

**SELECTED INTERNAL AND EXTERNAL ORGANISATIONAL FACTORS
AFFECTING POLICE PERFORMANCE IN CONTROLLING CRIMES IN
JUBA COUNTY, CENTRAL EQUATORIA STATE
SOUTH SUDAN**

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**A Thesis Submitted to Graduate School in Partial Fulfilment of the Requirements for the
Master of Arts Degree in Security Management of Egerton University**

**EGERTON UNIVERSITY
SEPTEMBER, 2024**

DECLARATION AND RECOMMENDATIONS

Declaration

This Thesis is my original work and to the best of my knowledge has not been presented for examination of any degree in any institution or university



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Recommendation

This research Thesis has been submitted for examination with our approval as university supervisors



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DEDICATION

To my children, Chohok, Aruai, Amuwong, and Aluel, may this work be an inspiration for you to reach greater heights in academics.

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I acknowledge the goodness of the Almighty God for granting me life; good health and understanding that enabled me to undertake this work. I am grateful to Egerton University for giving an opportunity to undertake my master's degree. I acknowledge my supervisors; Prof Hadija Murenga and Dr. Paniel Mwaeke for their scholarly comments, guidance and sincere criticism, which helped shape my research work, and without whose support, this work would be incomplete. I remain greatly indebted to them.

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ABSTRACT

This study sought to assess the factors affecting the police performance in controlling crimes in Juba County South Sudan. The study was motivated by increasing crime rates in Juba despite police presence in the area. The study was guided by three objectives; (i) to assess internal organizational factors affecting police performance in controlling crime in Juba County South Sudan, (ii) to examine the external factors affecting police performance in Juba County South Sudan and (iii) to identify mitigation measures to improve police performance in controlling crimes in Juba County South Sudan. The study was grounded by the contingency theory of management and adopted a case study of qualitative design. The main method of data collection was the questionnaire and interviews. The study comprised of 158 main respondents and 10 Key Informants. The census sampling Method was used to select respondents for the study. Data was analyzed using SPSS software. Internal organizational factors that affected police performance in controlling crimes in Juba County South Sudan were rated high with a response mean value of 3.97 and STD of 0.67 and the external organizational factors affecting police performance were rated high with a response mean of 4.16 and STD of 0.65. The study addressed the major mitigation measures that will improve police performance in controlling crimes in Juba County South Sudan and the respondents agreed with a mean value of 3.55 and a standard deviation of 0.66. The study recommends the need for a comprehensive police reform supported by the government, reduced interference from non-state actors, respect for rule of law, and prioritizing of the Police institution through increased resource allocation by the Ministry of Finance and Planning.

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LIST OF ABBREVIATIONS AND ACRONYMS

AML/CFT	:	Anti-Money Laundering/Countering the Financing of Terrorism
AES	:	Alternative Education System
COBIT	:	Is an IT Management Model for Protection and Control of Security Information
GOSS	:	Government of the Republic of South Sudan
NPF	:	Non-Violence Peace Fund
PoC	:	Protection of Civilian Camp
SPSS	:	Statistical Package for Social Science
SSPS	:	South Sudan Police Service
UNDP	:	United Nations Development Fund
UNFPA	:	United Nations Population Fund
UNICEF	:	United Nations Children Fund
UNMISS	:	United Nations Mission in South Sudan

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Police service is relatively a recent introduction in South Sudan. After Sudan attained independence in 1956, few southerners were accepted into the police training college in Khartoum. It was not until after the signing of the Addis Ababa Agreement, which ended the first Sudanese civil war (1955–72), that a police force was created for the Southern Sudan Autonomous Region. The first regional police commissioner, Ruben Mach, a Dinka Bor from Jonglei state, commanded approximately 6,000 men. Between 1972 and 1983, the number of southern officers who graduated from the police training college in Khartoum rose slowly. Many of these officers would later join the SPLA; they currently form the officer core of the SSNPS. They are commonly referred to as ‘police by profession’ to distinguish them from officers who were drawn from the SPLA and lacked prior policing experience.

Since 2005, several legal frameworks have been advanced to guide the establishment and development of the SSPS. The 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 a 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.

On a global perspective, comparable problems related to disorder, lack of public safety and crime have been well documented in Western cities around London, Paris, New York and Chicago (Alemika & Chukwuma, 2000). Building safe and secure communities is a prerequisite and any development efforts should recognize the critical role of personal and community safety especially in the developing world by preventing crime, ensuring community safety and building greater community trust in the law and those who enforce the law should be availed with necessary resources to diligently perform their duties (Haugen & Boutros, 2014). According to an international victimization survey, crimes rates are on the rise in the cities such as Asia and neighborhoods in which one person out of 13% was a victim of crime Hamai and Ellis (2006)

argued that Japanese society has grown far more precarious since the early 1990's through the findings of the whitepaper on Crime⁴ issued by the Ministry of Justice which noted that violent crime had significantly increased to 80 percent between 1991 and 2001.

In Africa specifically Nigeria Onyeozili, (2005), noted that police are occasionally negatively sanctioned when their job performances are unfavorable, he further noted that most of the allegations labelled the police are usually genuine and they include corruption, delays in the administration of justice, perverseness and arbitrariness which pose a serious obstacle for effective policing. Several other factors such as ethnicity, God – fathers', inadequacies in resources and management, police funding problem and discriminatory practices have weakened the police structures and effective policing (Uma & Eboh, 2013). In Uganda East Africa, Police performance has been frustrated and compromised by inadequate pay, inadequate training, and influence of the appointing authority, poor accommodation and inadequate funding among others. These factors have contributed to the poor performance of the police (Uganda Police Force, 2010).

South Sudan has emerged from protracted disputes over the past forty years with the Khartoum government, and the impacts of these conflicts have affected performance and capacities of entire service deliveries in South Sudan police services (SSPS) in Juba County in Jubek state. However, the main objective of South-Sudan police service is to maintain law and order, provide security to the citizen and protect their properties as well. Moreover, in current situation, in Juba County, South Sudan police service is being characterized with corruptions, incompetent police officers with low education, nepotism and unsatisfactory performance.

World Development Report (2013). In addition, there are high prevalence rates in criminal activities, such as armed robberies, with gunpoint; abduction for ransom among citizen population by unknown assailants is increasing in Juba town due to a very weak security police patrol and poor law enforcement against perpetrators and duo. Furthermore, some communities living in the outskirts of Juba town, such as Shirikat, Konyo-Konyo, Lologo Markets have experienced insecurity during night hours. More especially, breaking doors and windows of the residents. Hannagan (2005) indicated that factors such as internal and external organization factors have majorly interfered with police performance for effective security management, especially in most low developed countries in Africa.

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 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 law rather than to Government. The United Nations Millennium Development Declaration (2000), highlight that one of the ways of alleviating poverty is by offering security and providing opportunity 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 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.

1.2 Statement of the Problem

According to a public opinion survey carried out in South Sudan in 2008, many South Sudanese viewed the Police and other armed groups as the major sources of insecurity and perpetrators of crime as well as human rights abuses. South Sudan police institution has faced a lot of security challenges specifically in the outskirts of Juba City where there have been unprecedented criminal cases such as armed robberies, assaults with gunpoint and ransom. This has been due to protracted civil wars which lasted several decades, and only ended by the signing of the comprehensive peace agreement among warring parties in January 2005 in Naivasha Kenya. The ineffective control systems of the time, inability to counter police corruption, negated the notions of accountability, transparency and effectiveness and contributed to the image of a despotic police contributing to, instead of preventing, disorder and crime and enforce laws. The police corruption and the current, political and socioeconomic crises have significantly affected police performance in South Sudan hence making it difficult to control crimes in South Sudan. More still, it has been revealed in this study that there has been insufficient information in literature and documented studies, especially in the context of police and control of crimes and this has resulted in poor performance of the Police force in controlling regular crimes. It is against this background

that the current study sought to assess and provide more insight on the external and internal organizational factors affecting Police performance in controlling crime and identified mitigation measures that will improve the overall Police performance in controlling crimes in Juba County South Sudan.

1.3 Objectives of the Study

This section presents the broad and specific objectives of the study as presented below:

1.3.1 Broad Objective

The broad objective assessed the external and internal factors affecting police performance in controlling crimes in Juba County South Sudan

1.3.2 Specific Objectives

This study was guided by the following study objectives.

- i. To establish the internal organizational factors affecting police performance in controlling crimes in Juba County South Sudan
- ii. To analyze external organization factors affecting police performance in controlling crime in Juba County South Sudan
- iii. To identify mitigation measures to improve police performance in controlling crimes in Juba County South Sudan such that peace and security is promoted

1.4 Research Questions

This study was guided by the following research questions.

- i. What internal organizational factors affect performance of police officers in controlling crimes in Juba County South Sudan?
- ii. How do external organizational factors affect performance of police in controlling crimes in Juba County South Sudan?
- iii. What mitigation measures will improve police performance in controlling crimes in Juba County South Sudan?

1.5 Justification of the Study

The traditional roles of police officers are to maintain laws, orders and provide security to the entire citizen, and to protect their properties as well as arresting perpetrators and take them to the courts of justice, according to international center for the crime (Maurice et al., 2001). However, the poor performance of police officers such as corruption and nepotism, coupled with low education and qualifications have increased criminal rates and decreased responses to the criminal reporting in the police institution of Juba County South Sudan. In addition, the weak security information and weak legal framework have also affected effectiveness of service delivery in controlling crimes. However, the study provides insights on the roles of police and security personnel on crime control, and the study is further useful to the State Ministry of interior to develop a security policy and strategy, to improve security performance of the police in Republic of South Sudan. In addition, the study will be useful to certain private sectors, individual practitioners, universities and scholars undertaking similar study or to find out insecurity conditions and challenges among others.

1.6 Scope and Limitations of the Study

The study was carried out in Juba County South Sudan. Juba is the capital and largest city of South Sudan. This current study assessed the external and internal factors affecting police performance in controlling crimes in Juba County South Sudan. The study targeted Police officers, Ministry of Justice, Ministry of interior, and Judiciary systems. Sample size of 218 respondents was chosen using Krejcie and Morgan (1970) table of sample size proportionate random sample technique. The researcher encountered some challenges as some respondents were not willing to share information or their experiences and this was a hindrance to data collection. The researcher assured them that the information was not to be shared with anybody and was only to be used for academic purposes and the good prosperity of their occupation.

1.7 Definitions of the Terms

Capacity of Security Personnel to Control Crimes: This refers to professional capabilities and competency level of security personnel in controlling and management of public crimes. This can be measured by institutional factors affecting police performance in controlling crime rates.

Controlling: This is defined as a process of monitoring, comparing, and correcting work performance (Robbins & Coulter, 2017).

External Organizational Factors Affecting Police Performance: This term was used to mean; Political interference, Economic Factors and the Problem of trust in police community relations.

Institutional Factors: This refers to positive and negative factors influencing an organization's success and failure such as competent and incompetent level of employee within institution.

Internal Organizational Factors: This term was used to mean; Too layered hierarchical organizational structure, Staff incompetency to provide effective service delivery, Poor remuneration, Lack of discretion among lower ranking officers and Poor leadership styles within the rank and file.

Security Information Management: Refers the approach of collecting security related information, storage of security information and protection, including analysis of the security information and using computerized system to minimize leakage of the security risk.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

Chapter two reviewed literature related to the study from global, regional and local perspective. The literature is reviewed under the following three sub-topics created from the specific objectives: Internal and external organizational factors affecting police performance in controlling crime, and mitigation measures to improve police performance in controlling crime. The chapter also presents a theoretical framework that explains how the situation is on the ground. And finally, the chapter presents a conceptual framework that explains the relationship between the independent and dependent variables as used in the study.

2.2 Internal Organizational Factors affecting Police Performance in Controlling Crimes

According to a report published by Small Arm Survey (2017), the current Information about SSNPS force composition and structure—as provided by interviewees and planning documents prepared in 2013 is difficult to corroborate. It is clear, however, that the police force has grown continuously since 2011, mainly due to the integration of militias and new recruits.

While an unknown number of militia members have been integrated into the SSNPS, one senior police officer suggested that they could account for nearly half the police force, although this claim cannot be independently verified and has been contested by other senior police sources. According to interviews with police officers and SPLA–IO officials, up to one-third of the police force in the Greater Upper Nile region may have defected after the conflict began in 2013. In response to defections across all the organized forces, the SPLA undertook an aggressive recruitment campaign, focused mainly on the Greater Bahr El Ghazal region. Most of the new recruits from this region were Dinka, fueling the potential for ethnic divisions within the security services in South Sudan. Their numbers have not been reported and remain unknown. The South Sudanese government has made the restoration of security as 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 by its efforts to transform the arm and organizes force from a guerrilla fighting force into a professional army and officers in uniform (Osland et al., 2007). 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 (SSNPS) is a part of the security and law enforcement agencies, along with the Prison, Wildlife, and Fire Brigade Services.

The current study found out that the integration of militias into the police force contributed to cases of impunity due to lack of training in policing matters and a weak legal framework hence making it complex for police to investigate and control crimes in Juba County South Sudan.

Internal organizational factors refer to all aspects of influencing factors within an organization such as staff competences, qualification and capabilities, availability of finance and resources, organizational culture and staff integrity and honesty to provide effective service delivery (Tran & Tian, 2013). The rights and responsibilities of the police are the duties aligned with the state's primary responsibilities of guaranteeing peace, safety, and security of the people in the society. Reiner (1993) states that police are special carriers of state's bedrock power and are the agents with authority for legitimate use of force for maintaining public and private goods and services. In this regard, the police defend the character of the state as a capable political organization, protecting and preserving the interests of the entire society. When police abandon their legitimate functions, society is vulnerable to insecurity, crimes and brutality. In the face of ever-increasing acts of lawlessness, social disorder, armed robbery, political assassinations, village rivalry and hatred, police involvement in the collection of bribes and private gifts is unfriendly to the peace and security of the society (Maurice et al., 2003). This situation portrays the police in bad light and hinders the institution to effectively control crimes in Juba County South Sudan.

The police play important roles without which the sustenance of order, legality, development and democracy may be difficult (Clean Foundation, 2014). Alemika (1988) points out that police officers have negative perception of their duties, especially, when they are scheduled to work round the clock. Police negative perception affects their ability to focus and maintain professionalism. The society sometimes turns against the police when policing resorts to the use of coercion to secure social control.

According to the Sudan Tribune (2009), it was reported that the Public lacked confidence in the police and the primary reason for this perceived lack of police confidence was exhibited through police unprofessionalism, their lack of means and material (such as uniforms and equipment) and corruption. This may be because most police officers are former SPLA soldiers who joined the police service without proper civilian police training. It also relates to the very

limited budget available for capacity building, equipment and training of the police. In addition, although the government has mandated the establishment of public grievance units at all police stations to receive and investigate complaints of police conduct, this has yet to be implemented in practice, which probably means that corruption and other abuses of power continue unabated.

