

### **CONCLUSION**

NAFODU is proud to have implemented NAFODU police community partnership forum with success and efficiency. It reached its aim as the project increased police awareness on existing codes of conduct by implementing five trainings workshops in South-Western Uganda for police officers, and influenced the policies and actions of police officers and district officials by developing a comprehensive public information and advocacy campaign. This public information campaign included the organization of radio broadcasts with public information about laws governing payment of fees, corrupt practices of the police community in South-Western Uganda, and building the capacity for NAFODU Monitors in all the five districts to monitor and report any corrupt act involving the police.

### **RECOMMENDATIONS**

#### **The following are recommendations to NAFODU**

- I. NAFODU should continue the partnership with Police and continue to engage them in its activities of corruption awareness and Preventions
- II. NAFODU Staff and Monitors should continue to monitor Police Performance by reporting on quarterly basis issues related to the four areas of abuse to the top Police Officials in the five districts of south Western Uganda. In cases where abuses occur, sanctions should be made and NAFODU should continue to collaborate with police to implement activities aimed at corruption prevention and saving the integrity within police in South-Western Uganda.
- III. The community monitors should continue to be engaged in community policing to build public trust and confidence and save the integrity within the Police force in south western Uganda.
- IV. NAFODU should thus foster its links with the Police Force in the region in carrying out activities aimed at corruption prevention and saving the integrity within police community.
- V. NAFODU should share PTF lessons learned and possibly implement future projects depending on these lessons.



- VI. NAFODU should continue to use its network of Monitors to track and Monitor the conduct of Police in the project area to ensure that the benefits of the project reach all citizens
- VII. NAFODU should continue to organize training workshops, radio programs and meetings with Police Commanders to review the progress of the Forum
- VIII. There should be open membership to the Forum and members of the general public should also be accepted in the membership

**The following are the recommendations drawn from implementation experience to Police Officers**

- I. Police Officers should be Responsible and accountable, where police officers should be personally being accountable for their actions and omissions.
- II. Police Officials should Obey law orders, abide by the law, police officers should support each other in execution of their duties.
- III. Honesty and integrity should be emphasized; police officers should not compromise or abuse their position through misbehavior.
- IV. Police officers should only use force when it is necessary; relatively equal to that of the suspect. The force should be a disciplinary body unless there is urgency to apply force to the suspects.
- V. Authority and respect, police officers should not abuse their powers or authority but respect the rights of all individuals.
- VI. Equity where Police officers are obliged to act with fairness and impartiality, they should not unlawfully discriminate people on grounds of sex, creed, religious and Political affiliations.
- VII. Confidentiality where Police officers are to treat information with respect; access or disclose it only for a legitimate Police purpose. Police officers were to respect the secret act which states that ‘any police officer who unlawfully discloses Police secrets is liable to punishment’.

**END**