



SEMA Trend Report

How can departments within the Uganda Police Force improve their services to clients?



SEMA is a social enterprise aiming at improving public services by gathering citizen feedback. Since 2018, SEMA has talked to and received feedback on citizens' experiences at various public institutions in Uganda. SEMA developed a set of tools (feedback devices, mobile survey lines and in-person surveys) through which citizens rate the experiences they have had at public offices. This system has been tested in Uganda in collaboration with police stations and other public institutions. The feedback collected from citizens was presented in one-pager actionable reports that are distributed and discussed each month with the heads of the police stations where we work. Since these monthly reports are office-specific and not publicly available, we publish trend reports to disseminate our findings to policy makers and other partners.

October 2020



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Introduction

SEMA published its first [Police Trend Report](#) in June 2020 focusing on the overall performance of police stations in Kampala based on citizen feedback recorded between 2018 and 2020. We looked into the different factors that have an effect on the satisfaction of citizens who visited the police stations during this time. This consisted of comments on 1) waiting time and absenteeism, 2) friendliness of police officers, 3) being sent from office to office to get the desired services, 4) knowledge levels of police officers, 5) being asked to pay for services and 6) the environment of the police station. One of the key recommendations of this report was to better equip police departments that interact with citizens most often. This and other recommendations from the first report were discussed with high-level officials from the Uganda Police Force.

Based on feedback received on the first Police Trend Report, SEMA developed this report to focus on police departments' performance. Different police departments provide different services and may also have different operating structures that are managed by Directors at the Uganda Police Force. As such, a departmental dissection of citizen feedback may provide insights into how a specific department may its service service delivery to citizens across the country. In this report, we'll be looking in depth at citizens' feedback towards specific police departments and discussing department trends in service provision.

Methodology

SEMA talked to 9,092 citizens between September 2018 and March 2020 at 7 different police stations around Kampala city. Citizens gave feedback at 7 police stations, 6 of which are at the divisional level (Central Police Station, Kira Road Police Station, Wandegaya Police Station, Jinja Road Police Station and Katwe Police Station), while one is a police post (Ntinda Police Station). These stations cover the largest part of Kampala city police services, spanning a population of (approximately) 1,680,800 residents. Citizens gave their feedback through talking to our team of trained data collectors situated at the entrance/exit of the police stations, who asked respondents to rate the service they received. In the same period, SEMA also collected feedback from citizens visiting police through other means (feedback devices, automated mobile phone lines), but the data gathered through those sources is not included in this report. Individual police stations received a total of 92 customized monthly feedback reports during this period, showing the findings of each month of citizen feedback collected. SEMA held regular informal interviews with police officers to find out how they have been reacting to these reports and the feedback presented.

Who are our respondents?

Gender:

Female	3206 (35.26%)
Male	5886 (64.74%)

Language of respondents:

Luganda	4742 (52.16%)
English	4186 (46.04%)
Other	164 (1.80%)

Approximate age of respondents:

Under 30	2898 (31.87%)
Between 30-50	5670 (62.36%)
Over 50	520 (5.72%)

Total number of respondents per station:

Wandegaya Police Station	1896
Jinja Road Police Station	1856
Kira Road Police Station	1720
Ntinda Police Station	1557
Central Police Station	1420
Kira Division Police Station*	325
Katwe Police Station*	318

* - data collection for these stations began in January 2020

Police performance across departments as rated by citizens of Kampala

Most recent police performance according to citizens (2020 Q1)

In [SEMA's June police trend report](#), our primary unit of analysis was the police station. In this report we shift the focus to departmental performance across SEMA's partners in Kampala, but despite this we want to note the relationship between the two. As a starting point, it's clear that a department is nested within a police station, which means that the environment and overall organization of the station will affect all departments within the station. Taking a look at the stations we collected data for in 2020 Q1, we can see that the lowest performing station scored 54.84 and the highest scored 65.82 (see full chart below).

Average citizen satisfaction across police stations - overall (2020 Q1)

Jinja Road Police Station	Central Police Station	Katwe Police Station	Wandegeya Police Station	Kira Division Police Station	Kira Road Police Station	Ntinda Police Station
54.84	54.93	58.02	59.95	64.31	61.19	65.82

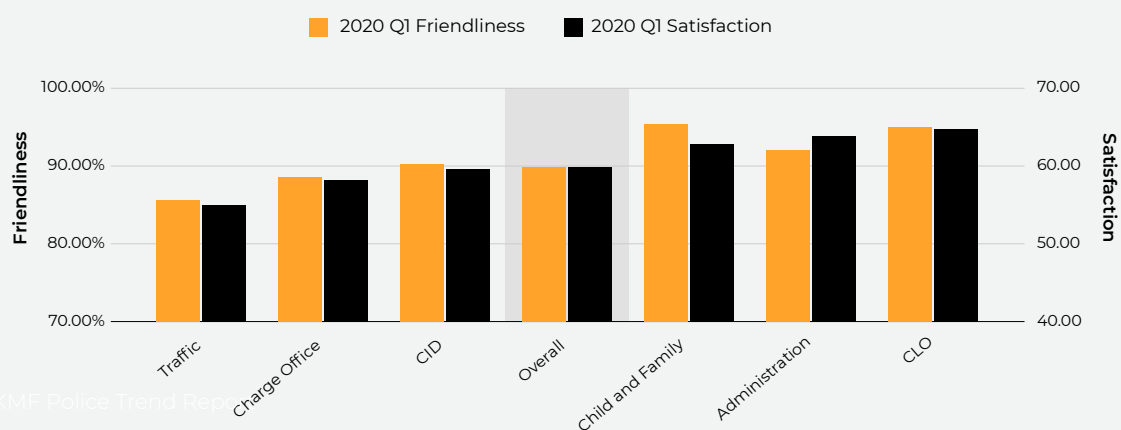
In the chart above, we can see that the range between the highest and lowest performing station is 10.98 points, which is a sizable difference in performance. However, stations are not the only unit of analysis that show the kind of variance in performance that is worth investigating (see department scores below).

Average citizen satisfaction based on departments - overall (2020 Q1)

Traffic	Charge Office (reporting case and suspects)	Criminal Investigation Department (CID)	Child and Family Protection Unit	Administration / OC Station / DPC	Community Liaison Office (CLO)
54.94	58.21	59.59	62.80	63.94	64.71

When we analyze departments, we can see that the range between the highest and lowest performing department is 9.77, which roughly equals the range between the highest performing station and the lowest station. This implies that if Kampala police wishes to improve citizen satisfaction, on the overall scale it's equally important to look at the level of departments as it is to look at police stations. Seeing as they sit below the overall average of 59.78, we suggest looking closer at ways to improve the Traffic Office, Charge Office and Criminal Investigations Department (CID) as first priorities.

Comparison of Friendliness and Satisfaction (2020 Q1)

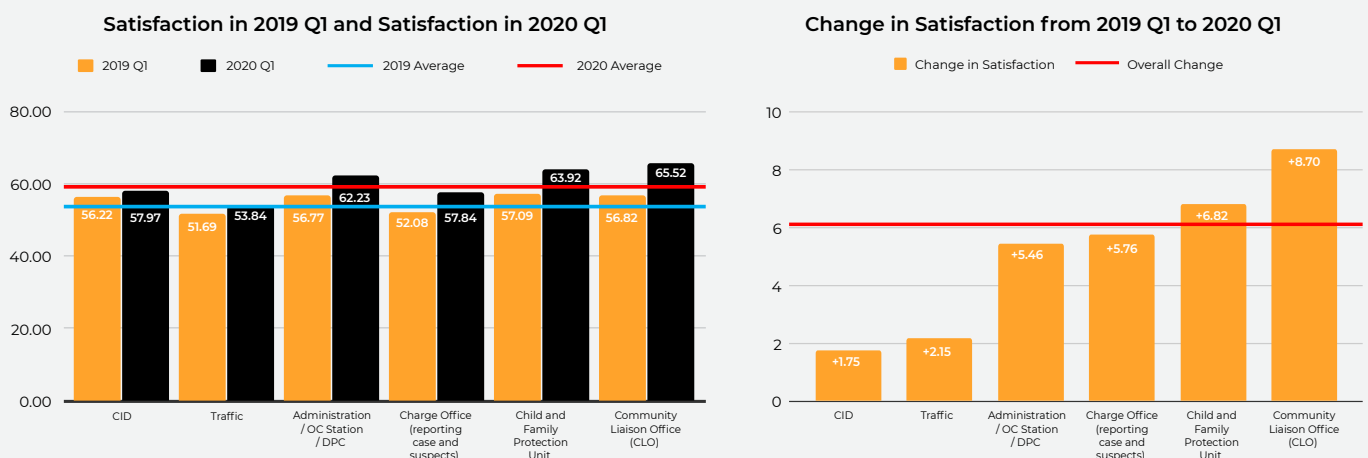


As we noted in the previous report focusing on police stations, friendliness of staff is among the most crucial predictors of satisfaction. We verified this through regression analysis in the [June police trend report](#). The graph above can help to visualize the relationship between the two factors through a chart that compares the percentage of citizens who said the staff was friendly and the overall satisfaction of citizens at police stations in 2020 Q1. We see in the chart above that Traffic, the Charge Office, and the Criminal Investigations Department are below average in terms of friendliness of staff.