Moreover, nearly half of those interviewed also noted a lack of co-ordination among different departments as a reason for poor police performance. This reflects the rising tensions and clashes between the police and the SPLA, which are largely due to the continuing lack of clarity of legal structures and jurisdictions, and a tradition of SPLA dominance over all security roles.

The report further revealed that public opinion on police performance in terms of respect for human rights had declined particularly among youth. This is in part due to arbitrary arrests and violations of basic rights by some police officers. For example, in October 2008 and in January 2009, in Juba and Bor respectively, some young women and men were arrested by the police because they were wearing very tight jeans and short skirts. The police claimed that the young women were dressed inappropriately, which made them vulnerable to rape. Sudan Tribune (2009). All these factors limit the performance of Police in controlling crimes in Juba County South Sudan.

2.2.1 Leadership Structure at the National and Local Levels

SSNPS operations are led by the IGP, who is appointed by the president, along with the DIGP, as noted above. Under the IGP and the DIGP, six assistant IGPs oversee training, operations, administration, logistics, traffic, and the Criminal Investigations Division (CID). Two directors general oversee customs and immigration. The SSNPS leadership sits in Juba at multiple sites, including at the ministry of interior and at Buluk police headquarters. At the state level, the highest police authority is the state police commissioner. The county chief inspector of police, the local *payam* (district) police inspector, and the *boma* (village) police-officer-in-charge hold administrative and operational authority at the local level. These officers have direct interactions with local communities and very little communication with the police leadership in Juba. At the local level, there may not be a strong police presence and communities may continue to rely on the SPLA and LSAs for security and protection. The inability of the police to access vehicles and communications equipment has also hampered their ability to meet the needs of the rural communities they are charged with protecting. The security needs of communities thus remain largely unmet by the police.

Community members in a remote part of Mayom county, Unity state, reported that there had been no police presence for weeks or months at a time. The county chief inspector of police, who echoed their assessment, explained that he kept his forces with him at county headquarters to ensure they would not cause problems with the local community. While the Police Service Act sets out a centralized police command structure, the reality on the ground in South Sudan is quite different. Power and authority tend to be highly decentralized and logistical challenges make it difficult to deploy a police presence in rural areas.

Due to the devaluation of powers at the local level, the SSNPS was only constituted at the levels of Southern Sudan and the States of Southern Sudan. The inspector general of the SSNPS is appointed by the president of the Government of Southern Sudan on the suggestion of the relevant minister and subject to the Council of Ministers of the Government of Southern Sudan's approval.

The SSNPS was placed under the Ministry of Interior's command in 2006. Although the SSNPS 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 own 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 which use them to form militia and defense groups, continuing the cycle of violence (Sedra, 2010). 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 on police to combat crime.

2.2.2 Poor Remuneration

Poor remuneration is among the SSNPS' biggest concerns as only forty per cent of the GoSS budget is allocated to defense, leaving the police sector to compete with other government institutions for the limited sum of money which remains. Limited resources mean that although the police leadership is aware of many of the problems facing its force, it is unable to address these

challenges. For example, in 2007, the police budget was only \$50.3 million. Over 80 per cent of this was fed directly into paying the salaries of the ever-growing force, leaving little for training or building the capacity of the police.

Resource constraints, both human and financial, are at the crux of the failure to address many of the issues with police performance. Over the past couple of years, the SSPS has been working to boost its membership so that it can effectively patrol South Sudan. While ranks have grown, minimal and unreliable pay and benefits have posed challenges to both recruitment and motivating professional behavior. The government recently increased police salaries despite its intent to limit spending as oil revenues decrease because of a dispute with Sudan. It remains to be seen whether newly augmented salaries will be paid, but the raise represents an encouraging recognition of the need to pay police officers a living wage. In a related development, not only is the problem of salary and benefits a challenge but the problem of imbalance of work and life, especially in the aspect of the imbalance of manpower and workload, also influences the effectiveness of the SSNPS. It was indicated that the factor concerning the imbalance of manpower and workload was an obstacle to the effectiveness of police work performance. Clearly, the issue of the imbalance of manpower and workload directly affects the performance of police (Hongto, 2006).

More still, the police still complain of inadequate and irregular pay with unpredictable, if any, pay raises. The meagre budget allocation for the police has also resulted in unmet promises. A case in point is at the March 2008 police leadership conference in Juba, resolutions were made to guarantee the welfare of SSPS officers through the establishment of workers' co-operatives, accommodation facilities for all officers and support packages for families of police officers who are killed in the line of duty, though some of these may be addressed – at least on paper as the new Police Act is operationalized. All these provisions have yet to be realized. Chiefs and judges who provide related services in the criminal justice sector are also affected by poor compensation and irregular pay, leaving them vulnerable to bribery and other forms of corruption while performing their regular duties (Armstrong & Murlis, 2007).

2.2.3 Illiteracy of the Police Force

Approximately 80 percent of SSPS personnel are functionally illiterate. Without basic literacy skills, most police officers are not able to adequately perform their duties or fully benefit

from the training that is provided. Tasks such as note-taking and writing reports of cases are impossible without the ability to read and write. The SSPS is addressing this problem, but teaching upwards of 25,000 individuals will take time. Relatedly, training officers with an emphasis on police skills that are respectful of basic human rights is also an ongoing challenge. The SSPS is addressing the fact that many of its members have little or no formal education by retiring elderly officers and the illiterate that it inherited from the Sudan People's Liberation Army (SPLA) and by focusing recruitment on youth with at least secondary education. Notably, many of the available advanced training sessions are provided by aid donors and focus on their priorities, such as protection of very important people and special weapons and tactics. Community-level conflict mediation skills and courses in safely directing traffic would be much more valuable to the vast majority of police officer.

More still, the limited police budget is increasingly consumed by salaries, leaving inadequate funding for training, equipment and infrastructure. In addition, close to 90 per cent of the police force are completely illiterate hence making the basic police tasks challenging. It is also reported that most of the police officers are approaching retirement age and need to be replaced by young officers. Despite the fact that 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 national recruitment (Giffen, 2010; Salahub, 2011; Small Arms Survey, 2008). The limited police budget and poor remuneration has increasingly made it difficult for the Police to effect control crimes. Early studies of the relationship between education and crime focused on their correlation conditional on measured individual and family characteristics using standard regression methods.

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. The current study found out that

the high illiteracy rates contributed to poor performance of police especially regarding interpretation of the laws, taking witness statements, generating reports and police references from the apprehended persons.

2.2.4 Violation of the Police Code of Conduct

Considering this as one of the most important subjects taught at police training institutions, one could easily see that it is permeated with military ethos especially in the areas related to the police chain of command and the relationship between senior and junior staff. At the external level, the semi-military behavior in dealing with the public has seriously affected the police image as part of the civil service. On the other hand, at the internal level, lack of transparency and the rigid chain of command give senior officers absolute power over their subordinates. This situation has created serious ethical problems to the extent that policemen no longer trust the system and feel powerless in their relationship with their officers, and junior officers feel the same towards their seniors. Practically, the Inspector General of Police and other senior officers at the top of the structure have absolute power over police staff and resources. This absence of rule of law and lack of democracy and transparency foster doubts about the efficiency of the system and cultivate a fear of police leaders. Consequently, many rumors of corruption and power abuse have poisoned the internal environment of the police force. The dilemma for South Sudanese society is that they are fully aware of this grim picture inside the police force, and therefore, their trust in the police as an institution and its staff is limited. In conclusion, the accumulation of all these problems places serious obstacles to the normal functioning of the police institution hence culminating in poor performance.

2.2.5 Lack of Proper Recruitment Procedures

The Police Service in South Sudan lacks proper recruitment procedures as disbanded SPLA soldiers remain the main source of recruitment for the SSPS and political will in government for better recruitment procedures, such as vetting, remains very low. Partly because of the influx, the police service faces significant training and capacity challenges. It is reported that 90 per cent of SSPS members are completely illiterate in both Arabic and English, making it difficult for them to understand or enforce the law, conduct investigations or manage cases. Many of these police officers are heavily militarized as they have spent their entire careers as part of the SPLA forces,

operating according to a different set of goals and procedures than is appropriate for a civilian police service. Existing police officers can also be difficult to retrain, as 70 percent of them are approaching the end of their careers. It is also important to note that although large numbers of women contributed to the Sudanese war effort as active combatants and many have been integrated into the police service, the potential contributions they could make to improving the effectiveness of the SSPS as a civilian police service have not been identified as priorities, nor have the women's different needs and experiences received much attention or support. The current study found out that the lack of proper recruitment procedures largely contributed to staff incompetence which has affected the police performance in controlling crimes in Juba County South Sudan.

The SSPS's Strategic Development Plan (2008–2011) indicated its goal of establishing a Central Training and Development Unit (CTDU) in Juba; a Southern Sudan Police Training Academy in Juba; 10 State Training and Development Units (STDUs) in each of the 10 states; and 10 State Training Academies, to ensure the delivery of standardized yet regionally sensitive police training in Southern Sudan. This clearly shows the SSPS's ambition to train existing police officers and recruit new and educated members who are more cooperative to training programs that might be developed, but the plan has not been fully implemented because the SSPS's limited budget is largely consumed by the salaries of the ex-SPLA members who are integrated into the police force. The current study indicated that SSPS's failure to fully implement the Strategic Development Plan contributed to poor performance of Police in controlling crimes in Juba County South Sudan.

2.2.6 Disrespect for Human Rights by State Actors

A recent poll found that 79 percent of South Sudanese ranked improving security as a very high priority for the government, second only to providing more access to health care, which 82 percent prioritized. While unsurprising, these results reflect the continuing sense that more than ten years after the signing of a comprehensive peace agreement with Sudan and many months after gaining independence in July 2011, South Sudan has yet to realize key aspects of its peace dividend, particularly in the security sector. One component to restoring security across the new state is a functioning and effective police service that respects human rights and upholds the rule of law.

Ongoing reform of the South Sudan Police Service (SSPS) is contributing to making South Sudan a safer, more secure environment for its population, but many challenges face the fledgling

service. Impunity for human rights violations and predatory behavior towards civilians has also contributed to insecurity and crime. In this context, attempts to curb the phenomenon of ‘unknown gunmen’ in Juba have been widely unsuccessful. Civil society groups suggest that members of the security forces may be the primary perpetrators of these attacks. There is little recourse for victims of human rights abuses, arbitrary detention, and criminality, which has reinforced a culture of impunity in South Sudan.

According to a report published by the Small Arms Survey (2017), impunity for human rights violations and predatory behavior towards civilians has also contributed to insecurity and crime. In this context, attempts to curb the phenomenon of ‘unknown gunmen’ in Juba have been widely unsuccessful. Civil society groups suggest that members of the security forces may be the primary perpetrators of these attacks. There is little recourse for victims of human rights abuses, arbitrary detention, and criminality, which has reinforced a culture of impunity in South Sudan.

Efforts to hold police accountable for misconduct remain opaque, and no related information has been made public. After the December 2013 conflict began, IGP Pieng Deng Kuol commissioned an investigation into the alleged involvement of police in the extrajudicial killings of Nuer civilians in Juba. The IGP delivered the report to the office of the president though it has not been made public, nor has any public disciplinary action been taken based on its findings. President Kiir dismissed Pieng Deng Kuol in January 2016. This study found out that violation of human rights by state actors contributed to poor performance of Police in controlling crimes as they cannot be legally held accountable for the committed crimes.

2.2.7 Influence of Political and Military Elites

The government of South Sudan has failed to prevent and suppress organized crime, with government elites themselves being involved in criminal activities, such as human trafficking and smuggling, and gold mining. Insecurity remains high due to ethnic unrest, poor interstate cooperation and a lack of infrastructure, among other factors. The economic crisis, driven by hyper-inflation, resulted in increasing levels of crime. Political rivalry between different ethnic groups has led to social disintegration in the country and internal fighting continues. Corruption is pervasive in all spheres of government, with high-ranking government officials implicated in supplying heavy military-grade weapons to local militias. In fact, there is no transparency or accountability, and corruption worsens an economy already in crisis. Political and military elites

have looted the country's natural resources and gained enormous wealth through corrupt procurement deals. Officials who were previously accused of embezzlement have been appointed to key positions. The country has signed agreements with neighboring countries to fight cross-border crimes and ensure security along these borders. The UN Security Council has adopted a resolution on extending the arms embargo on South Sudan, a travel bans and financial sanctions for targeted individuals to prevent the flow of weapons that would likely be used in abuses against civilians.

In the current study, it was indicated that South Sudan's legislative framework fails to adequately address organized crime, which has led to some communities refusing to acknowledge the government's conflict resolution initiative especially the South Sudan Police Service hence accounting for poor performance of police in controlling crimes. The already sensitive dynamics of ethnic diversity in South Sudan have become even more deeply politicized because of the conflict that erupted in December 2013. As noted, there were large-scale defections among the police in the Greater Upper Nile region the month the fighting broke out. Consequently, the government launched new recruitment campaigns, focusing mainly on the Greater Bahr El Ghazal region, the power base of government loyalists and their patronage networks. Some young police officers interviewed for this study suggested that cronyism plays a significant role in promotions and the allocation of sought-after assignments, such as attending regional security meetings and summits.

2.3 External Organizational Factors affecting Police Performance in Controlling Crimes

These are factors such as inflation, economic, new legislation, political instability which are not actually, directly under organizational management and control (Tran & Tian, 2013). External organization factors-imposed risks and threats to many organizations if not managed properly, it will-in-all-likelihood affecting organizational social and economic development. Moreover, Abolaji and Oni (2015), argued that external organizational factors are not closely under management of an organization, while its existence will impose huge threats to social and economic of the firm.

2.3.1 Inadequate Training

The current literature on the police performance in South Sudan indicates that there is inadequate training among the force. Approximately 80 percent of SSPS personnel are functionally

illiterate. Without basic literacy skills, most police officers are not able to adequately perform their duties or fully benefit from the training that is provided. Tasks such as note-taking and writing reports of cases are impossible without the ability to read and write. The SSPS is addressing this problem, but teaching upwards of 25,000 individuals will take time. Relatedly, training officers with an emphasis on police skills that are respectful of basic human rights is also an ongoing challenge.

The SSPS is addressing the fact that many of its members have little or no formal education by retiring elderly officers and the illiterate that it inherited from the Sudan People's Liberation Army (SPLA) and by focusing Recruitment on youth with at least secondary education. Notably, many of the available advanced training sessions are provided by aid donors and focus on their priorities, such as protection of very important people and special weapons and tactics. Community-level conflict mediation skills and courses in safely directing traffic would be much more valuable to the vast majority of police officers.

