ROLE OF UGANDA POLICE FORCE AS A SERVICE ORGANIZATION

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New Welfare Services–Sustainable Service Design as a driver for regional development

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Abstract

The pursuit of enhancing police force in providing its services to the community has become one of the leading global efforts for promoting and upholding good governance and sustainable development in Uganda.

The purpose of this study was to explore those national best practices in policing as a service provider in Uganda. The specific objectives were; to finding out the Services provided by the Uganda Police force to the community; finding out the police force's performance in the areas of governance and leadership, gender, environment and terrorism concerns. The researcher used a qualitative research design. Being secondary/ Library research, the researcher reviewed key documents to generate data which was then analyzed using thematic analysis to generate key findings that are presented herein. The findings reveal that the Uganda Police Force is a disciplined force that continues to provide basic and technical services to the public. Some of the services include but not limited to the following: Community Policing where the police works in partnership with the community; providing Police technology; for monitoring both public and private spaces, Law enforcement where it acts with impartiality and Provision of security among others. There is good performance by the police force in the provision of those services to the public. The police force and the government of the Republic of Uganda by and large follow the national best practices guiding public service operations and service delivery. The legal framework and the institutions therein are well constituted to win public trust and confidence on the commitment to continue improving service delivery. The Constitution (1995) as Amended and Police Act Cap 303 and Police Standing Orders are referred to, Police ensures that law and order are upheld by every person regardless of their social status, they promote and preserve public order by supporting the enforcement of social legislation and special laws in the community. Gender mainstreaming has been institutionalized in the Police Force and are making remarkable contributions and solutions to the challenge of terrorism in Uganda, East Africa, and the great Lakes region.

ROLE OF UGANDA POLICE FORCE AS A SERVICE ORGANIZATION

This assignment seeks to explain the role of Police Force as a service Organization of government to community. A background to the study, statement of the problem, central research question, and analytical question. Scope and significance of the study will be dully discussed.

First and foremost, global and national policing is both a need and a service that people desire to enjoy at its best. Police is a body of officers representing the civil authority of government it is responsible for maintaining public order and safety, enforcing the law and preventing, detecting, and investigating criminal activities. These functions are most commonly known as "policing". Apart from the above assignments, Police are often also entrusted with various licensing and regulatory activities.

Police officers play a vital role in maintaining safety and welfare at all levels of government and across the community, but law enforcement is a service career at its core. Policing is much about helping people and maintain community quality of life as it is about enforcing laws. The heart of policing lies in daily interactions with citizens (US Department of Justice report, 2008). Thus, making police services to be more sought for, and more critically needed by the public. As highlighted above, young Ugandans have taken on police as a service career and a good number of professionals have been recruited to serve in the Uganda Police Force.

In the case of the Ugandan Police Force, there is an overwhelming need for these services at every stage of development, as police attempts to provide these services, it has continued to face challenges of financial, human resource, community resistance, loss of public confidence and trust, crossing beyond their mandatory areas of jurisdiction, and ever evolving new roles and assignments emanating from science and technological innovations. Amidst such institutional and operational challenges, and bearing in mind that there are international best practices governing police operations, this research sought to explore those international and national best practices in policing as a service provider in Uganda, with specific objectives listed as; finding out the Services provided by the Uganda Police force to the community; finding out the police force's performance in the areas of governance, gender and leadership, regional integration among others.

1. Police Performance on governance, gender and leadership, regional integration.

Governance and Leadership:

The police force is one of the public sectors used by governments to provide peace, security and protection to citizens which are generally branded as welfare services. The provision of such services by the police is provided for in the laws establishing and governing the police work, thus The Constitution (1995) and Police Act Cap 303, in the Ugandan context.

According to Bass and Steidlmeier (1999), authentic transformational leadership involves not only motivating and inspiring followers but also doing so in a morally and ethically upright manner. They highlighted the importance of values, morals, and ethics in the actions and behaviors of leaders. In essence, their perspective on leadership focuses on the ethical responsibility of leaders in guiding and inspiring their followers towards a shared vision. It involves effective communication, decision-making, empathy, and the capacity to influence others positively.