One more note that we should add as far as why these offices should receive special attention is related to the fact that these departments are also rather large in proportion to the caseloads they receive. Although the caseloads do vary from station to station, overall the Traffic Office handles 17% of cases, Charge Office handles 49% of cases, and the Criminal Investigation Department handles 10% of cases (see more about this below). This means their scores combine to weigh heavily on the overall scores of their respective stations and the Kampala police overall.

Changes in satisfaction rating according to citizens (2019 Q1 to 2020 Q1)

In general, Kampala police stations where SEMA surveyed citizens in both 2019 and 2020 saw improvement in satisfaction ratings.

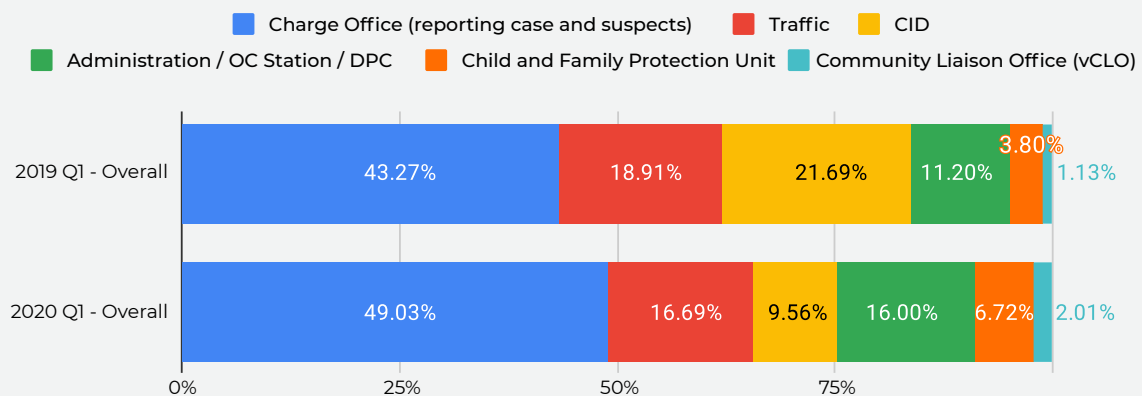


Overall, there was an improvement of 6.11 points across all stations and departments. It's encouraging to see that all departments increased their ratings to at least some extent. Nevertheless, some departments saw greater improvements than others. In the chart above, we see that Traffic and CID saw improvements of 1.75 and 2.15 points respectively. Meanwhile, the largest improvements came from the Child and Family Protection Unit and Community Liaison Offices, which saw improvements of 6.82 and 8.70 points each.

Changes in caseloads according from 2019 Q1 to 2020 Q1

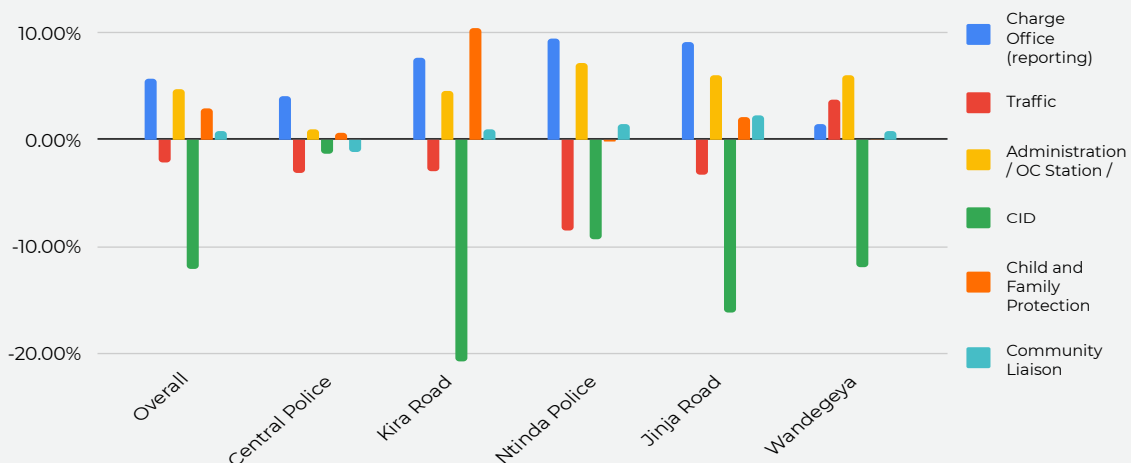
Though the main focus of this report is to find ways in which police departments can improve services in a way that improves citizen satisfaction, we should also consider the question of caseload. It is not necessarily directly related to satisfaction, but both the police force and individual stations should understand where to focus their energies in order to improve their services more efficiently. Although we should note that SEMA cannot measure the number of actual cases that departments receive, our presence at the stations over the course of several days over the course of any given month allows us to see the relative distributions of citizens through their reports of which departments they visited.

Distribution of case loads in 2019 Q1 and 2020 Q1



Between 2019 and 2020, the largest change was a reduction in percentage of cases seen by the Criminal Investigation Department (CID), which saw its share of cases drop from 21.69% overall in 2019 Q1 to 9.56% in 2020 Q1, which is a drop of 12.13%. Meanwhile, the biggest increase in relative caseloads happened at the Charge Office. Despite already being the largest department in 2019 Q1 (having 43.27% of cases), in 2020 Q1 the relative caseload increased by 5.76% (to 49.03% of all cases). These numbers indicate that the number of citizens admitting new cases increases, while those being investigated (or followed up by citizens) seems to decrease.

Change in department case loads from 2019 Q1 to 2020 Q1



When we look at how this change in caseload played out at individual police stations, we see that the CID relative department caseload saw the largest drop at Kira Road Station (-20.83%), followed by Jinja Road (-16.15%). Meanwhile, the relative rise in Charge Office caseload was the largest at Ntinda Police Station (+9.43%) and Jinja Road (9.08%). While the CID works closely with the charge office, it is unusual for there to be a large decline in the number of citizens visiting CID while the Charge Office registered a large increase in the number of citizens visiting the department. This could signify that the number of citizens choosing to follow up on the cases that they report has reduced significantly. This could, however, also signify that the cases being reported have received less attention in investigations. Such shifts may have an impact on citizen satisfaction with departments and the police at large, and it may be advisable to increase the capacity of CID departments to handle more investigations of submitted cases. Alternatively, it could also mean that citizens are not currently properly informed to follow up on their cases with the CID department or that they feel that the quality of services are lower at the CID department and thus choose to visit the Charge Office or Administration Department to follow up on their cases. Further attention to this could help shift the caseloads back to previous levels.

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In-Depth Analysis of Individual Departments

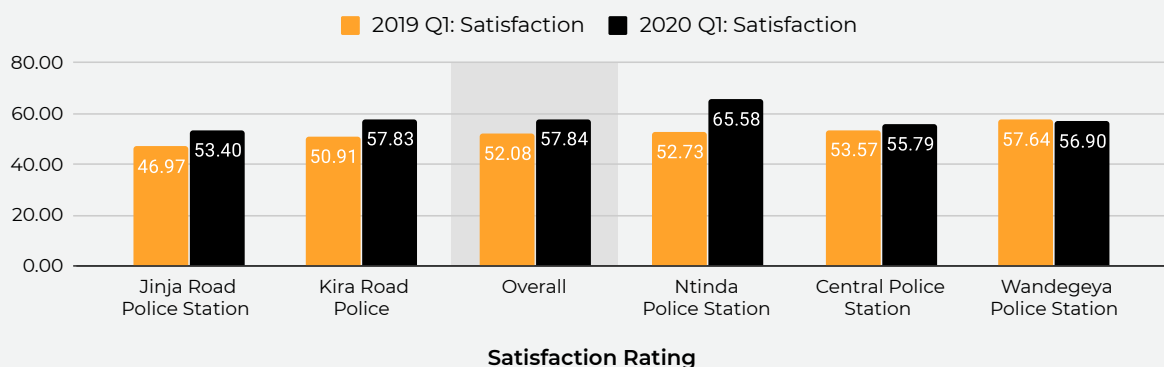


Charge Office

The Charge Office receives the largest number of citizens visiting police stations. It is responsible for recording cases that citizens report, recording details of criminal suspects and their belongings as well as admitting visitors to see suspects.