Training helps managers to acquire knowledge, skills, and competences which enable them solve challenges experienced at workplace as 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 employees' willingness to be more committed in their work and become empowered to undertake tasks, 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 development of employee knowledge, skills, abilities, competences and behaviors. Organizations which provide quality service invest in training employees (Benedicta, 2010)

2.3.2 Failure to Disarm Civilians Effectively

The institution of South Sudan Police Service plays a big role as the primary agency that ensures civilian security is administered in a transparent, accountable and efficient manner. However, in most parts of Southern Sudan, particularly in remote areas, police presence is limited, if it exists at all. As a result, SPLA soldiers who are not trained in civilian law enforcement and who often lack discipline have taken over the role of managing day-to-day internal security matters, including civilian disarmament. As such, the SSPS faces significant challenges in becoming an effective, accountable and professional organization according to (Sewonet, 2009).

The proliferation of illegal arms in many communities, combined with the lack of training and equipment for the police, means that the police are often unable to disarm civilians effectively.

In many instances, civilians are better armed than the police. As a result, the SPLA often reverts to its war-time role and steps in to do what would normally be considered police work, even leading to clashes between the SPLA and the police in some instances. The current study found out a combination of these factors presents a big obstacle to the SSPS in controlling crimes not only in the selected area but the entire nation at large.

2.3.3 Corruption and Tax Evasion

According to Global Organized Crime Index 2013, South Sudan has been severely impacted by corruption and tax evasion by its ruling elite. The high levels of insecurity in the country have made it easier for government and military officials to steal money from state coffers. Much of these funds have been moved to offshore accounts in Kenya, Uganda and the UK. This money has been used to purchase real estate and for other personal benefits. Grossly overpriced public procurement contracts have also been used to transfer funds out of the country. Lines of credit have been used to facilitate the award of multimillion US dollar contracts to intermediaries and foreign-run companies that existed only on paper. Businesses with connections to the ruling elite have been the beneficiaries of these funds, with this eventually having to be repaid by the public, mainly through oil production. Tax evasion is also a major financial crime committed in South Sudan. Companies from different sectors, including construction, general trading and airlines, have been involved in tax evasion. The shortage of foreign currency – primarily US dollars – in South Sudan has resulted in a parallel black market, and the difference between the official exchange rate and black-market exchange rate creates significant distortions in the economy. Accordingly, the current study indicated that the political terrain of South Sudan is so volatile that follow up of such organized crimes is complex hence affecting the performance of police in controlling such crimes.

2.3.4 Lawlessness of Existing Political Factions

Cronyism and entrenched patronage networks undermine the overall effectiveness of the police force. In some cases, favoritism prevents promising junior officers from advancing while permitting militia members to be integrated into the SSNPS. As a result, it is even more difficult

to professionalize the police force and to establish clear lines of command and control. The formation of the Joint Integrated Police (JIP), a transitional security arrangement required by the ARCSS, has proceeded without due transparency measures or consultations with communities or civil society groups. Moreover, it is unclear how opposition forces will participate in the JIP given the split within the Sudan People's Liberation Movement-in-Opposition (SPLM-IO).

Moreover, the country's political factions use the land under their control to enrich themselves by engaging in illegal activities, such as smuggling people, arms and goods, and illegal mining and logging. State-embedded actors appear to be involved in all criminal markets and levels in South Sudan. Checkpoints in roads where the Police are deployed for surveillance are likely the largest non-oil source of cash for government agents and security forces, with government forces accused of extorting citizens. Government officials and businesspeople in South Sudan are involved in disguising or converting the proceeds of crime into legitimate money. Politically exposed persons have infiltrated neighboring countries' banking, real estate, trade, defense and corporate enterprises with their ill-gotten gains. According to a report published by United Nations Security Council (2000), over half of the domestic commercial banks are owned or controlled by political elites, which use them for money laundering and other illicit activities. South Sudan is becoming a haven for criminals to launder the proceeds of their illicit activities, as corruption is rampant, rule of law is weak and predatory networks are thriving. The current study indicated that State-embedded actors are known to assist criminals by granting citizenship, lucrative contracts, and other benefits and titles. Foreign actors, such as arms dealers, are involved in supplying weapons to the government and rebels alike, and exploitation of human and material resources, such as oil and gold, is a fast-rising area of crime. Subsequently, such activities affect the performance of police in controlling crimes in Juba South Sudan.

2.3.5 Support of Illegal Activities by International Corporations

Globally, US support for police reform is generally linked to specific foreign policy objectives, including reducing the threat posed by transnational terrorism and crime; the assistance is focused on training and assistance for projects that are 'small, tactical, and winnable'. Prior to the conflict, the United States was invested in several public safety and security initiatives that involved the police, including a road safety project along the Juba-Nimule highway and support for specialized units in the police, including the livestock protection unit and the diplomatic

protection unit. US police officers were also deployed as part of the peacekeeping mission and were instrumental in coordinating bilateral and multilateral assistance to the police.

However, according to Global Initiative Against Transnational Organized Crime report (2023), the international corporations in South Sudan are known to provide material support to a pro-government militia that commit atrocities against civilians. Criminal networks are involved in different criminal markets, including human trafficking, child recruitment and illegal mining. Some areas of the country are controlled by heavily armed networks that use violence to protect their interests. These groups are often engaged in petty robbery, homicide and grave bodily injury. They are known to be recruited by prominent businessmen and political leaders. South Sudan is also plagued by mafia-style criminal groups involved in a variety of illicit activities, including illegal logging, gold mining and extractive industries. Violence in the country has moved from the national army to communal militias. Rebel groups are characterized as a collection of militias accused of human rights atrocities, war crimes and crimes against humanity. The current study noted that these groups control illegal taxation and extractive industries, which have been linked to significant violence and corruption related to organized crime since the renewed outbreak of the conflict hence providing a hostile climate for the Police to control crimes.

2.3.6 Existence of Porous Borders

The territorial integrity of South Sudan remains fragile, with the official recognition of the border with Sudan still outstanding and the borders with neighboring countries being extremely porous and challenging to control. Also, despite the presence of the UN peacekeeping mission in the contested Abyei Administrative Area, violence between Sudan and South Sudan has intensified. Smuggling of goods, people and arms is prevalent, especially in the south and through Juba airport.

The conflict in neighboring countries exacerbates the vulnerability of the border areas to criminality. The South Sudanese state's monopoly on the use of force is also contested by multiple smaller armed groups, such as militias and self-defense groups connected to clans or villages. The splintering of several opposition forces further undermines state capacities. This study found out that the large parts of the country cannot be accessed by government forces or officials due to a lack of infrastructure, especially during the rainy season hence affecting the performance of police to control crimes in the hard-to-reach areas.

Currently, South Sudan is grey-listed due to strategic deficiencies in its Anti-Money Laundering/Countering the Financing of Terrorism (AML/CFT) regime. The country's financial governance capacity is weak, and awareness among government officials on AML/CFT issues is low. High-value cash transactions are common in the cash-based economy, and foreign exchange bureaus are proliferating and largely unregulated. Political and economic elites usually utilize money laundering mechanisms to move and invest in assets in foreign economies, notably Kenya, Uganda and the UAE. The current study noted that the country is vulnerable to exploitation by criminal networks seeking overland routes for bulk cash smuggling, financing terrorist activities and perpetrating other forms of financial crime. Such irregularities affect the police to control crime as they present a lot of complexities.

2.3.7 Existence of a Weak Legal Framework

Regarding economic regulatory capacity, business development in South Sudan is constrained by weak rule of law, widespread corruption and an unstable security situation. Senior military and government officials are heavily engaged in economic activities and are frequently local partners of international investors. Large businesses tend to allocate specific market sectors amongst themselves, resulting in some degree of monopoly. The government and military are both important contractors, and therefore good relations with high officials are essential to do business.

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 suggested 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, most 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 SSNPS 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 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 (Giffen, 2010; Salahub, 2011; Small Arms Survey, 2008). 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 modest. Linking bilateral assistance with larger SSR programs has significant gaps. The relatively peaceful general election in 2010 encouraged international and local stakeholders to invest more in democratic institutions and the rule of law. Yet, the perpetuation of localized conflict and slow progress without improving the accountability of government institutions will continue to deter large large-scale investment in rule of law processes.

In addition, no significant progress in addressing human trafficking has been recorded in South Sudan. Although the government has taken some steps to address the issue, including releasing child soldiers and launching a nationwide awareness campaign, victim and witness support services are not available. In fact, there is no government policy or pattern for preventing the recruitment of child soldiers, identifying potential trafficking victims or protecting them. On the contrary, the government and its allied forces have been accused of employing child soldiers and there are no laws protecting victims from prosecution for unlawful acts that traffickers

compelled them to commit. Officials often arrest women involved in commercial sex without screening for indicators of trafficking. Also, social stigma and fear of punitive actions prevent people from reporting crimes hence not providing police with enough information to control such crimes. The current study indicated that the government of South Sudan has not effectively managed her constitutional obligation of protecting the rights of all civilians and preventing future violations of crimes against humanity. More still, there is lack of transparency in legal processes to address the ongoing violations hence rendering the judicial system weak which ultimately affects performance of police in controlling crimes.

2.3.8 Increased Government Restrictions

South Sudan's civil society and NGOs are facing increased attacks and restrictions from the government and security forces. While the number of NGOs is growing, their impact is very limited. South Sudan is known as one of the most violent places for aid workers. Prominent human rights defenders, journalists and civil society actors have been threatened, harassed and intimidated, with many fleeing the country fearing for their lives. Government orders have resulted in the blocking of bank accounts belonging to civil society actors, including NGOs. Forced by the government not to cover issues linked to the conflict, the media is very sparing in its reporting on important developments. The study found out that close surveillance and intimidation are also part of the regime's predatory methods, and security agents often go directly to printing presses to censor content. Journalists are usually detained, and news outlets shut down. Internet access is usually cut off throughout the country to prevent anti-government protests. Such government restrictions limit the effectiveness of police performance in controlling crimes.

2.4 Mitigation Measures to Improve Police Performance in Controlling Crimes in Juba County South Sudan

Need for Police Reform

The SSNPS is among the weakest and most under-resourced security services in South Sudan. There is need for broader political and economic reforms as piloted by donor efforts under the terms laid down in the 2013 Agreement on the Resolution of the Conflict in South Sudan (ARCSS). There is need for the police to operate as an independent institution not as a paramilitary force hence reducing the number of former SPLA militias who were integrated into the SSNPS

after independence as it had a negative impact on overall command and control. There is need for democratic policing such that police officers have a clear understanding of their mandate to distinguish themselves from SPLA. United Nations Office for the Coordination of Humanitarian Affairs (2017.) The National Police Service Act (2022) outlines the establishment and administration of the South Sudan National Police Service and equips it with the tools necessary to prevent, combat, and investigate crime. It also equips the police to uphold law and order, safeguard the lives and property of South Sudanese citizens, and uphold and enforce the Transitional Constitution of the Republic of South Sudan 2011, as amended. City reviews paper (2022) . It should however be noted that, police transformation cannot take place in the absence of broader political and economic reforms necessary to prevent the police from being used as a tool of repression and intimidation, and to ensure that the police are able to effectively curb insecurity and crime. To be effective, police transformation will require political will at the highest level to redefine the way security is provided to the people of South Sudan (Deng et al., 2015).

Capacity Building and Awareness

Capacity building is a process by which individuals, institutions and societies can develop, strengthen and expand their ability to meet their goals or fulfil their mandates. The primary objective is to enhance performance levels, facilitate a positive mindset shift, and provide valuable insights into effective contract management, empowering police staff to excel in the execution of their duties. The process starts with organizational priorities and objectives and what is happening in the police organization that indicates a need to change individual or group performance. It then moves to identifying a gap between the desired performance and the actual performance, then investigating whether capacity building is an appropriate and viable solution to bridging that gap.

If the answer is yes, the process continues by identifying the relevant skills, knowledge and character traits that require development and then moves to specifying the learning objectives that will address those development needs. In this way, there is a continuous loop that links organizational objectives to performance gap identification to the final evaluation of the capacity-building programmed that strive to bridge the gaps. For example in the year 2022, UNMISS conducted 91 capacity-building and awareness-raising activities for a wide variety of stakeholders, including government officials, organized forces and armed groups (South Sudan People's Defense Forces, South Sudan National Police Service, National Security Service and (SPLA-IO)

and civil society organizations. Those activities reached 5,375 people, including 2,249 women, and were focused on fundamental human rights principles, international humanitarian law, transitional justice, conflict-related sexual violence and gender-based violence. They were aimed at enhancing the capacity of State and civil society organizations to contribute to the promotion and protection of human rights in South Sudan. Therefore, the government should be willing to be fully committed to collaborate with all stakeholders to ensure that the police is well equipped in terms of skills, knowledge and abilities to enhance good performance and control crimes in Juba County, South Sudan (United Nations Mission in South Sudan Report, 2023). A police reform organization will seek, in the long-term, to make the best use of the potential of all their staff through a coherent career planning and development system. The latter will envisage specific stages or critical points in an officer's career when several issues must be addressed namely, what is the officer's performance to date? What knowledge, skills and character traits does the officer demonstrate? What are the officer's aspirations and ambitions? What sort of policing experience does the officer have? What is the possible career moves available to the officer? Answers to these critical questions should result in a personal development programmed that may include training and perhaps a period of secondment, to develop experience in a desired specialist area or management function (Bayley, 2001) Meanwhile, Truitt (2011) argued that continuous capacity building on-the job training will improve organizational performance. He further stated that improving workforce motivation, feedback mechanism and participative style of management, performance evaluation and benefit, and identify what block organization from achieving goal will improve performance. Increase police funding and remuneration. According to Police Union report in New York City USA, Police union officials say officers need better pay to live. Law enforcement reform advocates say history shows that paying officers poorly can lead to more of them attempting to boost their incomes with bribes or competing with criminals for dirty money.

Reform activists say bad pay contributes to worsening police-community relations. For police reform advocates, properly paid police are an important part of improving relations between communities, politicians and law enforcement. Corrupt police officers in some cities have robbed drug dealers and even ordered hits on criminals such abuse of power also erodes trust between officers and citizens. Police aren't as likely to be fair and just when they're scrambling with criminal gangs for the same dirty money (Wilson, 2015). There is urgent need for the government of South Sudan to fulfill her promises such as improving the welfare of SSPS officers through the

establishment of workers' co-operatives, accommodation facilities for all officers and support packages for families of police officers who are killed in the line of duty, such that the police act of 2022 is fully operationalized hence improving the performance of police in controlling crimes in Juba County, South Sudan.