These senior professionals claim extensive autonomy and grant leadership authority to their colleagues on a contingent basis (Empson & Langley, 2015), resulting in highly politicized internal competitions for power, protracted processes of consensus-based decision making, (Hinings, Brown, & Greenwood, 1991; Lawrence, Malhotra, & Morris, 2012; Morris, Greenwood, & Fairclough, 2010). Uhl-Bien and Pillai (2007) further state that 'if leadership involves actively influencing others, then followership involves allowing oneself to be influenced' (p. 196).

In the case of Uganda Police Force with regard to contingent authority, a senior officer maintains power only as long as the professionals perceive him or her to be serving the interests of the institution effectively. Some of the Police officers are placed in those positions to serve the interests of the institution and appointing authority, whoever fails, faces negative consequences.

It is also important to note that the notion of leadership and followership as advanced by Uhl-Bien and Pillai (2007) is ideal and applicable in the Uganda police force, and the researcher will go a long way in ascertaining the extent to which it is practiced by the top leadership. Specific reference will be made on the relationship between the leaders and the led, in the different directorates, departments and offices.

Bureaucratic structure is normally associated with hierarchy because lower levels of management are layered, so that those subordinates are answerable to those at higher levels.

The leadership in Uganda Police is also layered in ranks whereby the low-ranking officers are answerable to those higher in rank, according to authors Paul Du Gay (2000) or Elliott Jaques (1989), this arrangement ensures accountability, which in turn is considered critical to establish boundaries, locate errors, and determine performance.

However, as in the case of task distribution, accountability can be collective when workers watch out for each other and assume moral responsibility rather than look to find fault and avoid blame (Bauman, 1993; Levinas, 1969). It is this kind of arrangement which is responsible for parameters for promotion to the next ranks in the Uganda Police Force. Without this kind of arrangement, it would be very difficult to provide accountability in the provision of services to the community.

According to the (National Coalition for Dialogue and Deliberation (NCDD), 2009; Raelin, 2013), among the criteria to establish norms of inclusiveness in dialogue and deliberation considers the following:
Does it provide a forum where all voices, inclusive of race, sexual preference, age, class, rank, and point of view can be recognized, understood, legitimized, and appreciated?

This research sought to find out how and to what extent, in the Uganda Police Force's departments and community engagements, institutionalized such governance and leadership considerations in their service to the public. I.e. is there authentic transformational leadership, are officers motivated and inspired by the top leadership, are they morally and ethically upright in assignment execution and service provision, does the police leadership actively influence its followers at different levels and is Uganda police force acting in line with internationally acceptable standards on governance and leadership notions? This research will try to provide answers to such questions.

Police Performance on Environmental Value.
According to Corvellec, H., and J. Hultman, (2014) Environmental value refers to the importance, significance, or worth attributed to elements within the natural environment. Understanding and acknowledging environmental value are crucial for making informed decisions about conservation, sustainability and resource management. It involves recognizing the multiple

dimensions of value that nature provides, both to humanity and in its own right, and incorporating these values into policies and practices to ensure the responsible stewardship of the environment. For Uganda to build into the international best practices on environmental value, conservation and preservation, the nation needs to scale up its efforts and initiatives on environmental management. Uganda has so far established and enforced a number of initiatives through the police force. The police has formed units that enforce the conservation of water bodies, forests and mineral protection so that these resources are not abused thus the NEMA 2019 and Mining and Mineral Act, 2022.The question to be answered here is do these institutions and laws portray an international outlook and are they enforced as provided for?

Police Performance on Gender Mainstreaming

Gender mainstreaming is "the integration of a gender perspective into the preparation, design, implementation, monitoring and evaluation of policies, regulatory measures and spending programmes, with a view to promoting equality between women and men and combating discrimination" (European Institute for Gender Equality 2018). Uganda has made significant strides in developing policies and legal frameworks to promote gender equality and women's empowerment. The National Gender Policy provides the overarching framework for gender mainstreaming efforts in the country. It emphasizes the need to integrate gender perspectives into all sectors and levels of governance.