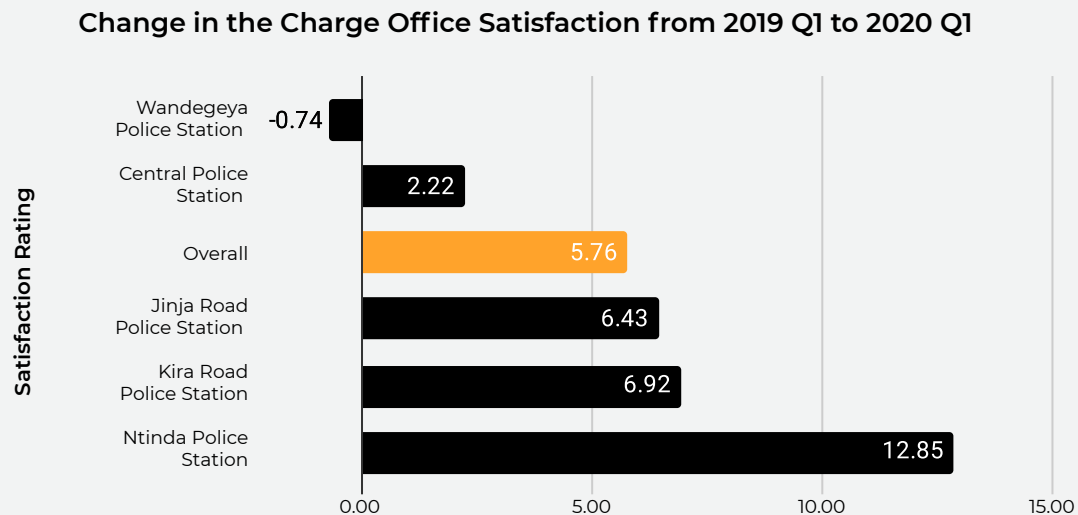
As we noted in our previous report, the size of the charge office department makes it a strong target for intervention precisely due to its size. The fact that it handles a large proportion of cases will allow changes that take place within the department to greatly improve the overall scores of both police stations and Kampala Police overall. This is especially true now that the charge office has seen a relative increase in caseloads over the course of the last year. In 2019 Q1, the Charge Office handled 43% of all cases brought forward to the police and this increased to 49% in 2020 Q1.

Charge Office Satisfaction Level in 2019 Q1 and 2020 Q1



Satisfactions levels across stations in 2019 Q1 to 2020 Q1

Satisfaction for cases brought to the charge offices increased by 5.76 points from 2019 Q1 to 2020 Q1, from 52.08 to 57.84. In 2019 Q1, the highest scoring charge office was Wandegeya Station at 57.64, but this position was taken by Ntinda Station in 2020 Q1 with a score 65.58. The lowest scoring department in 2019 Q1 was Jinja Road at 46.97 and it remained the lowest in 2020 Q1 as well with a score of 53.40 points.



Change in satisfaction levels with charge offices

Overall, four of the five stations that SEMA observed in both 2019 and 2020 have made improvements, while one station saw a drop in its performance. Ntinda made the largest improvement during this time at 12.85 points. Meanwhile, Wandegeya Station saw a drop of 0.74 points in satisfaction in cases brought forward to its charge office from 2019 Q1 to 2020 Q1.

Reasons for Satisfaction Scores

In order to investigate why certain police stations' charge offices received higher scores than others we looked through comments left by citizens who took our surveys and gave their satisfaction ratings.

Citizens who visited the charge department had mixed reactions, though they had a slight tendency to more often mention negative aspects of service they received. A notable exception to this was Ntinda Police Station in 2020 Q1, where citizens praised the positive changes they were seeing in the station. They in particular mentioned (1) friendliness of service, (2) honest police officers who did not push citizens to pay for services they should receive for free, and (3) quick service.

Comments from citizens on exemplary service:



I had come to get a replacement letter to renew my national ID and have got it. These people are really considerate because they had made it for me sometime back and I misplaced it but I explained to the officer who accepted to give me another one.

- Citizen visiting **Ntinda Police Station**

I wanted a letter from the OC, he has been very helpful and understanding. I was able to get it without any trouble. I see that the officers here have improved, they no longer ask for money like in the previous years.

- Citizen visiting **Ntinda Police Station**

I came to take care of the case of my relative who had been arrested last night. They were very cooperative and understanding even though the process is still ongoing.

- Citizen visiting **Kira Road Police Station**

On the other hand, there were many cases of citizens dissatisfied with services across all stations. Unfortunately, citizens often mentioned concerns about (1) unfriendly and unhelpful service, (2) delay in service or time management of the officers, (3) being asked to pay for free services.

Comments from citizens on poor service across charge offices:



Police should keep time. I was at the police station for 2 hours and because of other business I had to leave without being worked on.

- Citizen visiting **Central Police Station**

Police should open up their offices early because I reached here at 9:20 but the police officers had not yet started working on the clients. Yet public services should start at 9:00AM.

- Citizen visiting **Kira Road Police Station**

First of all the lady at the desk is arrogant because the way she treated us was not good at all. We have been sent from three police stations now to here but still we have not been helped.

- Citizen visiting **Kira Road Police Station**

I was not happy with the police asking for a bribe for resolving the case.

- Citizen visiting **Wandegeya Police Station**

In conclusion, charge office departments who want to improve their services should particularly look at improving the friendliness of service at their stations, the speed of service, and monitor that free services are not charged for. In terms of friendliness of service, a regression analysis proves that this is a significant factor influencing citizen satisfaction at charge offices around Kampala (for regression results, see our [June Police Trend Report](#), page 7). Based on this analysis, we would expect a person who said they received friendly service at a charge office to report a satisfaction rating that is (on average) 23.27 points higher than someone who says they did not receive friendly service.