Building trust and confidence in the SSPS

In Britain, public confidence in policing has become a shorthand for trust, legitimacy and consent. Trust involves the interpersonal relationship between citizens and individual police officers while confidence is something you have (it is a kind of 'job-rating' of the police as a social institution) (Hough, 2005). This stress on fairness and engagement over effectiveness stands in contrast to 'traditional' Police performance management precepts, which have held crime, arrest and conviction rates, as well as more service-related concerns such as response times, to be the core measures of police performance. Clearly, such factors as rates of conviction and the police's ability to return stolen property are, and should be, important in the formation of both institutional and encounter-based interpersonal trust. But all current evidence suggests that (perhaps most strongly at the encounter-based level) engagement and fairness are more important. Furthermore, it is apparent that concerns about the level of crime, even fear of crime itself, have only a small association with opinions of the police (Jackson et al., 2009). In 2015, UNMISS through the Quick impact Project Funds built police posts as part of efforts to build trust in the SSNPS and encourage internally displaced persons (IDPs) to return home. The IGP (Inspector General of Police) at that time carefully selected police officers and deployed them to these new police posts such that a new image displayed would attract people to go back home and assure communities that they could still live comfortably in their areas with safety. United Nations Mission in South Sudan report (2022). In addition, the SSNPS State Directorate of Community Policing takes the lead in establishing Police Community relations Committees (PCRCs) as informed by local crime trends and other priorities. Communities are consulted, mobilized and sensitized on crime prevention, the concept and role of PCRCs, and are encouraged to undertake establishing a PCRC of their own.

Community members who volunteer to serve on the committee are vetted by police and local authorities to ensure inclusivity and community-focused orientation. By developing connections within the communities, police are better informed and empowered to solve public safety problems. Community security increases early detection of criminal activities and timely

resolution of disputes which would otherwise deteriorate into violence. If such a best practice is continuous and well regulated, it is hoped that police performance will improve in controlling crimes in Juba County, South Sudan.

2.4.1 Need for Police Reform

The SSNPS is among the weakest and most under-resourced security services in South Sudan. There is need for broader political and economic reforms as piloted by donor efforts under the terms laid down in the 2013 Agreement on the Resolution of the Conflict in South Sudan (ARCSS). There is need for the police to operate as an independent institution not as a paramilitary force hence reducing the number of former SPLA militias who were integrated into the SSNPS after independence as it had a negative impact on overall command and control. There is need for democratic policing such that police officers have a clear understanding of their mandate to distinguish themselves from SPLA (United Nations Office for the Coordination of Humanitarian Affairs [UNOCHA], 2017). The National Police Service Act (2022) outlines the establishment and administration of the South Sudan National Police Service and equips it. The tools necessary to prevent, combat, and investigate crime. It also equips the police to uphold law and order, safeguard the lives and property of South Sudanese citizens, and uphold and enforce the Transitional Constitution of the Republic of South Sudan 2011, as amended (City reviews paper, 2022). It should however be noted that, police transformation cannot take place in the absence of broader political and economic reforms necessary to prevent the police from being used as a tool of repression and intimidation, and to ensure that the police are able to effectively curb insecurity and crime. To be effective, police transformation will require political will at the highest level to redefine the way security is provided to the people of South Sudan (Deng et al., 2015). Working with the police to lower crime in South Sudanese communities has enormous significance. The community and the police must properly consult with one another. Crime will never be decreased without both parties' input. To truly benefit from the collaboration in the battle against crime, community and police members must collaborate as powerful allies.

2.4.2 Revise the Human Resource Policy on Police Promotions

The current system for considering promotions and rewards in the SSNPS should be improved and adjusted to be fairer and clearer by using real values of work performance to identify

what are called “Key Performance Indicators” or “KPIs”. In other words, the KPIs should be implemented in the consideration of either promotions or rewards for the Police officers. For example, the number of cases completed on time should be used as one criterion to consider promotions and rewards. To acquire a fair and explicit system for considering promotions and rewards, the SSNPS could set up a framework as a central standard, and then release it as a rule for commanders from the Office of the Ministry of Interior. The newly developed system from the SSNPS for considering promotions and rewards for Police officers could limit the powers of commanders so that they must carefully think before making decisions regarding which Police officers really deserved promotion and reward for their hard work.

2.4.3 Capacity Building and Awareness

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 of Capacity building is a process by which individuals, institutions and societies can develop, strengthen and expand their ability to meet their goals or fulfil their mandates. The primary objective is to enhance performance levels, facilitate a positive mindset shift, and provide valuable insights into effective contract management, empowering police staff to excel in the execution of their duties. The process starts with organizational priorities and objectives and what is happening in the police organization that indicates a need to change individual or group performance. It then moves to identifying a gap between the desired performance and the actual performance, then investigating whether capacity building is an appropriate and viable solution to bridging that gap. If the answer is yes, the process continues by identifying the relevant skills, knowledge and character traits that require development and then moves to specifying the learning objectives that will address those development needs. In this way, there is a continuous loop that links organizational objectives to performance gap identification to the final evaluation of the capacity-building programs that strive to bridge the gaps. For example, in the year 2022, UNMISS conducted 91 capacity-building and

awareness-raising activities for a wide variety of stakeholders, including government officials, organized forces and armed groups (South Sudan People's Defense Forces, South Sudan National Police Service, National Security Service and (SPLA-IO) and civil society organizations. Those activities reached 5,375 people, including 2,249 women, and were focused on fundamental human rights principles, international humanitarian law, transitional justice, conflict-related sexual violence and gender-based violence. They were aimed at enhancing the capacity of State and civil society organizations to contribute to the promotion and protection of human rights in South Sudan. Therefore, the government should be willing to be fully committed to collaborate with all stakeholders to ensure that the police is well equipped in terms of skills, knowledge and abilities to enhance good performance and control crimes in Juba County, South Sudan (United Nations Mission in South Sudan Report, 2023).

A police reform organization will seek, in the long-term, to make the best use of the potential of all their staff through a coherent career planning and development system. The latter will envisage specific stages or critical points in an officer's career when a number of issues must be addressed namely, what is the officer's performance to date? What knowledge, skills and character traits does the officer demonstrate? What are the officer's aspirations and ambitions? What sort of policing experience does the officer have? What is the possible career moves available to the officer? Answers to these critical questions should result in a personal development program that may include training and perhaps a period of secondment, to develop experience in a desired specialist area or management function (Bayley, 2001).

Meanwhile, Truitt (2011) argued that continuous capacity building on-the job training will improve organizational performance. He further stated that improving workforce motivation, feedback mechanism and participative style of management, performance evaluation and benefit, and identifying what block organization from achieving goal will improve performance.

2.4.4 Increase Police Funding and Remuneration

According to Police Union report in New York City USA, Police union officials say officers need better pay to live (Hamai & Elis, 2006). Law enforcement reform advocates say history shows that paying officers poorly can lead to more of them attempting to boost their incomes with bribes or competing with criminals for dirty money. Reform activists say bad pay contributes to worsening police-community relations. For police reform advocates, properly paid

police are an important part of improving relations between communities, politicians and law enforcement. Corrupt police officers in some cities have robbed drug dealers and even ordered hits on criminals such abuse of power also erodes trust between officers and citizens. Police aren't as likely to be fair and just when they're scrambling with criminal gangs for the same dirty money. Wilson (2015). There is urgent need for the government of South Sudan to fulfill her promises such as improving the welfare of SSNPS officers through the establishment of workers' co-operatives, accommodation facilities for all officers and support packages for families of police officers who are killed in the line of duty, such that the police act of 2022 is fully operationalized hence improving the performance of police in controlling crimes in Juba County, South Sudan.

2.4.5 Building Trust and Confidence in the SSPS

In Britain, public confidence in policing has become shorthand for trust, legitimacy and consent. Trust involves the interpersonal relationship between citizens and individual police officers while confidence is something you have (it is a kind of 'job-rating' of the police as a social institution (Roberts & Hough, 2005). This stress on fairness and engagement over effectiveness stands in contrast to 'traditional 'Police performance management precepts, which have held crime, arrest and conviction rates, as well as more service-related concerns such as response times, to be the core measures of police performance. Clearly, such factors as rates of conviction and the police's ability to return stolen property are, and should be, important in the formation of both institutional and encounter-based interpersonal trust. But all current evidence suggests that (perhaps most strongly at the encounter-based level) engagement and fairness are more important. More still, it is apparent that concerns about the level of crime, even fear of crime itself, have only a small association with opinions of the police (Jackson et al., 2009).

Furthermore, conversations with civil society groups suggest there have been limited formal consultation or engagement with donors and the police leadership on efforts to improve public safety and security. Donor efforts to support the JIP units and consultations with the police leadership under the terms of the peace agreement have not translated into inclusive or transparent conversations with high-risk communities, such as IDPs, or other community groups. It remains difficult for individuals to file complaints against officers or to seek redress for human rights violations. Thus, cooperation and information sharing between the police and the communities

they claim to protect—the very principle on which the concept of community policing is based—remains institutionally absent. In the short term, it may be better to avoid use of the term entirely. In 2015, UNMISS through the Quick Impact Project Funds built police posts as part of efforts to build trust in the SSNPS and encourage internally displaced persons (IDPs) to return home. The IGP (Inspector General of Police) at that time carefully selected police officers and deployed them to these new police posts such that a new image displayed would attract people to go back home and assure communities that they could still live comfortably in their areas with safety.

United Nations Mission in South Sudan report (2022). In addition, the SSNPS State Directorate of Community Policing takes the lead in establishing Police Community Relations Committees (PCRCs) as informed by local crime trends and other priorities. Communities are consulted, mobilized and sensitized on crime prevention, the concept and role of PCRCs, and are encouraged to undertake establishing a PCRC of their own. Community members who volunteer to serve on the committee are vetted by police and local authorities to ensure inclusivity and community-focused orientation. By developing connections within the communities, police are better informed and empowered to solve public safety problems. Community security increases early detection of criminal activities and timely resolution of disputes which would otherwise deteriorate into violence. If such a best practice is continuous and well regulated, it is hoped that police performance will improve in controlling crimes in Juba County, South Sudan.

2.5 Institutional Factors in Relations to Police Performance

2.5.1 Strengthening the Legal Framework

The 2011 Transitional Constitution article 11 of the Republic of South Sudan provides that every person has the inherent right to life, dignity and the integrity of his or her person which shall be protected by law; no one shall be arbitrarily deprived of his or her life. In addition, the law further stipulates in article 12 that every person has the right to liberty and security of person; no person shall be subjected to arrest, detention, deprivation or restriction of his or her liberty except for specified reasons and in accordance with procedures prescribed by law. Further still, Article 155(5) of the 2011 Constitution provides that; The Police of South Sudan shall be governed by this Constitution and the law. It shall respect the will of the people, the rule of law and order, civilian authority, democracy, human rights, fundamental freedoms and execute judicial orders. Legal frameworks and jurisdictions in Southern Sudan should be strongly upheld and government

must commit to coordinate with police institution to put the governing laws in practice (South Sudan Constitution, 2011). The above notwithstanding, there is need for democratic policing in the SSNPS to enable the police force to be subject to the rule of law, publicly accountable, and only able to intervene in the lives of people in limited and controlled ways. Simply put, democratic policing is based on the rule of law and respect for human rights. In contrast, however, ‘regime policing’ serves to maintain the regime in power and is characterized by impunity for human rights violations. In promoting democratic policing, emphasis should be put on democratic principles and the rule of law. One of the main challenges for the police is to perform their duties in a manner consistent with South Sudan’s civil and criminal codes, including gathering intelligence and evidence necessary to hold individuals to account and prevent crime. Within a democratic policing framework, ‘community policing’ has emerged as an important modality for supporting and promoting interactions between police and the communities they serve. While the SSNPS leadership had agreed to roll out a community policing pilot project prior to the December 2013 conflict, donors introduced superficial liaison structures between communities and the police in the absence of cultural shifts that would be necessary for a genuine transition towards a democratic police force. Thus, cooperation and information sharing between the police and the communities they protect is paramount as this is a core principle on which the concept of community policing is based therefore it should be institutionally present (Fleischner, 2014)

2.5.2 Community Policing

The Republic of South Sudan Community policing is crucial because it is regarded as one of the most important contemporary breakthroughs in policing to have occurred globally. In the territories of the Republic of South Sudan, the idea of community policing is frequently debated, practiced, and spread. Despite the significant interest in community in South Sudan, as experts have noted, there does not appear to be a clear understanding of what community policing entails.

Most people in the South Sudan region seem to have a misunderstanding of community policing, even though many other nations have employed it to successfully combat crime. The primary goal of community policing should be to prioritize and address the problems that have been identified. In terms of police, it ought to meet the demands and expectations of the community at large. Community policing calls for unity, collaboration, communication, and consultation with the South Sudan National police administration and police personnel. But during the community

policing process, each person's position and sense of confidence with the police and residents of South Sudan are unquestionably crucial. The relationship between the police and the community affects how satisfied community members are with community policing. When implementing community policing, it is occasionally necessary for someone to use discretionary action rather than adhere to the rules; in this case, it may only apply in situations that call for urgent actions. It is crucial that community members understand their specific roles in the fight against crime. For community policing to be better implemented in the South Sudan region, everyone needs to realize that it is their duty to work with the police to fight crime jointly and with a shared understanding that crime must be rejected. To minimize or eliminate crime, the police must face criminality alongside the community. To ensure that all forms of criminal activity are rejected, both police and community members must realize their respective roles in community policing initiatives. The national police model is an important procedure that can aid in the decrease of criminal activities because, in most 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 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. In promoting democratic policing, the UN places an emphasis on democratic principles and the rule of law.

Indeed, support for the rule of law and police reform are two sides of the same coin. One of the main challenges for the police is to perform their duties in a manner consistent with South Sudan's civil and criminal codes, including gathering intelligence and evidence necessary to hold individuals to account and prevent crime. Within a democratic policing framework, 'community policing' has emerged as an important modality for supporting and promoting interactions between police and the communities they serve

2.5.3 Establish an Integrated Information- Intelligence-Gathering and Analysis System

Integrated information or intelligence gathering, and analysis is essential for SSNPS, especially in proactively identifying sources of threats and risks, and sharing information to trigger prevention and timely responses. The Police should be supported with sound understanding and

knowledge of the problems on the ground, backed by effective information/intelligence analysis. Taking careful steps to adhere to the Human Rights Due Diligence Policy. This can be achieved through collaboration with UNMISS and other law enforcement institutions in the country.

2.6 Gaps Exposed in the Literature Review

Studies done by Body- Gendrot (2012), Hamai and Ellis (2006), Onyeozili (2005), and Umah and Eboh (2013) have been conducted in Nigeria, New York, London and Japan. However, no study has been carried out in South Sudan specifically in Juba County in Jubek State thus presenting a contextual gap which the study aims to close. Among these studies, only Onyeozili (2005) conducted a study on Obstacles to effective policing in Nigeria while most scholars have examined the causes of Police poor performance such as corruption. It is worth noting that none of these studies have examined external and internal organizational factors using the dependent variables of effectiveness of crime reporting, level of criminal procedure and compliance, timeliness of crime reporting, efficiency of security information reporting and mitigating factors of Police reform, increase police, building police and public trust. Instead, the studies focused on analysis of Police and policing, peace and security, hence presenting a content gap that the current study intends to explore.