Affirmative action intends to remove racial and gender barriers to entry into existing hierarchical positions; pay equity effort (Cynthia Cockburn 1991). To implement Affirmative Action in Uganda, the government developed policies and measures to address historical and structural inequalities and to promote the inclusion and representation of marginalized groups, particularly women, persons with disabilities, and other disadvantaged populations.

When there is either limited or no knowledge about gender and gender equality, the goal of gender mainstreaming gets lost. When the ultimate goal of the policy gets lost, the result is a lack of commitment or resistance. Based on these results, two requirements for successful implementation of gender mainstreaming have been identified: (1) officials must have knowledge of gender mainstreaming, and (2) they must be involved in the practices.

Since the gender policy was adopted in 1994, gender mainstreaming has been implemented in the internal work and functioning of the government offices, in county administrative boards, and in several public authorities. In addition, the strategy has been implemented in governance of local politics (Callerstig 2014).

Uganda has enacted legislation to promote gender equality and protect women's rights. For instance, the Ugandan Constitution prohibits discrimination on the basis of sex, and the country has also ratified international conventions such as the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW). Some details of these legal framework are presented below:

Article 21 (2) of the Constitution of the Republic of Uganda provides that *Without prejudice to clause (1) of this article, a person shall not be discriminated against on the ground of sex, race, colour, ethnic origin, tribe, birth, creed. or religion, social or economic standing, political opinion or disability.*

The Employment Act **Section 6 (3)** states that, *Discrimination in employment shall be unlawful and for the purposes of this Act, discrimination includes any distinction, exclusion or preference made on the basis of race, colour, sex, religion, political opinion, national extraction or social origin, the HIV status or disability which has the effect of nullifying or impairing the treatment of a person in employment or occupation, or of preventing an employee from obtaining any benefit under a contract of service.*

From the above presentation, it is important to note that, in principle, Uganda has integrated the gender perspective into its employment policies and program implementation and operations but, the question that needs to be further investigated is that are these standards enforced in the police force as well, these are questions to be answered in this investigation.

According to Adkins 1995 and Wacjman 1998 on gender and society, some organizations such as those in the travel and hospitality industry, assumptions about good job performance may be sexualized: Women employees may be expected to behave and dress as sexually attractive women, particularly with male customers .In other organizations, women and men are managed in the same ways This research would like to find out what is obtained in the police force as far as gender mainstreaming is concerned.

Uganda has invested in education and awareness-raising campaigns to challenge gender stereotypes, promote women's rights, and encourage men's involvement in gender equality efforts. These campaigns target various stakeholders, including community leaders, educators, youth, and traditional authorities.

Affirmative action programs are to increase the employment opportunities for women of all races in organizations and jobs in which they had very low representation. Gender equality is connected to aspects such as the increased ability to attract well-trained staff, a positive impact on creativity and innovation, improved work environment and, in the long term, more attractive and sustainable job security.

In one of the latest annual reports from a major mining company it is stated that gender equality contributes to better dynamics, creativity and ultimately better results (Swedish Ministry of Rural Affairs,2011). In the national strategy for the forestry sector, it is expressed as 'in order to be competitive the green industries need to take advantage of the entire population and their skills' (Swedish Ministry of Rural Affairs, 2011, p.3). The government of Uganda has encouraged all employees to employ all qualified Ugandan citizen both male and female without discrimination.

Conclusion

The literature under discussion reveals that Uganda is engaged in many governance, gender, leadership, environment and regional integration commitments. The national laws governing government's interventions and commitments are in place and the police force in playing a big role in the enforcement of these laws. It is also important to note that, the Uganda police force operates under these existing national laws and policies; in its operations, it refers to the constitution (1995), the National Gender Policy, the Employment Act, the Environment Protection Act, Anti- Terrorism Act, among others. Apart from the Police Act and Police Standing Orders, the force does not have its own, customized policies guiding its operations on matters of gender mainstreaming, management of terrorism, Environment and regional integration among others. The researcher submits that the police force will be more effective and more responsive if it customized or developed its own policies to guide and inform her in these afore mentioned areas of operation.