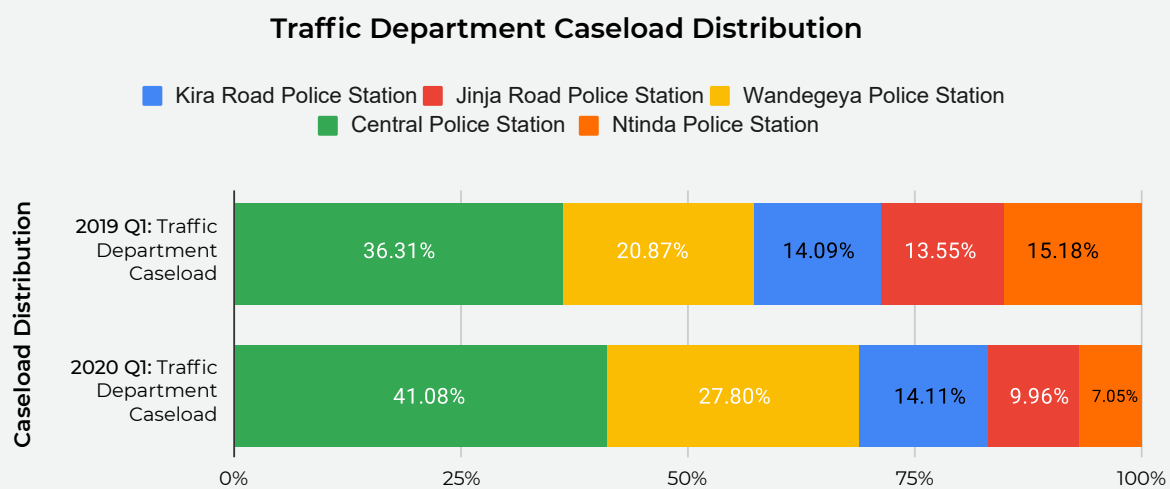


Traffic Department

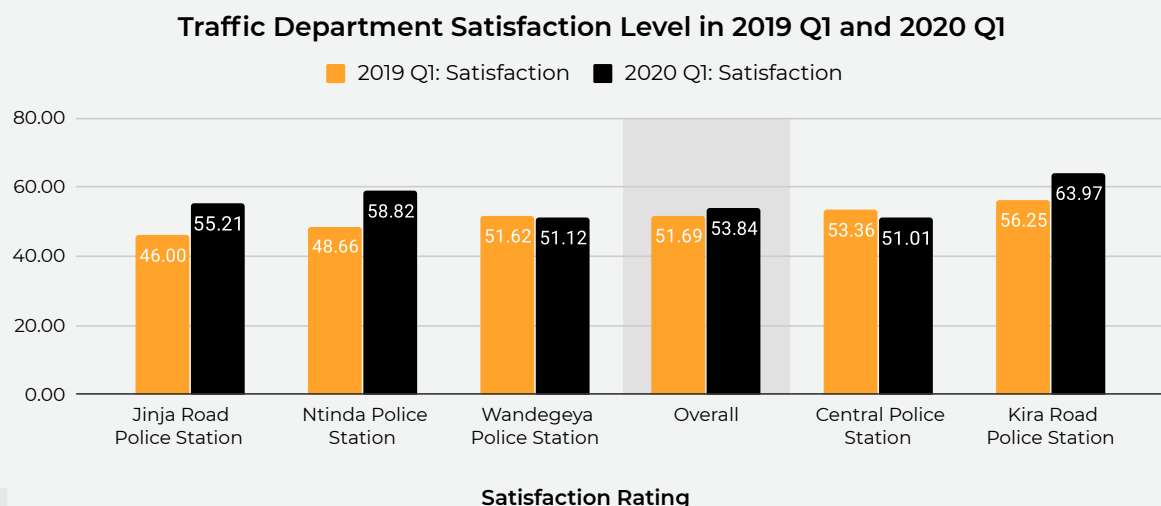
The function of the traffic department is to enforce traffic and road safety laws with a view of ensuring safety for all road users. Citizens visiting this department do so with concerns ranging from following up on confiscated vehicles to requesting traffic reports for specific vehicles.

In 2020 Q1, the traffic department became the second most visited office across all the police stations with 16.69% of citizens visiting the department. However, the department itself also received proportionally fewer citizens than it did in 2019 Q1, seeing a drop of 2.22% in relative caseload. Thus the reason it became the second largest department in 2020 Q1 was the results of other departments seeing an even larger drop in caseloads (and in particular the CID department which was previously the second largest department).

Changes in caseloads across police stations from 2019 Q1 to 2020 Q1



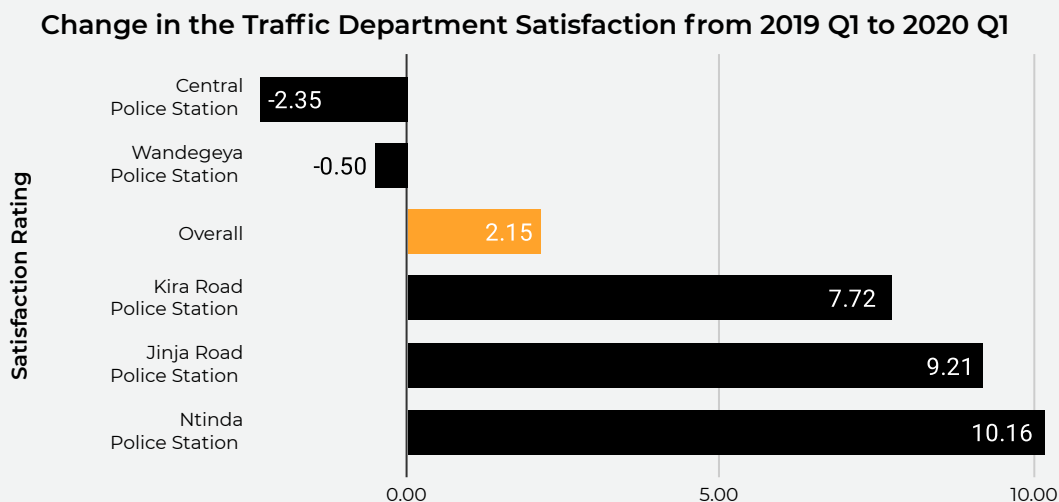
Wandegeya Police Station saw the biggest increase in traffic cases from 2019 Q1 to 2020 Q1, having an additional 6.93% of cases. At the same time, Ntinda station saw a large decrease in traffic cases, seeing 15.18% of traffic cases in 2019 Q1 but only 7.05% in 2020 Q1. Overall, Central Police Station saw the largest number of traffic cases in both 2019 Q1 and 2020 Q1. In 2019 Q1, Central police saw 36.31% of all traffic cases and increased this to 41.08% of all cases in 2020 Q1.



Satisfactions levels across stations in 2019 Q1 to 2020 Q1

The traffic department remains one of the lowest rated departments within the police, with 6% below average for all departments. In 2019 Q1, the highest scoring traffic department was Kira Road at 56% and it was again the highest scoring department in 2020 Q1 with a score of 63%. The lowest scoring department in 2019 Q1 had been Jinja Road (46%), but the traffic department at the station made improvements during this time and in 2020 Q1 the lowest scoring police station became the Central Police Station (51%).

Change in satisfaction levels



Overall, three of the five stations that SEMA has observed since 2019 have made improvements, while two saw a drop in their performance for traffic cases. Ntinda made the largest improvement during this time at 10.16 points while the Central Police Station traffic department saw a drop in satisfaction of 2.35 points

Reasons for Satisfaction Scores

Kira Road was the highest scoring traffic department, which prompted us to review the comments left by citizens on their service. Though there were some negative comments, positive comments were most common at Kira Road, especially in 2020 Q1. We noted citizens praise the station for (1) fast service and (2) for having honest police officers who did not delay service in hoping to push citizens to pay for services they should receive for free.

Comments from citizens on exemplary service at Kira Road:



I am from the traffic office. The service was good and am happy that the police is somehow changing. It is not like in the past years especially here at Kira Road Police.

- Citizen visiting **Kira Road Police Station**

We came to the traffic office and the lady is so good and hospitable. She is willing to help and she did not ask for a single coin from us.

- Citizen visiting **Kira Road Police Station**

Like all stations, Kira Road also saw negative comments about the station but the proportions of negative comments were much lower than at lower scoring stations. If we look at negative comments across all stations we see that the negative comments are mostly related to (1) police asking for money for services that should be free, (2) slow service, and (3) officers who citizens are visiting not being present.

Comments from citizens on poor service across all traffic departments:

The police officers are acting like they want to ask for a bribe, always asking me to come back later.

- Citizen visiting **Wandegeya Police Station**



My motorcycle was impounded for bad driving. I have come 3 times and cleared all the required fees but they have refused to return it.

- Citizen visiting **Kira Road Police Station**

I came to get my motorcycle but am told to first talk to the officer who arrested it, but he is not present at the station. Therefore I feel not helped at all.

- Citizen visiting **Wandegeya Police Station**

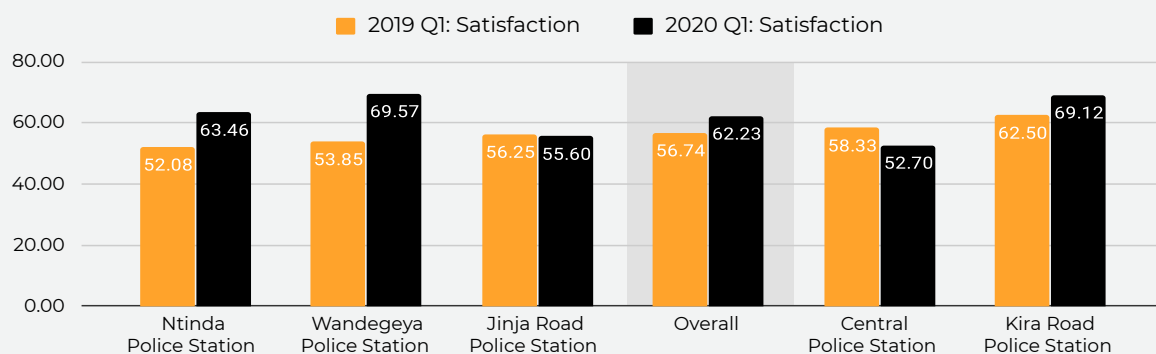
Based on citizen's feedback, we conclude that traffic departments within the Uganda Police Force who want to improve their satisfaction ratings and image should particularly look at tackling the issues of speed in returning confiscated vehicles, while also ensuring that police officers do not ask for bribes.