2.7 Theoretical Framework

This study was guided by the Contingency Theory. This Theory which was developed by Woodward in the 1950's, is a behavioral theory which purports that there is no one good way to organize an organization or a corporation, to lead a company, or to make decisions, meaning that there not one good structural type that is optimal for all organizations to lead a company or to make decisions. Instead, the structure that is most effective is that which fits some certain factors, referred to as contingencies. Several contingency approaches to leadership were developed concurrently in the late 1960s. The authors of these theories argued that Marx Weber's bureaucracy and Fredrick Taylor's scientific management theories had fallen short by not explaining environmental influences and that there is not one best way to manage enterprises.

The theorists hold a pragmatic view that there is no management approach that is universally applicable. These scholars argue that given that circumstances and contexts differ, effective organizations ought to tailor their management functions to their circumstances and

contexts (Weil & Osion, 1987). The implication here is that what works well in one organization may not work well in another. The task of a manager is to identify what works and where (Hannagan, 2005). As was established in this study, this was found to be the case with SSNPS. The variables relevant for the adoption of the contingency theory in this study to be undertaken are administrative structures where there is leadership, Organization restructure, and Human resource, Regulatory structures, Resource allocations and environmental adaptation. Since the environments that the SSNPS operate are complex environments requiring decentralized structures, they are not always similar in nature (Ngugi, 2012).

Since the argument by the contingency theory is about the need to achieve a fit between what the organization is and what it wants to become, then the Law enforcement managers can use the contingency theory to align their strategies within the operating environment such that they effectively plan for efficiency and effectiveness of the Police institution. The law enforcement leaders can therefore align their strategies within the operating environment to achieve strategic fits for the agency (Adeoye & Elegunde, 2012). The theory has been criticized for the assumption that managers react rationally in response to organizational threats or changes and also ignore the fact that managers may act in a particular way depending on political influence. It has also been argued that the contingency theory implies that a leader switch is the only method to correct any problem facing the leadership in certain organizational structures.

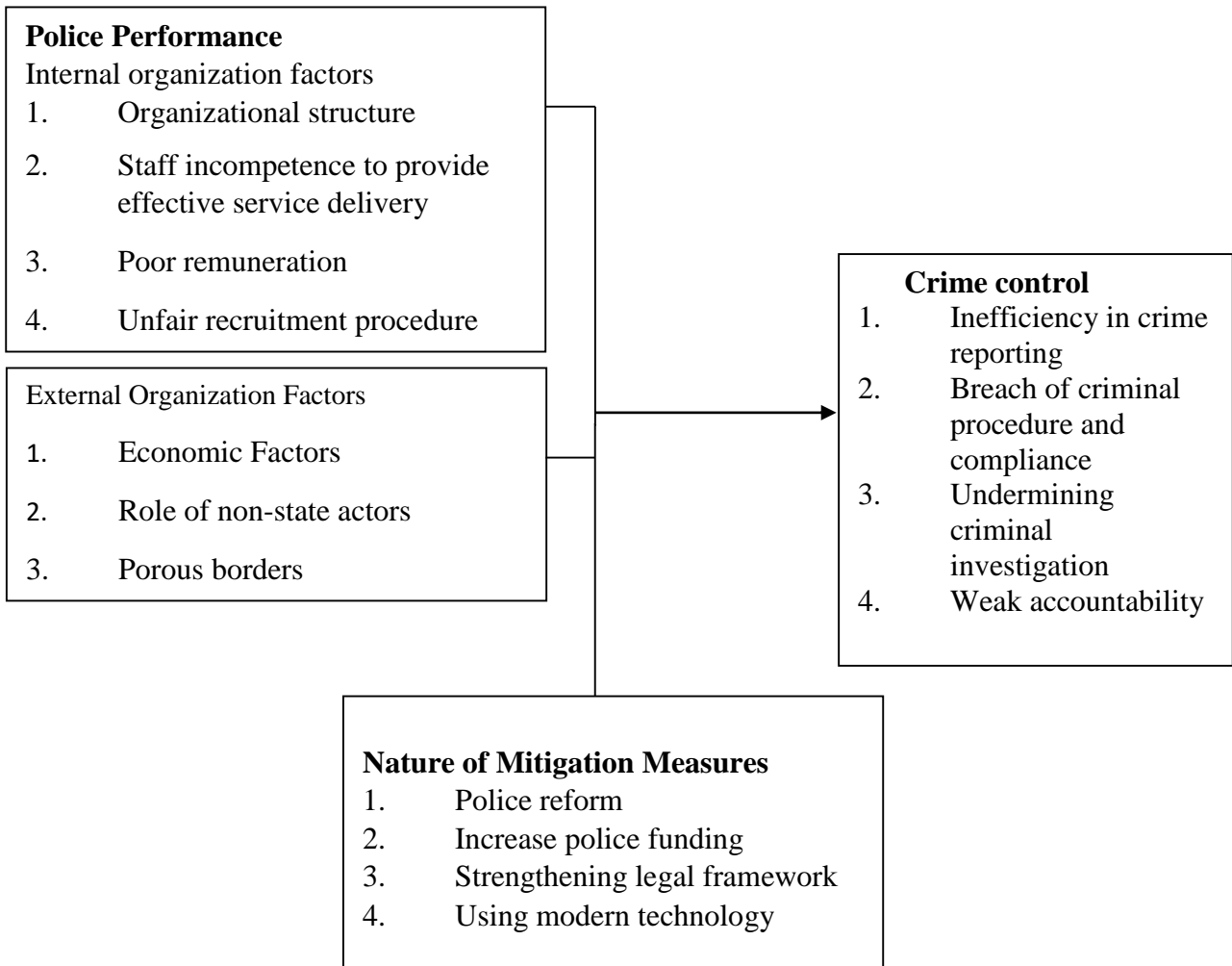
2.8 Conceptual Framework

A conceptual framework is an interconnected set of ideas (theories) about how a particular phenomenon functions or is related to its parts (Burns & Burns, 2012). A conceptual framework also links various concepts and serves as an impetus for the formulation of theory because as Walker and Avant (2005) state, concepts are also referred to as the building blocks of theory.

The conceptual framework of this study includes three independent variables (external and internal factors affecting police performance) and one dependent variable (Crime control). According to Cresswell (2007). If the factors are checked (mitigated upon) the performance will be good. Conversely, if not checked then police performance will be affected with poor outcomes in policing.

Figure 1: Conceptual Framework
Independent Variable

Dependent Variable



The Conceptual Framework was adopted from Elements of theoretical model based on IST and RBV adopted from Hong et al. (2003), and modified for this current study. The above conceptual framework formed the core base for this study in which police performance is the independent variable and crime control is dependent variable: It presents, a number of factors affecting police performance in controlling crimes in which the researcher in this study will justify, such as Internal organizational factors that could be measured by incompetence of police officers, too layered hierarchical organizational structure, inadequate funding., lack of modern state of the art equipment, poor remuneration among others. External organizational factors include weak economy, mistrust of police, the role of non-state actors, porous borders, and weak legal framework among others). These internal and external factors have led to inefficiency in crime

reporting, breach of criminal procedure and compliance, undermining criminal investigation and weak accountability. These factors could further be mitigated by police reform, increase in police funding, strengthening the legal framework, and use of modern technology among others to improve police performance.

CHAPTER THREE

METHODOLOGY

3.1 Introduction

This chapter outlines the procedure that this current study adopted to achieve its objectives. It comprises of the research design, population, data collection methods and data analysis techniques. The rationale for selecting each of the components is also highlighted

3.2 Research Design

This current study adopted descriptive cross-sectional survey design because it aims at studying a particular phenomenon at a particular time. Cross Sectional studies often employ the survey the survey strategy (Mugenda & Mugenda, 2008). The study sought to describe the incidence of a phenomenon that is police performance and crime control in Juba County. In addition, the study employed both qualitative and quantitative approaches. The quantitative approach was predominantly used as a synonym for questionnaire data collection technique to generate statistical and numerical data. The Qualitative approach was used to synonym for interview data collection technique to generate non numerical data (Creswel, 2011).

3.3 Study Area

This current study was conducted in Juba County that covers an area of approximately, 43,033 square km², east south to the Kenya, (World Bank, 2018). Juba is the capital city for the republic of South Sudan and head quarter for police, armies, prisons, security forces and many international and local organizations, institutions, private sectors and business communities. In addition, Juba comprises with different South Sudanese traditional ethnic's population include Bari, Kuku, Mundari, Pojulu, Dinka, Nuer, Acholi, Shilluk, Madi, Lotugo, Kakua, Peri, Lopit, etc. The city is situated on the White Nile and serves as the capital of the Central Equatoria State. It has an area of 52 km², with the metropolitan area covering 336 km². The current statistics indicate that Juba City is ranked as the fourth most dangerous city in the world due to the high crime rate of 61.41 per 100,000 persons in 2023. These unprecedented cases of high crime rate justified the choice of the study area. The map of the study site is presented in Figure 2 below.

Figure 2: Study Area Map



Key:



3.4 Unit of Analysis

The units of analyses for this study were police officers at the Juba police station, security personnel at the national security office, judiciary staff at the judiciary office, staff at the state ministry of interior, staff at the UNMISS officer and relevant stakeholders, such as youth, elders and women.

3.5 Target Population

The study respondents targeted were 171 officers from Buluk police head office, Melekia and Shirikat police stations in Rajaf Payam in Juba County South Sudan.

3.6 Sample Size and Sampling Procedure

This current study utilized a census sample strategy because the target population was manageable, and the respondents easily accessed. According to Kothari (2014) census is a complete enumeration of all items in the population. As is always the case with all census inquiries, all the respondents will be enlisted, hence, there is no element of chance which was left. Additionally, in such studies it's assumed that the highest degree of accuracy will be obtained especially when the population is smaller as it is evident in this study hence the sample size which was 171 respondents.

The sample size was determined using Solving formula below.

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

n =sample size

N= the population size

$$e = \text{level of significance} = \frac{300}{1+300(0.0025)}$$

$$n = \frac{300}{1.6}$$

$$n = 171$$

n = 171 Respondents.

Therefore, the sample size of this study was 171 respondents

Table 1: Summary of the sample size

Department	Sample Size
Police constables	160
Police superintendents	11
Total	171

Table 2: Qualitative Sample Size

Type of population	Sample Size
Officials from Ministry of Interior	4
Judiciary Officers	3
Civil Society Representatives	3
Total	10

Purposive random sampling which involved identifying and selecting individuals or groups of individuals that were knowledgeable about or experienced with a phenomenon of interest (Creswell & Plano, 2011). This helped the researcher to select the team that was considered as key respondents to provide in-depth information that was used to triangulate data collected. This is

because; with the purposive sampling technique you get the right source, save time and less costly, but sometimes if the respondents are wrongly chosen, the data collected may be biased.

3.7 Methods of Data Collection

Both secondary and primary sources of data collection were utilized. Primary data was collected by use of questionnaire. The questionnaire was chosen since all the primary respondents were literate enough to fill in responses without a researcher's assistance. The Key informants' interview schedule was used to collect data from the Key informants (K.I). The choice of interview method for K.Is was to enable the researcher to have face-to- face interactions with the K.Is for the benefit of detailed responses.

Data was collected using questionnaires with structured questions. The nature of questions was close ended hence giving the respondents a chance to give feedback quickly and accurately. The Key informants' interview schedule largely comprised of open-ended questions that allowed respondents to provide responses to sufficient details. In addition, these questions helped to gain more insight and knowledge that this study may not have anticipated.

3.8 Data Analysis

The study used both qualitative and quantitative methods to analyze the collected data. The quantitative data analysis process started with giving codes to each question administered to the respondents by giving code books to the variables. The data was then analyzed using Statistical Package for Social Science (SPSS) and presented using descriptive statistics on frequency distribution tables. In addition, qualitative data was categorized to identify categories or most occurring items to identify patterns and trends. Content analysis was then used to analyze qualitative data. The results were interpreted in narrative form.

3.9 Validity and Reliability of Instruments

Since the study made use of a questionnaire that was developed by the researcher, there is a need for the questionnaire to be tested for validity and reliability.

3.9.1 Validity

The degree to which results derived through data analysis accurately represent the phenomenon under research is referred to as validity. Pre-testing was used to determine the validity of the study instrument. Mugenda and Mugenda (2015) noted that pre-testing ensures the clarity and correctness of results, resulting in relevant, accurate outcomes representing variables in the study. Pre-testing was done by administering to ten (10) respondents inside the study population (Juba County) but outside the sample to estimate the time required to fill the questionnaires. In addition, five research experts including my Supervisor from Egerton University of Kenya (Juba Campus) reviewed the questionnaires for substance and correctness.

The formula that was used to calculate the validity of the instrument is

Content Validity Index Formula:

Content Validity Index Formula:

$$CVI = \frac{\text{Number of items declared valid}}{\text{The number of questions on the draft questionnaire}}$$

$$CVI = 36 \div 39 = 0.92$$

This formula was expected to produce a CVI that agrees with the suggested minimum CVI of 0.7 (Amin, 2005). All queries considered invalid were removed based on the experts' recommendations. As a result, questions that were deemed invalid were removed and the CVI of the instrument was 0.92.

3.9.2 Reliability

Reliability enhances generalization and repeatability of study results, and it can be measured using test/re-test method and internal consistency method. In this study, the test/ retest method was used whereby the instrument was administered twice to 10 technical staff from Buluk police head office, Melekia and Shirikat police stations in Rajaf Payam in Juba County South Sudan in a pilot study but they were not included in the final study. The correlation of the findings was determined using Pearson Linear Correlation Coefficient (PLCC), consistency, in the results with correlation values of ≥ 0.70 was an indication that the instruments were reliable.

In addition, the study used internal consistency method which involved pretesting the instrument once to a sample of respondents. The scores of the responses were correlated using Cronbach's alpha coefficient. According to Field (2005), if the Cronbach's alpha values is ≥ 0.70 then the instrument will be considered reliable. In this study, the Cronbach's alpha values were all above 0.70 as recommended by Field (2005) hence confirming a high internal consistency and subsequently implying that the instruments were highly reliable. The summary of the findings is indicated in Table 3 below.

Table 3: Reliability

Variables Tested	No. of Items	Cronbach's Alpha
Organizational Factors	24	0.772
Crime Control	15	0.852
Overall	39	0.878

3.10 Ethical Considerations

The researcher sought permission from Egerton University, Board of Post Graduate Studies, before he got permission from relevant institutions such as the SSNPS, Ministry of Interior, Ministry of Justice and Constitutional Affairs that would allow him to conduct the study. The researcher also got an approval letter from the Ministry of interior and undersecretary in Juba County. Further, the researcher sought consent from the participants, before he collected data.

CHAPTER FOUR

RESULTS AND DISCUSSION

4.1 Introduction

This chapter presents the study results, and the discussion based on the set objectives. First, the chapter starts with a brief introduction, then, the response rate, the demographics, and the discussions in that order. The study sought to establish the factors affecting police performance in controlling crimes in Juba County, Central Equatorial State South Sudan. Descriptive statistics in the form of frequency distribution tables and percentages were used to present the results.