3. Research design

A qualitative research design was used to collect secondary data; document reviews and analysis were conducted. By use of thematic analysis, key findings were generated and presented. Some of these documents/ materials were retrieved from police library, Offices of senior officers who were

very cooperative and supportive in the entire process. Some of the information interacted with seemed to be limited in neutrality as it was only bent to speak only good perspectives of police work as a service Organization. There was need to compare these facts with what is obtained in the minds of other researchers, authors outside the police force.

There were however some limitations to this study:

Time factor, there was not enough time to collect more secondary data from other sectors and Organizations outside police and try to make comparisons and triangulations and come up with more authentic data for wider generalizations.

4. Police as a service organization and services offered to the community.

The Uganda police force provides a number of services to the public and is guided by **Section 4** of the Police Act. These services range from basic to technical services in policing, as described below:

"Community Policing", The researcher observes that, Police and the community are partners in addressing problems of disorder and neglect, this has resulted in the reduction of the fear of crime, and improvement in the quality of life in the country, in areas where it has been well managed.

Technological adaptation: Police uses a wide range of scientific and technological methods, techniques, and equipment in policing. CTV technology has been adopted to monitor both public and private spaces, urban commercial spaces, shopping malls, parking structures and loading bays, bus stations, supermarket entrances, hospital entrances and exits, workplaces, schools, police precincts, and prisons, including the management of cybercrimes.

Effective communication/Customer Care is an integral part of operational policing from the early days of the profession. In the current policing context, forces are engaging in corporate communication activities that reach far beyond the boundaries of operational policing. Wright (2000) emphases that communication will be the key policing issue of the first decade of the twenty-first century. This has indeed come true looking at the responsibility police hold in matters of using effective communication at all times. A department of communication has been put in place at the police headquarters to try to handle such matters pertaining effective communication

and care to customers of police. Customer care is a topic that is taught to all trainees while at the Police Training Kabalye Masindi during the initial training.

Enforcement; From the records interacted with, the police uphold and enforce the law impartially as well as protecting the life, property, and dignity of citizens. The presence of the local police in the community enhances security and deters criminal actions. They ensure that law and order are upheld by every person regardless of their social status. In performing this function, they work within their assigned jurisdiction. The police force is also working and coordinating with other government agencies to prevent and reduce every opportunity for the commission of crimes in Uganda.

The patrol police according to Walker & Katz, (2007) prevent crime and preserve peace and security by patrolling, performing picket and ambush duties, checking vehicles, and scrutinizing and checking for bad characters in the community. Similar activities are performed by the police force in Uganda and this has greatly helped in combating criminal activities in the country.

Just as Mastrofski & Willis, (2010). Said that other police agencies within the police organization involve in crime detection. They collect intelligence or information on matters related to national security and public peace, and other offenses. They, therefore, act upon the offense as well as disseminate the same information to other concerned agencies for further action. The Uganda police force is engaged in these activities in the spirit of enforcing law and order in the country.

Providing security in the community and enhancing amity through their impartial service to all people. They also labor to promote and preserve public order by supporting the enforcement of social legislation and special laws in the community (Cornelio & Eisenberg, 2007). The submissions of Cornelio and Eisenberg above are in tandem with what Uganda police force does. Some times they work hand in hand with the military police or the army to ensure that peace and security is secured and maintained in the country.

4.2. Performance of Police force in the areas governance, gender and leadership in Uganda

The police force is one of the public institutions used by government of the Republic of Uganda as its machinery to provide and enforce peace, security and protection to the citizens. The provision of such services by the police are regulated by the legal framework that establishes such

institutions, directorates, departments, units and offices. In this case, the Constitution (1995) and Police Act Cap 303 and police standing orders are referred to.

Bass and Steidlmeier (1999) provide that authentic transformational leadership involves not only motivating and inspiring followers but also doing so in a morally and ethically upright manner. They highlighted the importance of values, morals, and ethics in the actions and behaviors of leaders. In essence, their perspective on leadership focuses on the ethical responsibility of leaders in guiding and inspiring their followers towards a shared vision. The documents reviewed concerning the Uganda Police force reveal that transformational leadership is very much emphasized in this institution of government, ethical living and morality is very much emphasized and the police are required to adhere to the National Ethical values in all their interactions and operations in Uganda. They are required by law to practice effective communication, effective decision-making, empathy, and be in position to influence others positively.