Administration (OC & DPC)

The Administration department consists of the offices of the Officer in-charge (OC) of each police station as well as the Divisional Police Commander (DPC) at divisional level police stations. These offices majorly handle permissions, such as final approvals for bond requests and police letter requests. The Administration became the third most visited department in 2020 Q1, seeing 16% of all cases. It saw a drastic growth in relative caseload as compared to the 2019 Q1 caseload of 11%. In terms of relative caseload, there was no drastic shift in distribution of the cases between various police stations, with Kira Road seeing an increase of 3.92% in the number of all administrative cases it handled (growing from 19.53% of all cases in 2019 Q1 to 23.45% in 2020 Q1). Meanwhile, Wandegeya dropped in relative caseload from 21.30% in 2019 Q1 to 18.93% 2020 Q1, which is a drop of 2.37%.

Administration Satisfaction Level in 2019 Q1 and 2020 Q1

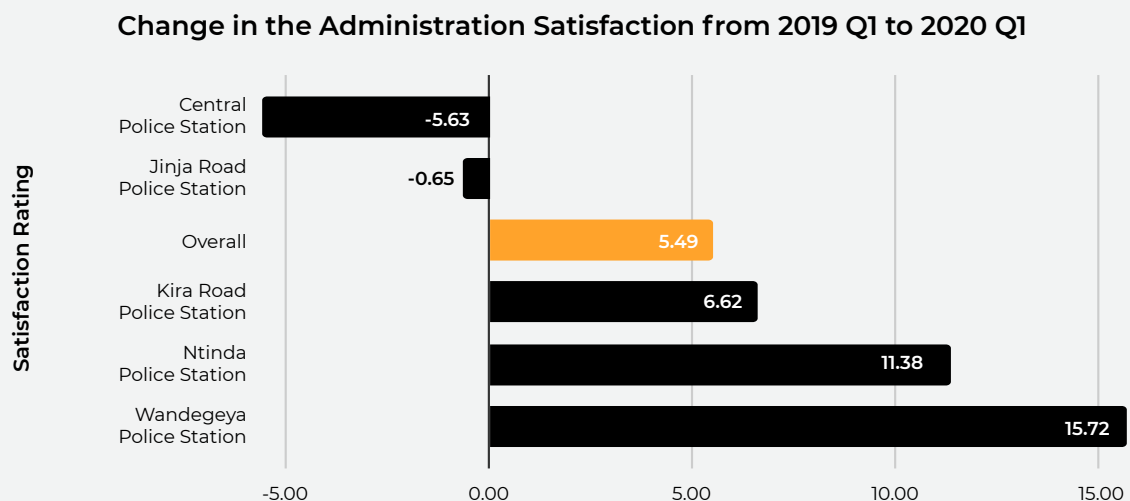


Satisfaction Rating

Satisfactions levels across stations in 2019 Q1 to 2020 Q1

The administration department saw a sizable increase in satisfaction ratings from 2019 Q1 (56.74) to 2020 Q1 (62.23). In 2019 Q1, Ntinda (52.09), Wandegeya (53.89) and Jinja Road (56.25) Police Stations were below average in terms of satisfaction, while Central Police (58.83) and Kira Road (62.50) were above average. In 2020 Q1, however, Wandegeya became the top performing station with a score of 69.57 and while the Central Police Station dropped from second place to last place with a satisfaction rating of 52.70 points.

Change in satisfaction levels



In terms of change in satisfaction, we can see a drastic divergence between police stations. While three police stations increased their scores by more than 5 points, two police stations experienced a drop in satisfaction. Wandegeya Police Station scored best due to its great improvement by 15.72 points from 2019 Q1 to 2020 Q2. Meanwhile, the Central Police Station's administration saw a decrease in satisfaction from 2019 Q1 to 2020 Q1 with a drop of 5.63 points.

The decrease in satisfaction at Central Police Station was discussed with the officers in charge. There is a perception that the recent increase in rallies and protests around shopping arcades has created more tensions within the city centre. As Central Police station is located in the heart of Kampala they have to deal with this and have increased their deployment of police officers. To cope with this, Administrative officers have therefore been more involved in field operations to both understand their field of operations as well as deal with disruptions in the region. As such, they were often unavailable when citizens were coming to see them at the station, which led to more negative ratings. Nevertheless, it's imperative that Central Police Station finds a way to cope with this change and either increase staffing or better train officers to cope with the situation.

Reasons for Satisfaction Scores

Citizens who visited the Administration department were often looking to accomplish simple tasks or issues having to do with police stations overall. In these cases, both positive and negative comments had to do with how fast and how friendly/helpful the service was. We saw many stations receive positive comments, but Wandegeya station in 2020 Q1 was especially likely to be mentioned in a positive manner.

Comments from citizens on exemplary service across all Administration departments:

They have served me very well because I got what I wanted in little time, there was no delay and no issues like the person is not around so it was good.

- Citizen visiting **Wandegeya Police Station**



I had come to see the OC whom I didn't find in the office but when I explained what I wanted, some officer came to my rescue and helped and he was so welcoming and quick, so I am satisfied with the service.

- Citizen visiting **Wandegeya Police Station**

Am from the OC 's office on an appointment we had made earlier and am happy I have seen him in time and he is very friendly.

- Citizen visiting **Jinja Road Police Station**

On the other hand, citizens who experienced delays and rude officers were disappointed with services at Administration departments across many stations, but this was especially prevalent at the Central Police Station. Nevertheless, these can be said to be examples of issues all departments should seek to avoid.

Comments from citizens on poor service across all Administration departments:

My purpose of coming was to see the OC station, I didn't find him but I found the secretary in office. Although she attended to me, she seemed not bothered and was not friendly at all. I am dissatisfied because she valued the computer more than clients.

- Citizen visiting **Jinja Road Police Station**



I was arrested last week and later released but the police stole my property including my academic documents and when I came back today for them, everyone refers me to another police officer or department. I really feel really disappointed in the police.

- Citizen visiting **Central Police Station**

I came to process the document but I have left a disappointed person because the officer in charge has not come to office today.

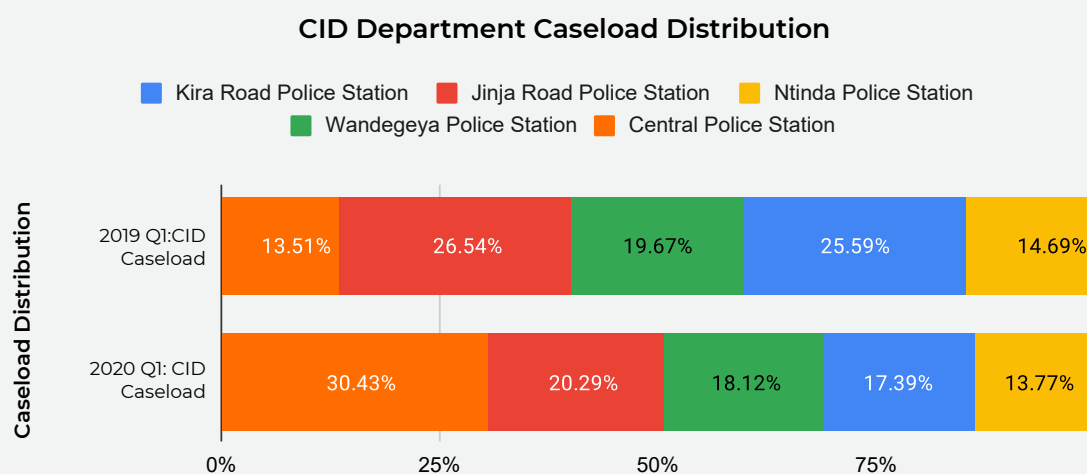
- Citizen visiting **Central Police Station**