4.2 Response Rate

The study population sample was 171 respondents from Juba County South Sudan though due to unforeseen circumstances, the researcher managed to retrieve only 158 questionnaires of the 171 with a good response rate of 92.4%. This response rate was found to be satisfactory since according to Mugenda (2003), a response rate of 50% is adequate for analysis and reporting; a rate of 60% is good and a response rate of 70% and over is excellent. Thus, with that high response rate of 92.4%, the findings of the study were representative of the actual population and sample size, and could therefore be generalized, and this is illustrated in Table 4 below.

Table 4: Response Rate

	Frequency	Frequency	Percentage
Valid	Responded	158	92.4
	Not responded	13	07.6
	Total	171	100.0

4.3 Findings on the Demographic Characteristics of the Respondents

Information about background characteristics of respondents is presented in this section. These characteristics include gender, Age and the level of education of the respondents. Results of the gender of respondents are presented in table 5 below.

Table 5: Gender of respondents

Valid	Gender	Frequency	Percent	Cumulative percent
	Male	102	64.38	64.38
	Female	56	35.51	100.0
	Total	158	100.0	

Table 5 presents the study findings about the gender of the study respondents. The results indicate that 102 (64.38%) of the total study respondents were male and 56(35.61%) of the respondents were female. Thus, the involvement of both male and female respondents, enhanced representativeness and reliability of the survey data collected. This was in reference to Mbabazi (2008) who argued that survey data that incorporates responses from both sexes is reliable than from a single sex. The fact that majority respondents were male, may be explained by the fact, in Juba South Sudan as is the case with most patriarchal societies, most security related matters are male dominated, a situation that policy makers need to avert given the emerging dynamics of crime and insecurity that involve all gender.

Results of the Age Bracket of respondents are presented in table 6 below.

Table 6: Age Bracket of respondents

Valid	Age range	Frequency	Percent	Cumulative percent
	20-29	39	24.65	24.65
	30-39	67	42.47	67.12
	40-49	30	19.17	86.29
	50 – above	22	13.69	100.0
	Total	158	100	

The table above shows that majority of respondents 67 (42.47%) were between 30-39 years followed by 39 (24.65%) respondents in the age bracket of 20-29 years who were the youths, while 30 (19.17%) of respondents were between 40-49 and the rest of the respondents (minority) representing 22 (13.69) were 50 years and above. The results therefore indicate that most respondents were of mature and of experienced age which made the researcher consider their views as valid and authentic in relation to the study. These findings agree with Amin (2005) who argue

that majority age of above 18 years adds value to the responses given that mature people are more and take time to think about a particular aspect of life given their wide exposure and experience. Results of the education level of respondents are presented in table 7 below.

Table 7: Education level of respondents

	Education level	Frequency	Percent	Cumulative Percent
Valid	AES	30	19.17	19.17
	CSE	71	45.20	64.37
	Diploma	45	28.76	92.11
	Degree	11	6.84	100.0
	Total	158	100.0	

Research findings in table 7 above indicate that majority 71 (45.20%) of the respondents were holders of Certificate for Secondary Education (CSE), followed by 45 (28.76%) Diploma holders, then 30 (19.17%) with Alternative Education System (AES), and 11 (6.84%) with bachelor’s degree. These findings indicate that most of the respondents were relatively educated since most of them (45.20%) were diploma holders. This therefore implies that the study involved people with acceptable level of literacy who were in better position to understand and interpret the contents in questionnaire. This is supported by Uma (2000) who argues that it is important in social investigation research to involve people who have attained an acceptable level of literacy and numeracy to be in position to understand and interpret the content in questionnaire.

4.4 Internal Organizational Factors Affecting Police Performance in Controlling Crimes in Juba County South Sudan

In this objective, the researcher sought to examine internal organizational factors affecting police performance in controlling crimes in Juba County South Sudan. The questionnaire on this objective was measured with 8 questions, and these questions were based on a five-point Likert scale, in which respondents were asked to rate the level of influence of internal organizational factors affecting police performance by indicating whether they strongly agree, agree, not sure, disagree and strongly disagree with each question in the questionnaire instrument. The SPSS 23 software was used to analyze their responses using means and ranks as indicated in Table 8.

Table 8: Descriptive statistics of internal organizational factors affecting police performance in controlling crimes in Juba County South Sudan

Options	SD%	D%	N%	A%	SA%	Mean	SD
The police organizational structure is too layered and hierarchical	0%	3%	0%	84%	13%	4.57	0.58
Police institution is not well funded by the government	2%	1%	0%	78%	19%	4.32	0.63
Police officers are not highly educated	3%	5%	0%	75%	17%	4.16	0.62
Government interferes in police investigation	0%	2%	0%	71%	27%	3.89	0.68
Police does not have modern equipment to execute daily duties	1%	4%	2%	68%	25%	3.55	0.71
Salaries paid to police officers are inadequate	0%	1%	08%	70%	21%	3.31	0.81
The recruitment procedure is unfairly executed	2%	5%	3%	65%	25%	3.30	0.79
The organizational culture of the police is not supportive enough	3%	5%	0%	75%	17%	4.16	0.62
Average mean & STD Values						3.97	0.67

Results in Table 8 indicate that, internal organizational factors affecting police performance in controlling crimes were rated high with a response mean value of; 3.97 and STD value of: 0.67, implying that any negative changes in internal organizational factors automatically breeds negative effects on police performance in controlling crimes in Juba County South Sudan, and vice versa; as reflected in the general responses below:

From the results, majority of the respondents (84%) agreed the police organizational structure being too layered and hierarchical had a significant impact on police performance in controlling crimes, and this was rated high with a Mean value of (4.57), with a widely spread standard deviation of (0.58).

Also, most of the respondents agreed with the statement that, police institution was not well funded by the government and this significantly affected police performance in controlling crimes with mean values of ($M=4.32$ & $SD= 0.63$). Additionally, majority of the respondents also agreed to the statement that, Police officers were not highly educated and this significantly affected police performance in controlling crimes with mean values of ($M=4.16$ & $SD= 0.62$).

Further, a good number of the respondents confirmed that the government interfered with police investigation, and this significantly affected police performance in controlling crimes with ($M=3.89$ & $SD= 0.68$). Also lack of modern equipment to execute daily duties significantly affected police performance in controlling crimes, majority respondents agreed with ($M=3.55$ & $SD=0.71$).

And lastly, majority of the respondents also agreed to the statements that, salaries paid to police officers were inadequate, the recruitment procedure was fairly executed and the organizational culture of the police was not supportive enough significantly affected police performance in controlling crimes ; with majority respondents representing 68%, 70% & 65% of the total respondents agreeing to the statements above respectively amounting to mean and STD values of; ($M=3.31$ & $SD=0.81$, $M=3.30$ & $SD=0.79$ and $M=4.16$ & $SD=0.62$). The findings indicate that internal organizational factors highly affected police performance in controlling crimes and therefore there is need to prioritize police funding, reduce government interference and generally adopt a comprehensive police reform to enable the institution to perform effectively.

These findings were supported by Uma and Eboh (2013) who argued that inadequacies in resources, police funding problem, corruption and delays, inadequate training and influence of the appointing authority have weakened the police structures and effective policing

The summary of all internal organizational factors affecting police performance in controlling crimes in Juba County South Sudan.

Table 9: Model Summary on internal organizational factors affecting police performance in controlling crimes in Juba County South Sudan

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.282a	.461	.550	.36831

a. Predictors: (Constant), Internal Organizational factors

Regression analysis results in the Model Summary table indicated that internal organizational factors accounted for 46.1% on police performance in controlling crimes in Juba County South Sudan and this was indicated by the r-square of 0.461 implying that internal organizational factors significantly influence police performance by 46.1%

Table 10: ANOVA Results on the internal organizational factors affecting police performance in controlling crimes in Juba County South Sudan

ANOVA						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	4.316	1	4.316	12.328	.001a
	Residual	93.624	158	.311		
	Total	95.833	158			

a. Predictors: (Constant), Internal Organizational factors

b. Dependent Variable: police performance

The ANOVA table 10 indicated that internal organizational factors significantly affect police performance in controlling crimes in Juba County South Sudan, and this was indicated by the F-value=12.328 and Sig-value=.001, since the sig. value (0.001) was less than 0.05 and which is the maximum level of significance required to declare a significant effect. This implies that internal organizational factors highly affect police performance in controlling crimes in Juba County South Sudan.

Table 11: Coefficients Table Results on internal organizational factors affecting police performance in controlling crimes in Juba County South Sudan

Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
1 (Constant)	1.348	.224		18.654	.001
Internal Organizational Factors	.275	.155	.282	4.847	.001

a. Dependent Variable: Internal Organizational factors

The coefficients Table 11 indicated that considering the standard error, internal organizational factors significantly influence police performance with ($\beta=0.275$, Sig=0.000). The findings concur with several empirical studies done on organizational factors affecting police performance namely, Body- Gendrot (2012), Hamai and Ellis (2006), Onyeozili (2005), and Umah and Eboh (2013) as they support the above literature.

Similarly, qualitative data by a male Key Informant who had served in the Ministry of Interior for close to 4 years noted that;

In the police service, decisions are left to the senior most officer. Whereas this is in line with the command structure, it is not good as decisions are at times taken based on personal interests. Public good is substituted with selfish interests.

“Key informant Number 2”

4.5 External Organizational Factors Affecting Police Performance in Controlling Crimes in Juba County South Sudan

The second objective sought to examine external organizational factors affecting police performance in controlling crimes in Juba County South Sudan. The questionnaire on this objective was measured with 8 questions, and these questions were based on a five-point Likert scale, in which respondents were asked to rate the level of influence of external organizational factors affecting police performance by indicating whether they strongly agree, agree, not sure, disagree and strongly disagree with each question in the questionnaire instrument. The SPSS 23 software was used to analyze their responses using means and ranks as indicated in Table 12

Table 12: Descriptive Analysis of External Organizational Factors Affecting Police Performance in Controlling Crimes in Juba County South Sudan

Options	SD%	D%	N%	A%	SA	Mean	SD
International corporations do not cooperate with police to control organized crime	0%	2%	0%	89%	9%	4.77	0.48
The economic situation in the country is not favorable for police operations	2%	1%	0%	83%	14%	4.62	0.52
The existence of porous borders poses a challenge in controlling crime	0%	2%	0%	75%	23%	4.39	0.58
Police institution is not highly respected by citizens	1%	4%	2%	70%	23%	3.85	0.71
The judiciary is not committed to zero tolerance towards human rights violations	2%	5%	3%	66%	24%	3.54	0.76
Government interferes with police investigations	3%	5%	0%	60%	32%	3.23	0.83
Police uses excessive force during regular operations	0%	2%	0%	75%	23%	4.39	0.58
There is lack of political will by the government to strengthen the legal framework	0%	2%	0%	75%	23%	4.39	0.58
Overall Mean						4.16	0.65

Study results in table 12 indicate that external organizational factors that affect police performance in controlling crimes in Juba County South Sudan were rated high and this was indicated by the overall mean of 4.16 and Std. Deviation of 0.65. This implied that external organizational factors had a significant impact on police performance. From the study findings, majority of the respondents agreed that international corporations do not cooperate with police to control organized crimes representing (89%). This is confirmed by average mean of (4.77), and standard deviation which is widely spread away from the mean value at (0.48). In addition, 83% of the respondents agreed that the economic situation in the country is not favorable for police

operations; this is also confirmed by average mean of (4.62), and standard deviation which is widely spread away from the mean value at (0.52).

And most of the respondents agreed that the existence of porous borders pose a challenge in controlling crime with a response rate of 75%, Mean value of 4.39 and SD of 0.58. Further, 70% of the respondents agreed that police institutions are not highly respected by citizens. This is confirmed by an average mean of (3.85), and standard deviation which is widely spread away from the mean value at (0.71). And 66% of the respondents agreed that the judiciary is not committed to zero tolerance towards human rights perpetrators, while 60% agreed that the government interferes with police investigations. This is confirmed by average mean of (3.54), and standard deviation which is widely spread away from the mean value at (0.76). Lastly, 75% of the respondents agreed that police use excessive force during operations and there is lack of political will by government to strengthen the legal framework. This is confirmed by an average mean of (4.39) and the standard deviation of (0.58). The results suggested that external organizational factors have a significant influence on police performance.

Regression tests to determine the effect of external organizational factors on police performance in controlling crimes in Juba County South Sudan

To establish whether there was a cause-and-effect relationship between external organizational factors and police performance, a regression analysis was carried out, and the results are presented in Table 13 below.

Table 13: Testing the effect cause-and-effect relationships between variables

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.623a	.388	.381	.49354		
a. Predictors: (Constant), External Organizational factors						
1	Regression	13.874	1	13.874	56.956	.000a

Regression analysis results in the Model Summary table 15 revealed that external organizational factors accounted for 38.8% on the effect of police performance in controlling crimes in Juba County South Sudan, and this was indicated by r-squared of 0.388, implying that a

small change in external organizational factors contribute to a change in police performance in controlling crimes

The ANOVA table 15 indicated that external organizational factors as an independent variable as a concept of retrenchment practice significantly affects police performance in Juba County South Sudan, and this was indicated by the F-value=56.956 and Sig-value=.000, since the sig. value (0.000) was less than 0.05, which is the maximum level of significance required to declare a significant effect. This implies that external organizational factors highly influence police performance. The coefficients table 15 indicated that considering the standard error, external organizational factors significantly influence police performance with ($\beta=0.629$, Sig=0.000).

These findings were supported by Jorgensen (2009) who argued that the reasons for prevailing impunity in respect of human rights violations by state officials are found across a broad spectrum. He stated that failure by the government to prosecute perpetrators of human rights violations poses a challenge in criminal investigations. Jorgensen (2009) further indicated that important legal and policy developments in the police and prison system faltered in material ways and this can significantly undermine accountability at both local and national level. In addition, according to a report by IACHR (2019), institutional deficiencies, imbalance in power among the three branches of government and bad governance contribute to ineffective policing in developing countries. Similarly, qualitative data provided by a female key informant who had served in the Judiciary for 3 years noted that;

The biggest issue plaguing the police force is political interference. Political affiliations play a large role in influencing the appointment of senior police officials and in police recruitment. Most of these appointments are skewed and tribal based and at the expense of merit

“Key Informant number 4”

4.6 Mitigation Measures to Improve Police Performance in Controlling Crimes in Juba County South Sudan

The 3rd objective of the study was to identify mitigation measures to improve police performance in controlling crimes in Juba County South Sudan such that peace and security is promoted. The results from data analysis are presented in the table 14 below.