Criminal Investigations Department

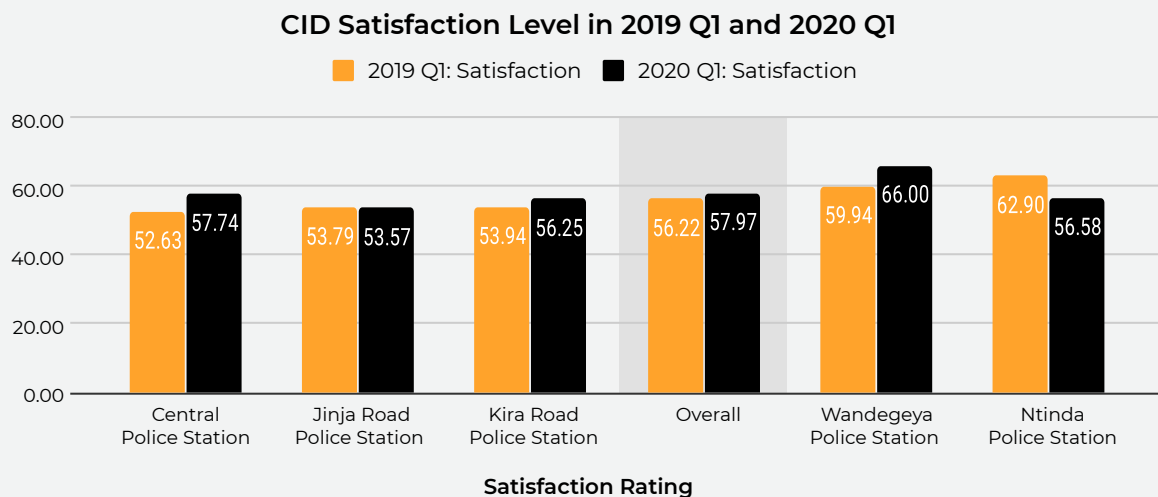
The Criminal Investigations Department (CID) department has the role of ensuring effective detection, investigation and prevention of crime. Citizens visit this department to follow up the cases that they reported at the police stations. The CID department was the third most visited department in 2020 Q1, with 9.56% of citizens reporting that they received services from this department. In contrast, in 2019 Q1 it was the second most visited police department with 21.69% of citizens receiving services from this department. This is remarkable when taking into consideration that the number of citizens who report crimes at the charge office has increased in 2020 Q1 by 5.76%.

Changes in caseloads across police stations from 2019 Q1 to 2020 Q1



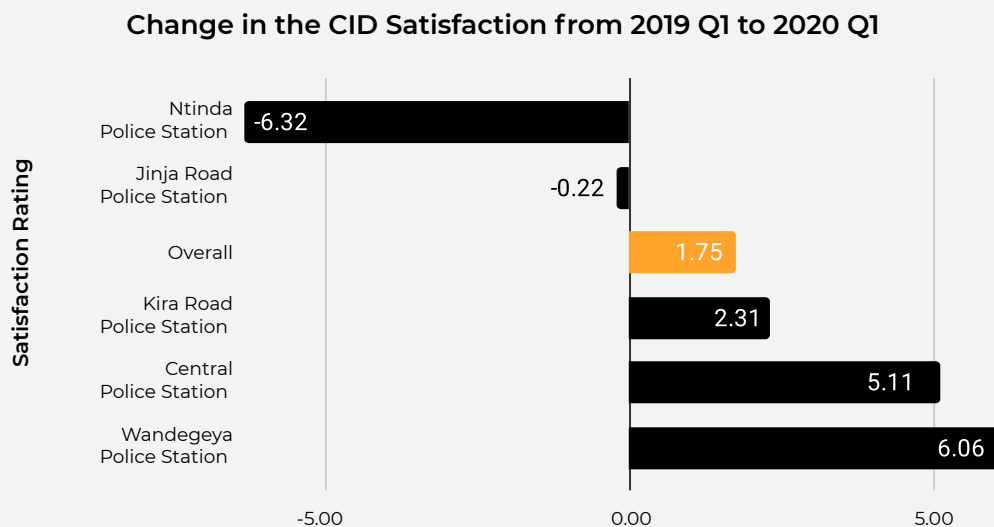
Changes in caseloads between 2019 and 2020 at CID mostly occurred at CPS (the number of citizens visiting investigations doubled to 30%), at Jinja Road Police (a significant decrease to 20%) and Kira Road Police (a decrease of almost half to 17%).

Satisfactions levels across stations in 2019 Q1 to 2020 Q1



In terms of overall satisfaction of the citizens who visited the CID department, there was a slight increase in the satisfaction ratings from 2019 Q1 to 2020 Q1 of 1.5%. Wandegaya police station's CID department consistently had a citizen satisfaction average that was higher than that of the overall satisfaction. In 2020, Wandegaya Police Station CID department had the highest citizen satisfaction jump while Ntinda Police Station's CID department satisfaction rate dropped compared to 2019.

Change in satisfaction levels



Reasons for Satisfaction Scores

Citizens who visited CID were more often dissatisfied with the services that they received. The office that had the overall lowest citizen satisfaction scores was Jinja Road Police Station. However, concerns raised by citizens who visited this station were similar to those raised at the other stations. Citizens who visited this department were especially concerned with issues of 1) time management and absenteeism of officers 2) being given unclear information about their cases 3) being asked to pay bribes for the services.

Comments from citizens on poor service across all CID departments:

The way of conduct of services at the station isn't clear. The officers keep calling me to the station to work on my client's case but they refuse to tell me why the suspect is in custody for over 2 weeks without being taken to court.

- Citizen visiting **Jinja Road Police Station**



I have a client who is inside and they told me to clear some fees before she could be released but to my dismay I have cleared the fees but they have refused to release her. I have been told to pay more money, which I don't have, so I feel so disappointed.

- Citizen visiting **Wandegaya Police Station**

Services take so long, you are summoned to come at 9:00 AM and the officer reports at 10:00 AM.

- Citizen visiting **Central Police Station**

The CID department also had citizens who found the services satisfactory. This was often with regards to 1) officers being approachable and 2) officers being knowledgeable.

Comments from citizens on exemplary service across all CID departments:



I came to follow up on a case that has been ongoing for about 2 years. The service has greatly and drastically improved from how it was before. Officers are more transparent, cooperative and knowledgeable, plus the rate of asking for bribes has greatly reduced. I have not been asked for one. I appreciate the service so far.

- Citizen visiting **Ntinda Police Station**

We visited the CID to follow up a case. The officers were friendly, they didn't disturb and we were able to get a lawyer to handle the case.

- Citizen visiting **Jinja Road Police Station**

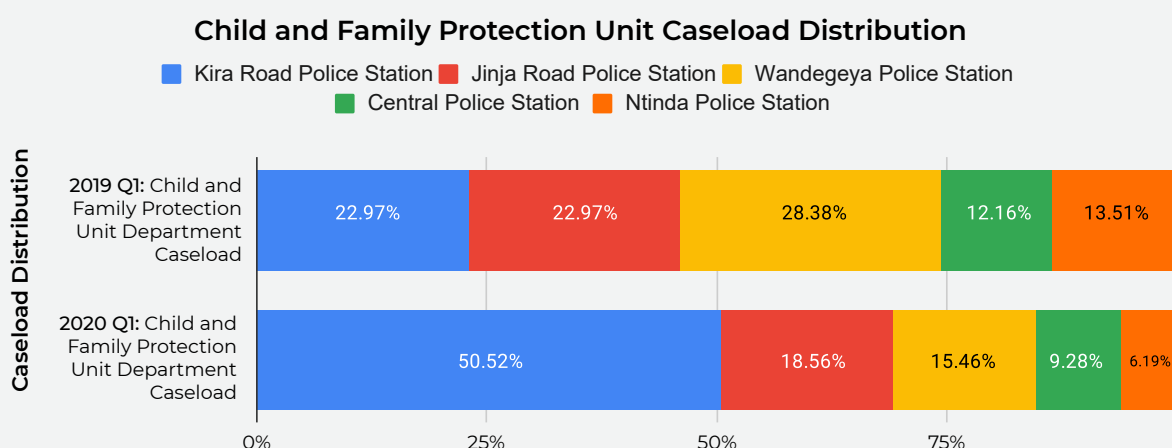
With all this in mind, we feel that the best course of action towards improving the citizen satisfaction ratings for CID could be attained by having the police officers provide clear and easy to understand case information to the citizens and following up their cases in a timely and friendly manner.



Child and Family Protection Unit

The Child and Family Protection Unit deals with human rights and gender-related issues especially within the context of families and relationships. They offer counselling services to distraught families towards problem resolution. It is a rather small department, having received 3.8% of all cases in 2019 Q1, but with a considerable increase to 6.7% of all cases in 2020 Q2.