Table 14: Mitigation measures to improve police performance in controlling crimes in Juba County South Sudan

Options	SD%	D%	N%	A%	SA%	Mean	SD
Improving software & IT System for investigation of crimes will improve police performance	1%	3%	1%	73%	22%	3.83	0.62
Improving motivation for police officer is the mitigation measure for corruption prevention	2%	1%	0%	70%	16%	3.62	0.66
Recruiting competent police officers will reduce crime rate	3%	5%	0%	60%	33%	3.56	0.71
Capacity building for police institution will improve police performance	3%	6%	1%	55%	35%	3.55	0.77
Strengthening the legal framework will improve police performance	2%	2%	0%	58%	38%	3.43	0.54
Promotion of police officers based on merit will improve police performance	2%	5%	3%	50%	40%	3.32	0.82
Corporation with international agencies will improve police performance	3%	5%	0%	60%	33%	3.56	0.71
Salary enhancement for police officers will improve police performance	1%	3%	1%	73%	22%	3.83	0.62
Overall Mean						3.55	0.66

Study results in table 14 indicate that the suggested measures to improve police performance in controlling crimes in Juba County South Sudan was rated high and this was indicated by the overall mean of 3.55, Std. Deviation of (0.66). From the table therefore, most respondents (73%) agreed to the statement that improving software and IT System for investigation of criminal acts will improve police performance. This is confirmed by the mean value of (3.83) and a very widely spread standard deviation at (0.62) from the mean value.

And 70% of the respondents agreed that improving motivation for police officer is the mitigation measure for of corruption prevention, this is confirmed by mean value of (3.62) and a very widely spread standard deviation at (0.66) from the mean value. In addition, (60%) of the

respondents agreed that recruiting competent police officers will reduce crime rate and this is confirmed by mean value of (3.56) and a very widely spread standard deviation at (0.71) from the mean value.

Furthermore, 55% of respondents also revealed that capacity building for police institutions will improve police performance. And this was also rated high with a confirmed mean value of (3.55) and a very widely spread standard deviation at (0.77) from the mean value. In addition, most of the respondents in the study confirmed that strengthening the legal framework will improve police performance representing (58%) of the total who agreed. This is confirmed by average mean of (3.43), and standard deviation which is widely spread away from the mean value at (0.54) while 50% of the respondents agreed that promotion of police officers based on merit will improve police performance and this was confirmed by the average mean of (3.32) and a very widely standard deviation of (0.82).

Further, 60% of the respondents respectively agreed that cooperation with international agencies will improve police performance and this is also confirmed by average mean of (3.56), and standard deviation which is widely spread away from the mean value at (0.71). Lastly 73% of the respondents agreed that salary enhancement for police officers will improve police performance this is also confirmed by average mean of (3.83), and standard deviation which is widely spread away from the mean value at (0.62).

Regression tests to determine the cause-and-effect relationship between the suggested mitigation measures and improvement of police performance in controlling crimes in Juba County South Sudan. To establish whether there was a cause-and-effect relationship between the suggested mitigation measures and improvement of police performance in controlling crimes in Juba County South Sudan a regression analysis was carried out, and the results are presented in Table 15 as below.

Table 15: Model Summary of the suggested mitigation measures and improvement of police performance in controlling crimes in Juba County South Sudan

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.473a	.224	.215	.55553		
Predictors: (Constant), Mitigation Measures						
ANOVA ^b						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	8.021	1	8.021	25.992	.000a
	Residual	27.775	55	.309		
	Total	35.796	55			
a. Predictors: (Constant), Mitigation Measures						
b. Dependent Variable: Police performance						
Coefficients ^a						
Model		Unstandardized Coefficients		Standardized	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.326	.315		4.207	.000
	Mitigation Measures	.562	.110	.473	5.098	.000
a. Dependent Variable: Police performance						

Regression analysis results in the Model Summary table 4.13 indicated that the suggested mitigation measures accounted for 22.4% on improving police performance in controlling crimes in Juba County South Sudan and this was indicated by r-squared of 0.224, implying that the suggested mitigation measures significantly contribute to 22.4% to improve police performance in controlling crimes in Juba County South Sudan.

The ANOVA table 4.15 indicated that the suggested mitigation measures will significantly improve police performance, and this was indicated by the F-value=25.992 and Sig-value=.000, since the sig. value (0.000) was less than 0.05 and which is the maximum level of significance required to declare a significant effect. This implies that the suggested mitigation measures will highly improve police performance in controlling crimes in Juba County South Sudan. The coefficients table 4.15 therefore indicated that considering the standard error, the suggested

mitigation measures will significantly improve police performance with ($\beta=0.562$, Sig=0.000). Similarly, qualitative data provided by a male key informant who had served in the Police for 5 years noted that.

There is need for a comprehensive and broader economic and political reform through which the government of South Sudan can prioritize the Police institution by allocating more resources. There is need for government's political will to give police the mandate to operate as an independent institution with limited interference which in my view will register a remarkable progress towards police performance.

Key Informant number 4

4.7 Discussion of Findings

Findings of this study were presented thematically according to the objectives as follows;

4.7.1 Effect of Internal Organizational Factors on Police Performance in Controlling Crimes in Juba County South Sudan

Findings indicate that internal organizational factors highly affected police performance in controlling crimes and therefore there is need to prioritize police funding, reduce government interference and generally adopt a comprehensive police reform to enable the institution to perform effectively. These findings were supported by Uma and Eboh (2013) who argued that inadequacies in resources, police funding problem, corruption and delays, inadequate training and influence of the appointing authority have weakened the police structures and effective policing. The ANOVA table 10 indicated that internal organizational factors significantly affect police performance in controlling crimes in Juba County South Sudan, and this was indicated by the F-value=12.328 and Sig-value=.001, since the sig. value (0.001) was less than 0.05 and which is the maximum level of significance required to declare a significant effect. This implies that internal organizational factors highly affect police performance in controlling crimes in Juba County South Sudan.

The coefficients table 4.9 indicated that considering the standard error, internal organizational factors significantly influence police performance with ($\beta=0.275$, Sig=0.000). The findings concur with several empirical studies done on organizational factors affecting police performance namely, Body- Gendrot (2012), Hamai and Ellis (2006) Onyeozili (2005), and Umah and Eboh (2013) as they support the above literature.

4.7.2 Effect of External Organizational Factors on Police Performance in Controlling Crimes in Juba County South Sudan

The ANOVA table 15 indicated that external organizational factors as an independent variable as a concept of retrenchment practice significantly affects police performance in Juba County South Sudan, and this was indicated by the F-value=56.956 and Sig-value=.000, since the sig. value (0.000) was less than 0.05, which is the maximum level of significance required to declare a significant effect. This implies that external organizational factors highly influence police performance. The coefficients table 15 indicated that considering the standard error, external organizational factors significantly influence police performance with ($\beta=0.629$, Sig=0.000).

These findings were supported by Jorgensen (2009) who argued that the reasons for prevailing impunity in respect of human rights violations by state officials are found across a broad spectrum. He stated that failure by the government to prosecute perpetrators of human rights violations poses a challenge in criminal investigations. Jorgensen (2009) further indicated that important legal and policy developments in the police and prison system faltered in material ways and this can significantly undermine accountability at both local and national level. In addition, according to a report by IACHR (2019), institutional deficiencies, imbalance in power among the three branches of government and bad governance contribute to ineffective policing in developing countries.

4.7.3 Mitigation Measures to Improve Police Performance in Controlling Crimes in Juba County South Sudan

Established the cause-and-effect relationship between the suggested mitigation measures and improvement of police performance in controlling crimes in Juba County South Sudan. The study also shows that there was a significant effect of the suggested mitigation measures to improve police performance in controlling crimes in Juba South Sudan and this was indicated by the F-value=25.992 and Sig-value=.000, since the sig. value (0.000) was less than 0.05 and which is the maximum level of significance required to declare a significant effect. The suggested mitigation measures and improvement of police performance in controlling crimes in Juba County South Sudan include a comprehensive and broader economic and political reform through which the government of South Sudan to prioritize the Police institution by allocating more resources.

Further the study established the need for government's political will to give police the mandate to operate as an independent institution with limited interference which may register a remarkable progress towards police performance.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter focuses on the summary, conclusions, and recommendations based on the findings of this study following the study objectives. The summary of the findings is presented as guided by the specific objective objectives as below:

5.2 Summary of Study Findings

The summary of findings is based on the three research objectives namely, to establish the internal organizational factors affecting police performance in controlling crimes in Juba County South Sudan; to analyze external organization factors affecting police performance in controlling crime in Juba County South Sudan and to identify mitigation measures to improve police performance in controlling crimes in Juba County South Sudan such that peace and security is promoted.

5.2.1 Internal Organizational Factors Affecting Police Performance in Controlling Crimes in Juba County South Sudan

The internal organizational factors affecting police performance in controlling crimes in Juba County South Sudan were rated high with a response mean value of; 3.97 and STD value of: 0.67, implying that any changes in internal organizational factors automatically affects police performance in controlling crimes. This means that internal organizational factors like the organizational structure, the chain of command and high illiteracy rates are essential in improving police performance and the government of South Sudan needs to address these factors to enable the police perform effectively at both local and national levels. Further, the study results show that internal organizational factors are crucial in promoting police performance and therefore there is need to engage all stakeholders to work together as police institution cannot work in isolation. This would foster unity, increase morale and promote accountability hence improving the overall police performance.

The study also shows that there was a positively significant effect of internal organizational factors on police performance ($r = .461$, $P\text{value} < 0.01$). This implied that a poorly managed police force will impact the attitudes of officers, hence affecting their performance.

5.2.2 External Organizational Factors Affecting Police Performance in Controlling Crimes in Juba County South Sudan

The external organizational factors affecting police performance in controlling crimes was rated high and this was indicated by the overall mean of 4.16 and Std. Deviation of 0.65. This implied that external organizational factors had a significant impact on police performance.

The study shows that there was a moderately significant effect of external organizational factors on police performance ($r = .597$, $P\text{-value} < 0.01$). This implied that external organizational factors like lack of cooperation from international agencies to assist police control organized crime and existence of porous borders greatly hamper police performance as follow up on criminals is challenging. The study findings further indicate that there is a strong connection between external organizational factors and police performance especially issues like economic situation in the country that does not favor police performance due to poor funding and political interference. This situation calls for a police service structure, with a robust policing system in the country with a scientific approach laced with forensic laboratories if South Sudan government would avert the situation.

5.2.3 Mitigation Measures to Improve Police Performance in Controlling Crimes in Juba County, Central Equatoria State, South Sudan

The suggested mitigation measures to improve police performance in controlling crimes in Juba County South Sudan were rated high and this was indicated by the overall mean of 3.55, Std. Deviation of 0.66. This implies that the suggested mitigation measures if well implemented have a significant impact on police performance in controlling crimes. The government of South Sudan needs to be determined to implement police reforms proactively though implementation is challenging, it's worth noting that in post conflict situations where police have often perpetrated serious human rights violations, it's imperative to control such actors through effective policy mechanisms and legal framework. This will build confidence in the public once the government is totally committed to controlling police activities.

The study also shows that there was a significant effect of the suggested mitigation measures to improve police performance in controlling crimes in Juba South Sudan and this was indicated by the $F\text{-value} = 25.992$ and $\text{Sig-value} = .000$, since the sig. value (0.000) was less than 0.05 and which is the maximum level of significance required to declare a significant effect. This

implies that if these measures are systematically executed, police performance would considerably improve hence controlling crimes not only in Juba but across other cities in South Sudan

5.3 Conclusions

This section presents this current study's conclusions as informed by the study findings. The conclusions are in two parts; empirical and theoretical as presented below:

5.3.1 Empirical Conclusions

Findings indicate that internal organizational factors highly affected police performance in controlling crimes and therefore there is need to prioritize police funding, reduce government interference and generally adopt a comprehensive police reform to enable the institution to perform effectively.

According to the second objective, external organizational factors such political interference that fuels impunity and poor accountability are delt with if the police force is to function independently and improve its performance both locally and nationally. In addition, imbalance in power among the three branches of government and bad governance contribute to ineffective policing in developing countries.

According to the third objective, suggested mitigation measures and improvement of police performance in controlling crimes in Juba County South Sudan include a comprehensive and broader economic and political reform through which the government of South Sudan to prioritize the Police institution by allocating more resources. Further the study established the need for government's political will to give police the mandate to operate as an independent institution with limited interference which may register a remarkable progress towards police performance.

5.3.2 Theoretical Conclusions

This study was guided by the Contingency Theory. This Theory which was developed by Woodward in the 1950's, is a behavioral theory which purports that there is no one good way to organize an organization or a corporation, to lead a company, or to make decisions, meaning that there not one good structural type that is optimal for all organizations to lead a company or to make decisions. Instead, the structure that is most effective is that which fits some certain factors, referred to as contingencies.

The theorists hold a pragmatic view that there is no management approach that is universally applicable. Since the argument by the contingency theory is about the need to achieve a fit between what the organization is and what it wants to become, then the Law enforcement managers can use the contingency theory to align their strategies within the operating environment such that they effectively plan for efficiency and effectiveness of the Police institution. The law enforcement leaders can therefore align their strategies within the operating environment to achieve strategic fits for the agency (Adeoye & Elegunde, 2012). The theory has been criticized for the assumption that managers react rationally in response to organizational threats or changes and also ignore the fact that managers may act in a particular way depending on political influence. It has also been argued that the contingency theory implies that a leader switch is the only method to correct any problem facing the leadership in certain organizational structures.

5.4 Recommendations to the Study

The study makes the following recommendations based on the study objectives;

- i. The study recommends a comprehensive overhaul of the police institution specifically the structure of the police force to be rationalized so that internal processes and mechanisms are moderated to allow quick and effective decision making. There is need to implement a comprehensive program to vet existing staff and new recruits for their involvement in human rights abuses during and since the civil war. As part of ongoing processes and to improve police performance and respond to enduring and new challenges, the Government of South Sudan and the SSPS should consider increasing police funding to cater for training and capacity building of the police force as well as salary enhancement such that police officers are motivated to work diligently and professionally.
- ii. The study recommends the need for collaborative initiatives with international corporations to reform the police force to international standards and government's political will to allow the police institution to work independently and reduce government interference. Police force needs to be empowered such that they can paint a good image in public. As noted, in any society, living in an unsafe and disruptive environment holds back the diverse advancement of a country. In addition, the roles and duties of police officers are highly influential in the improvement of infrastructure in a nation. Therefore, the South Sudanese

government should focus on the Police force, especially the work effectiveness of police officials. It is a fact that police officers are central in setting the directions of the Force.

- iii. The study recommends adoption of modern state-of-the-art equipment such as technology such that criminal investigations are managed in a quick and efficient manner. This would ensure quick processing of information and communication within the police structure hence promoting efficient service delivering addition, the study recommends that the SSNPS State Directorate of Community Policing takes the lead in establishing Police Community relations through consultation, mobilization and sensitization on crime prevention. By developing connections within the communities, police are better informed and empowered to solve public safety problems. Community security increases early detection of criminal activities and timely resolution of disputes which would otherwise deteriorate into violence. If such a best practice is continuous and well regulated, it is hoped that police performance will improve in controlling crimes in Juba County, South Sudan. Community policing calls for unity, collaboration, communication, and consultation with the South Sudan National police administration and police personnel.