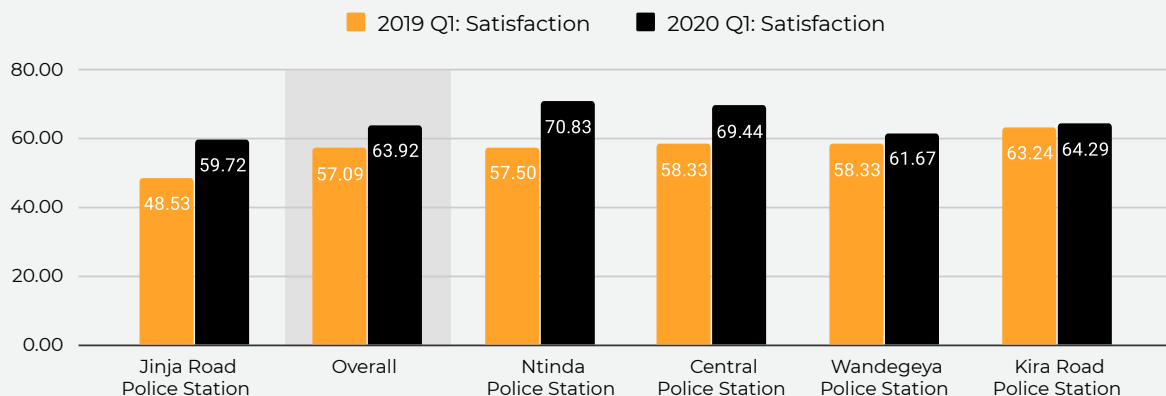
Changes in caseloads across police stations from 2019 Q1 to 2020 Q1



In 2019 Q1, Wandegaya Station attended to the highest proportion of all Child and Family Protection Unit cases while the Central Police Station saw the fewest. The distribution of cases changed significantly in 2020 Q1, with Kira Road seeing an increase in Child and Family Protection Unit cases, more than doubling in number overall. This could be because Kira Road Police Station serves a largely residential community compared to the other police stations.

Satisfactions levels across stations in 2019 Q1 to 2020 Q1

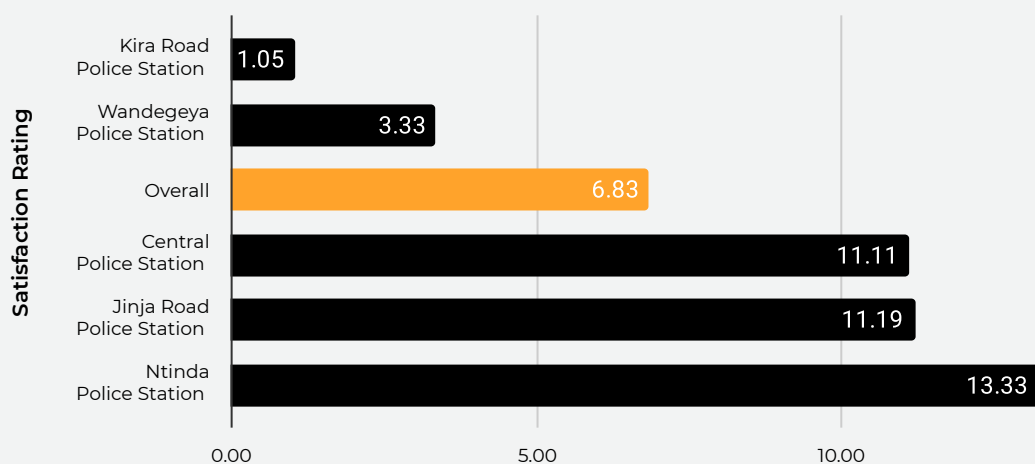
Child and Family Protection Unit Satisfaction Level in 2019 Q1 and 2020 Q1



In 2019 Q1, the overall satisfaction for the Child and Family Protection unit was at 57.09 with Jinja Road seeing the lowest overall rating at 48.53 and Kira Road with the highest at 63.24. In 2020, Jinja Road continued to have the lowest rated Family Protection Unit despite increasing its score, while Ntinda significantly increased its satisfaction rating of this department.

Change in satisfaction levels

Change in the Child and Family Protection Unit Satisfaction from 2019 Q1 to 2020 Q1



The Child and Family Protection Unit is one of the departments that saw improvement in each and every one of the stations where we've carried out citizen satisfaction interviews since 2019. Apart from Jinja Road and CPS improving their CFPU satisfaction ratings significantly between 2019 and 2020, Ntinda Station's Child and Family Protection Unit delivered an incredible increase of 13.33 points in its satisfaction score from 2019 Q1 to 2020 Q1. This increase allowed it to become the top scoring station in 2020 Q1 despite being the second lowest scoring station in 2019 Q1.

Reasons for Satisfaction Scores

In the case of the Child and Family Protection Unit, citizens who visit this department are often in vulnerable positions and thus often report being quite happy with the services or, on the other side of the spectrum, rather disappointing results. More often than not, they appreciate the police's efforts but it is nevertheless heartbreaking to hear of cases when the police are indifferent or are not around to help. Thus the most positive reviews come from instances where 1) officers were present to hear the cases, 2) heard the cases promptly, and 3) helped the clients resolve the issues.

Comments from citizens on exemplary service across all Child and Family Protection Units:



I found a young child that had gotten lost and wanted her way back home so I brought her to the police so that they know about her. The police has been helpful and now I am going to take the child back to her home since we have contacted her family now.

- Citizen visiting **Ntinda Police Station**

I came here to help me resolve some family issues, and the officers have been kind to me and we find the progress so far to be promising.

- Citizen visiting **Central Police Station**

I want to thank the lady officer who helped me to summon the father of my child who has refused to see me for two years now. He doesn't let me even talk to him, but now I have this police letter.

- Citizen visiting **Central Police Station**

As mentioned previously, the negative situations in this department are mostly the result of 1) time management and absenteeism and 2) officers being inattentive to clients.

Comments from citizens on poor service across all Child and Family Protection Units:



I have been here since 8:00 expecting someone to work on my case but no one worked on me. The lady has not shown any signs of coming.

- Citizen visiting **Jinja Road Police Station**

I came to the family unit because we have a misunderstanding at home. I have been waiting for so long but the person I wanted to meet is not around.

- Citizen visiting **Wandegeya Police Station**

With all this in mind, we feel that the best course of action towards improving the citizen satisfaction ratings at the Child & Family Protection Unit is to address precisely the issues of absenteeism and officers being keen while helping citizens.



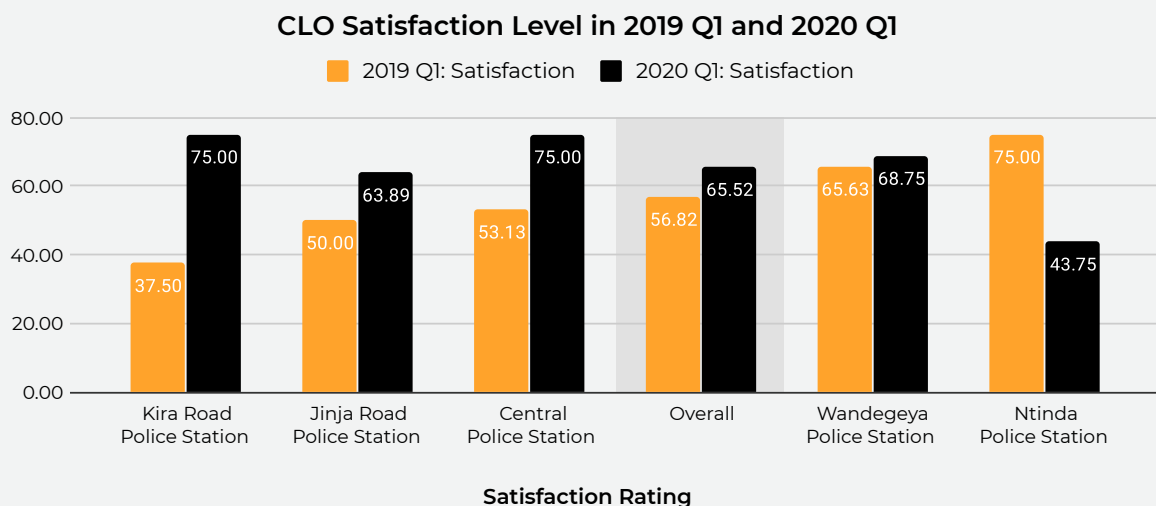
Community Liaison Office (CLO)

The Community Liaison office works with community leaders to address community disputes as well as sensitizing citizens on the services provided to them by the police and what citizens can do to keep their communities secure.

Since the CLO is largely community based, it receives the lowest number of citizens visiting the police station with only 1% of the total number of citizens interviewed in 2019 visiting the office and 2% in 2020. One challenge we face in measuring the level of CLO activity is that the CLO tends to visit the community rather than having citizen come to police stations where SEMA can interview them). We therefore note that our sample is likely underrepresents the number of cases seen by the CLO, though despite this we still see that in cases that citizens visit the offices to either bring new cases or follow up on cases, the CLO is a highly rated office overall.