5.5 Recommendations for Further Study

From the research findings and conclusion, the researcher recommends another study that looks at the extent of police reform within the wider framework of security sector reform in South Sudan.

A replication study may be conducted in different study other area based on similar contexts in order to compare the findings.

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APPENDICES

Appendix I: Letter of Introduction

Date: 27th July 2022

Gol Ayie Jal

Tel: +211922222157

Email: ayieljal@gmail.com

Address: Egerton University South Sudan Branch

To the Ministry of The Interior, Jubek state

Cc: Inspectors General of the Police, Jubek State,

Cc: Undersecretary General Ministry of Labor, Jubek state,

Dear Sir/Madam,

RE: Authorization Letter of Study

My name is Gol Ayie Jal; I am a student at Egerton University of Kenya (Juba Campus) South Sudan. I'm currently completing 2 years of my post graduate degree in Peace and Security Management. I would like to ask permission from your Ministry to conduct a study, and my research topic is Factors Affecting Security Personnel in Controlling Crimes in Jubek state.

I will be very grateful if my request letter is put into your favorable consideration. In addition, I believe this study will also make a significant contribution to the state Ministry of interior and relevant stakeholders implementing security management in South Sudan.

While I look forward to hearing from you soon.

Yours Faithfully,



Gol Ayie Jal

Tel 211922222157

Email: ayieljal@gmail.com

Appendix II: Questionnaires for Data Collection for Main Respondents

Dear Sir/Madam,

My name is Gol Ayie Jal, a student at Egerton University of Kenya (Juba Campus) South Sudan. I'm currently completing 2 years of my post graduate degree in Peace and Security Management. I am conducting a study on selected internal and external organizational factors affecting police performance in controlling crimes in Juba County South Sudan in partial fulfillment of the requirement for the award of Master of Arts Degree in Peace and Security Management at Egerton University of Kenya (Juba Campus)

You are kindly requested to thoroughly read and answer all questions in this questionnaire. There is no right or wrong answer, and all your responses will be used for academic purposes only without revealing your identity.

Section A. Demographic Characteristics:

Tick the correct one

1. Gender
Male ()
Female ()
2. Age
20-29 ()
30-39 ()
40-49 ()
50 and above ()
3. Level of Education
AES ()
CSE ()
Diploma ()
Degree ()

Section B: Organizational Factors

Please indicate your opinion with a tick on the following statements. For example, if you strongly agree- 5, Agree -4, Not sure - 3, Disagree - 2, Strongly Disagree –1

S/N	Internal Factors	Responses				
		1	2	3	4	5
1	The police organizational structure is too layered and hierarchical					
2	Police institution is not well funded by the government					
3	Police officers are not highly educated					
4	Government interferes in police investigations					
5	Police does not have modern equipment to execute daily duties					
6	Salaries paid to police officer are inadequate					
7	The recruitment procedure is unfairly executed.					
8	The organizational culture of the police institution is not supportive enough					
S/N	External Factors	Responses				
		1	2	3	4	5
1	International corporations do not cooperate with police to control organized crime.					
2	The economic situation in the country is not favorable for police operations.					
3	The existence of porous borders poses a challenge in controlling crime					
4	Police institution is not highly respected by citizens.					
5	The judiciary is not committed to zero tolerance towards human rights perpetrators.					
6	Government interferes with police investigations					
7	Police uses excessive force during operations.					
8	There is lack of political will by government to strengthen the legal framework					

S/N	Mitigation measures	Response				
		1	2	3	4	5
1.	Improving software & IT system for investigation of crime act will improve police performance					
2.	Improving motivation for police officer is the mitigation measure of corruption prevention					
3.	Recruiting competent police officers will reduce crime rate					
4.	Capacity building for police institution will improve police performance					
5.	Strengthening the legal framework will improve police performance					
6.	Promotions of police officers based on merit will improve police performance					
7.	Corporation with international agencies will improve police performance					
8.	Salary enhancement for police officers will improve police performance					

Section C: Crime Control

S/N	Inefficiency in crime reporting	Response				
		1	2	3	4	5
1.	Reported cases take too much time before being forwarded to higher authorities					
2.	Some crimes are too complex for police to handle					
3.	Use of poor technology during police investigations affects timely reporting					
4.	Poor infrastructure especially roads leads to delay in crime reporting					
5.	Government interference limits the effectiveness of crime reporting					
S/N	Breach of criminal procedure and compliance	Response				
		1	2	3	4	5
1.	Police uses force during criminal procedures					
2.	There is no transparency during criminal investigations					
3.	Individual interests are reflected during some criminal investigations					
4.	Some crimes go unreported especially in remote areas					
5.	Some crimes go unreported due to intimidation from higher authorities					

S/N	Weak accountability	Response				
		1	2	3	4	5
1.	There is no consistency in crime control by police officials					
2.	Police officials are unprofessional when executing their duties					
3.	There is no follow up on some reported cases which makes the perpetrators to go free					
4.	Resources are not readily available to perform my daily duties					
5	There is no respect for rule of law during police operations					

Appendix III: Interview Guide for Key Informants

A. Internal Organizational Factors

1. What internal factors affect police institutions in controlling crimes
2. How do internal factors influence police performance in controlling crime?

B. External Organizational Factors

1. What external factors affect police institutions in controlling crimes
2. How do external factors influence police performance in controlling crimes?

C. Mitigation Measure

1. What mitigation measures will improve police performance in controlling crimes
2. How are mitigation measures important in improving police performance?

Appendix IV: Research Approval from Egerton University Graduate School

EGERTON

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www.egerton.ac.ke

OFFICE OF THE DIRECTOR GRADUATE SCHOOL

Ref: **AME21/19030/17**

Date: **2nd November, 2022**

Mr. GoL Ayie Jal
Dept. of PSSS
Egerton University,
P. O. Box 536,
EGERTON

Dear Mr. Jal

RE: CORRECTED PROPOSAL

This is to acknowledge receipt of soft copies of your corrected proposal entitled: **"Factors Affecting Police Performance in Controlling Crimes in Juba County, South Sudan."**

You are now at liberty to commence your fieldwork. However note the following: -

1. You must register each semester.
2. Pay your fees every semester.
3. Submit progress reports every four (4) months (Masters) or six (6) months (PhDs). Without this, your thesis/project will not be accepted. Forms are available at the Board.
4. You are expected to publish one (1) paper (Masters) or two (2) papers (PhD) in peer-reviewed journal and present them before issuance of "Intent to Submit Thesis/Project" form by the Board.

NB: Please provide a **HARD COPY** of the proposal duly signed by the supervisors for the file.

Thank you.

Yours sincerely,

Prof. George M. Gendi, PhD
DIRECTOR, BOARD OF POSTGRADUATE STUDIES



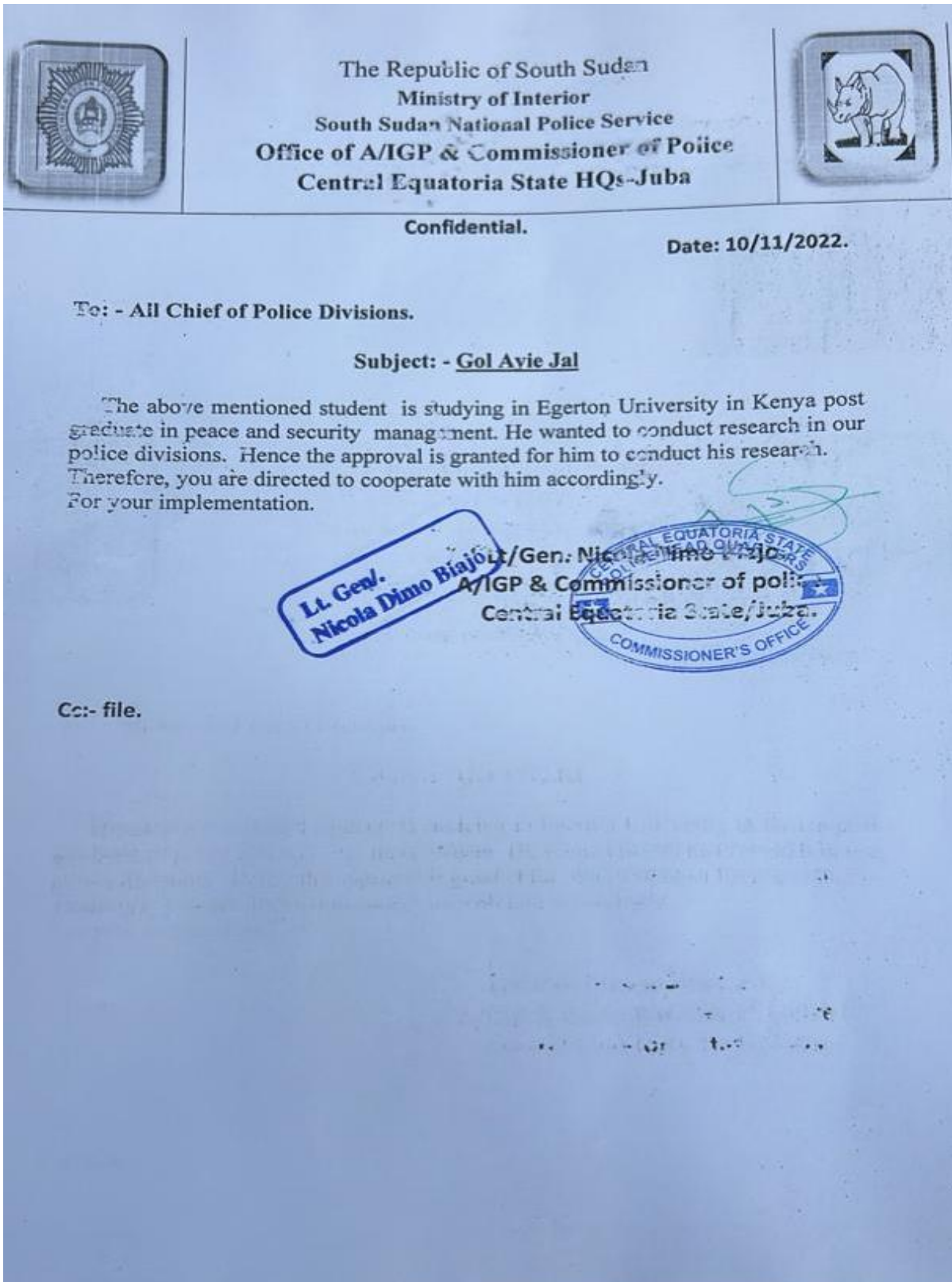
c.c. Dean, FASS
COD, PSSS

Supervisors

GMO/vk

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Appendix V: Research Approval from Ministry of Interior



Selected Internal and External Organisational Factors Affecting Police Performance in Controlling Crimes in Juba County-South Sudan

Gol Ayie Jal¹, Hadija Murenga², Panuel Mwaeke³

¹Department of Peace Security, Social Sciences, Egerton University, Kenya

²Department of Peace Security, Social Sciences, Egerton University, Kenya

³Department of Peace Security, Social Sciences, Egerton University, Kenya

Abstract: *This study sought to assess the factors affecting the police performance in controlling crimes in Juba County Central Equatoria State. This study was motivated by increasing crime rates in Juba despite police presence in the area. The study first assessed internal and external organizational factors affecting police performance in controlling crime and finally identified mitigation measures to improve police performance in controlling crimes. The study was grounded by the contingency theory of management theory and adopted a case study qualitative design. The main method of data collection was the questionnaire. The study comprised of 76 main respondents and 4 Key Informants. The census sampling Method was used to select respondents for the study. Data was analyzed using SPSS software and content analysis method. Internal organizational factors that affected police performance in controlling crimes in Juba County include; too layered hierarchical organizational structure, inadequacy of finance and resources, staff incompetency to provide effective service delivery, political interference, lack of modern state of the art equipment, poor remuneration, lack of discretion among lower ranking officers, absence of intellectual capital, poor leadership styles within the rank and file, and the effect of organizational culture. Major external organizational factors affecting police performance included, economic factors, technological factors, and finally, the problem of trust in police-community relations. Additionally, according to the study factors responsible for police-community mistrust that has a concurrence as either agreed and strongly agreed and that had an effect on their performance in South Sudan included, misuse of force impunity, perceptions of neglect, rudeness and incivility, incompetence, venality, extortion, discrimination, intimidation, and brutality. Major mitigation measures that will address the problem of policing in South Sudan which include; Building Public trust, entrenchment of public oversight and accountability bodies, use of civil society in building trust, especially in post-authoritarian and developing societies, requires confronting the weakness of civil society and police reform. The study recommends political good will to increase police funding from the exchequer, Building Public trust, entrenchment of public oversight and accountability bodies, use of civil society in building trust, especially in post-authoritarian and developing societies, requires confronting the weakness of civil society and police reform. Police reform may target; organizational change, innovative practices like sustained mentoring of police by experienced outsiders, and sponsorship of police involvement in community projects.*

Keywords: Police Performance, Internal organizational Factors, External Organizational Factors

1. Introduction

South Sudan has emerged from protracted disputes over the past forty years with the Khartoum government, and the impact of these conflicts have affected performance and capacities of entire service delivery in South Sudan police services (SSPS) in Juba County. Although the constitutional mandate of South-Sudan police service is to maintain law and order, provide security to the citizen and protect their properties, this mandate has been according to this study hampered by underlying push and pull factors; both internal and external factors that this study sought to establish (Oyeozili, 2005; Alemika & Chukwuma, 2000). The implication has been increased crimes such as armed robberies at gunpoint, breakings, abduction for ransom among citizen population by unknown assailants is increasing in Juba town and its out skirts, in areas such as Konyo-Konyo, Lologo Markets due to weak security police patrol and poor law enforcement.

As stated by Oyeozili, (2005) and Pruch, (2020), factors such as internal and external organization factors have majorly interfered with police performance for effective security management, especially in most low develop countries in

Africa, coupled with incompetent and inadequate professional training of the officers, and absence of skills on utilizing information technology for controlling sensitive security issues are in-all likelihood contributing constraints, affecting police. Moreover, (Pruch, (2020), stated that high criminal rates are caused due to weak law enforcement against perpetrators and corruptions among police officers in South Africa. In addition, Egon (1970) argued that role of police in modern society is to enforce law and orders.

In addition, Skogan (1993), emphasized that professionalization and laws were established to prevent police corruptions, brutality, abusive force and use of fire arms against public, and he further argued that police officers were incompetent to catch criminals. While, Sule (2002) insisted that role of police is benevolent agency in the state on crime control, apprehend criminals and enforce law to prevent dysfunction and disequilibrium to ensure development and democratic living. According to international victimization survey, crimes rates are on the rise in the cities such as Asia and neighborhoods in which one person out of 13% was a victim of crime. Miyazawa (1990), stated that land density will significantly increasing crime rates in Japan.