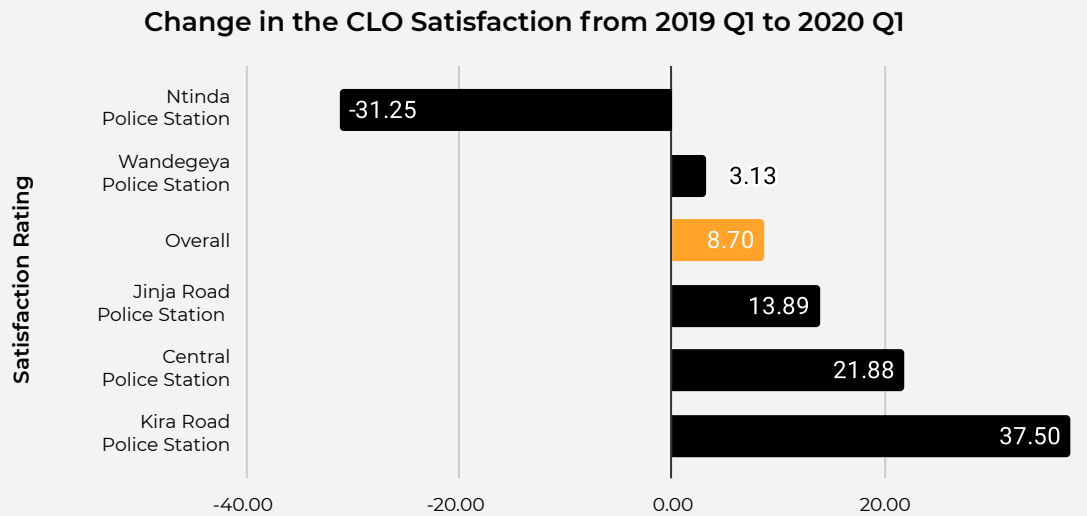
Of the total number of citizens we talked to in 2019 Q1 who needed these services, Wandegeya Police Station and Central Police Station had the highest number of citizens visiting this department. Both stations each served 36.36% of citizens needing these services. In 2020, the number of citizens visiting Central Police station for CLO services reduced to less than half of the number who had visited the station in 2019 Q1. The number of citizens visiting Wandegeya Police Station also reduced compared to 2019 Q1 while the number of citizens visiting all the other stations for these services substantially increased. Jinja Road Police Station registered the biggest increase by 17.39% in the number of citizens visiting their station for CLO service.

Satisfactions levels across stations in 2019 Q1 to 2020 Q1



In 2019 Q1, the overall satisfaction average of citizens serviced by the CLO was 56.82%. Kira Road Police station, Jinja Road Police station and Central Police Station were all rated below this overall average, with Kira Road Police Station having the lowest citizen satisfaction average (37.50%). On the other hand, Ntinda Police Station had the highest average citizen satisfaction average at 75%.

Change in satisfaction levels



Between 2019 and 2020, the overall satisfaction of citizens visiting the CLO increased to 65.52%. What is remarkable is that Ntinda Police station's CLO rating dropped dramatically, despite having an increase in the number of cases being followed up. All the other police stations have increased their satisfaction ratings of the CLO, in particular Kira Road Police station, where satisfaction grew by 37.50 points in 2020, though we should once again note that small sample sizes make such changes statistically insignificant.

Reasons for Satisfaction Scores

Although the number of citizens visiting this department were much fewer than those visiting other departments, citizen comments were especially positive with regards to the friendliness of the staff and how welcoming they were. The negative comments arising from citizen interaction with this department were towards officers not being in office to work on them.

Comments from citizens on exemplary service across all Community Liaison Offices:



The experience today was good. I visited the CLO, I was welcomed so well, the interaction we had was very nice. It's very encouraging to see officers behaving well.

- Citizen visiting **Jinja Road Police Station**

I had come to get an authorization letter from the CLO. I admit that it's been an extraordinary interaction because he was so good and encouraging throughout the conversation.

- Citizen visiting **Wandegeya Police Station**

Comments from citizens on poor service across all Community Liaison Offices:



I came to see the Community Liaison officer, unfortunately I have waited but he is not in office.

It is important that they are always in office because it wastes our time to come and find that the officer is not there.

- Citizen visiting **Wandegeya Police Station**

I was sent up and down and the CLO wasn't in office. It's two and many offices are still closed.

- Citizen visiting **Jinja Road Police Station**

Since this office is largely community-based, we would advise that the officers responsible avail their contacts to citizens such that citizens can set appointments with the officers as opposed to waiting for long periods of time at the stations without getting the services that they require. This in turn could positively influence the citizen satisfaction average.

Summary

Citizens' needs and experiences are specific to the type of services they use within the police stations. As such, police departments that focus on a particular process or type of cases should be evaluated within their own right. This should not be overlooked but rather be considered when considering ways of improving citizen satisfaction of police services. Nevertheless, there are some concerns which are repeated across departments at many police stations.

1. Based on 2020 Q1, the traffic department had the lowest citizen satisfaction rating (54.94) while the Community Liaison Office had the highest satisfaction rating (64.71). The Community Liaison Office also had the biggest improvement in citizen satisfaction scores when compared to 2019 Q1 of 8.70 points. The Charge Office received the highest caseload in both 2019 Q1 and 2020 Q1 while the Community Liaison Office received the lowest caseload.
2. There are similar factors that affect the satisfaction across all the departments: However, it is important to note that there is a lack of consistency in good service delivery. The specific concerns of each department are as follows:

	Department	What did citizens appreciate	What could still be worked on
1	Charge office	Friendly, honest and fast service delivery	Unfriendly officers, lack of time management and being asked for money
2	Administration (OC & DPC)	Fast and friendly	Slow, rude
3	Traffic department	Fast service, integrity amongst the officers	Being asked to pay beyond fines, slow service, absenteeism
4	Criminal investigation department	Approachable and knowledgeable officers	Lack of time management, absenteeism, unclear explanations and being asked for money
5	Community Liaison department	Friendly and welcoming officers	Absenteeism
6	Child and family protection unit	Availability and timeliness of officers	Inattentive officers, absenteeism and lack of time management

Questions for further reflection

Throughout the report, we took note of citizen feedback at individual departments as well as the possible reasons behind this feedback. However, there still remain unanswered questions that require reflection. Hopefully with these questions answered, we can begin to understand and improve the functioning of the individual departments.

- *What improvements were made to the police to lead to better citizen satisfaction ratings in 2020 compared to 2019?*
- *What can other departments learn from the highest scoring departments such as Administration, CFPU and CLO?*
- *Why were there less citizens visiting CID in 2020 while the number of citizens visiting the Charge Office increased?*
- *How can Charge Offices be managed in a way that they improve their services across all police stations in Uganda?*
- *How can Traffic improve its services, in particular with regards to accountability?*
- *How can we gather feedback from citizens who don't visit police stations about community police services?*

Recommendations

Analysis into the individual departments revealed that each police department can improve their own services, even if operating in a police station that is not highly rated by citizens. With this in mind, we strongly believe Directors of UPF departments can and should take responsibility to improve the policies of their own police services across Uganda, whether it concerns traffic, investigations, community or family matters. Department can learn from each others' best practices towards the general improvement of a police station. Based on the findings in this report, we recommend the following course of action:

- 1. Improving the Charge Offices is an important aspect of improving the police overall, because they receive almost 50% of all police caseload in Kampala.**
- 2. Lowest scoring departments such as the Traffic Office, Charge Office and Criminal Investigations Department should be taken as first priorities for improved service delivery.**
- 3. Particular attention for improvement within all departments should be focused on staff absenteeism, friendliness of staff and bribery.**
- 4. Highly rated departments should be recognized and given incentives within individual police stations to encourage continued good performance. Best practices from highly scoring departments should be used to improve performance of other departments.**
- 5. Department leaders have a direct effect on how citizens rate their services. As such, leaders should be empowered to tackle absenteeism, corruption and customer care within their departments. Swift changes of leadership at stations can have a negative effect on service improvements.**



Do you have questions about this report or want to learn more about SEMA?
Contact our Operations Manager Nsasiirwe Success Joanitah at +256 702 706120 |
joan@talktosema.org Toll-free line: 0800 203 062 | www.talktosema.org