Senior professionals claim extensive autonomy and grant leadership authority to their colleagues on a contingent basis (Empson & Langley, 2015), resulting in highly politicized internal competitions for power, protracted processes of consensus-based decision making, and failures to execute decisions once they have been agreed (Hinings, Brown, & Greenwood, 1991; Lawrence, Malhotra, & Morris, 2012; Morris, Greenwood, & Fairclough, 2010). In Uganda's case, with regard to contingent authority, a senior executive in a Private Service Firm 'maintains power only as long as the professionals perceive him or her to be serving their interests effectively. Some of the Police officers are placed in those positions to serve the interests of the institution and whoever fails to perform to the required standard is either transferred or put aside for some time.

The leadership in Uganda Police is also layered in ranks where by the low-ranking officers are answerable to those higher in rank, according to Paul Du Gay (2000) or Elliott Jaques (1989), this arrangement ensures accountability, which in turn is considered critical to establish boundaries, locate errors, and determine performance. Indeed, this arrangement has enhanced accountability in the Uganda police force, and it has become one of the values cherished in this force as a service Organization.

Community engagements by community police department in Uganda has taken a center stage in making the public aware of their rights, roles and responsibilities in the service delivery.

The common good in any community would not require an extension of self for others, but rather with others.

Police performance in Gender Mainstreaming

Gender mainstreaming is "the integration of a gender perspective into the preparation, design, implementation, monitoring and evaluation of policies, regulatory measures and spending programmes, with a view to promoting equality between women and men and combating discrimination" (European Institute for Gender Equality 2018). Affirmative action intends to remove racial and gender barriers to entry into existing hierarchical positions; pay equity effort (Cynthia Cockburn 1991).

Uganda has enacted legislation to promote gender equality and protect women's rights. For instance, the Ugandan Constitution prohibits discrimination on the basis of sex, and the country has also ratified international conventions.

Uganda has also established institutional mechanisms to facilitate gender mainstreaming. The Ministry of Gender, Labour and Social Development is responsible for coordinating gender mainstreaming efforts across different sectors. Additionally, there are gender focal points in various Government ministries, departments, and agencies to ensure gender considerations are integrated into their activities.

The Uganda Police Force is following the national gender-sensitive policies and protocols to guide its operations. These policies ensure that gender considerations are integrated into recruitment where consideration is given to girls, training, promotion, and deployment processes within the police force. For promotions there are female officers who are at the level of directors. The police force conducts gender training and sensitization programs for its officers to raise awareness about gender issues, stereotypes, and biases. These programs aim to equip officers with the knowledge and skills needed to address gender-based violence, support victims, and uphold the rights of all individuals regardless of gender.

Uganda police force has established a Department of Women Affairs that is mandated to handle violation of rights of female officers during their line of duty with male officers.

For gender mainstreaming to be effective, knowledge about women's and men's conditions in society is needed, as well as knowledge about the ways in which norms and values affect the identity and situation of individuals (Jo¨nko¨pings kommun 2015, 7). Uganda has invested in

education and awareness-raising campaigns to challenge gender stereotypes, promote women's rights, and encourage men's involvement in gender equality efforts. And the police force participates in these efforts and initiatives. These campaigns target various stakeholders, including community leaders, educators, youth, and traditional authorities.

In Uganda Police force the NGOs in collaboration with Child and Family Protection Unit with Women Affairs Departments have promoted this through seminars and workshops for staff members, managers, and politicians and the public about the rights of men, women and children.

Performance of the Police force in the management of Terorism

The police as a service Organization in Uganda is making remarkable contributions and solutions to the challenge of terrorism. The Uganda Police Force has secured equipment and trained the Human Resource needed to counteract terrorism and its effects in Uganda and beyond.

The Directorate of Counter- Terrorism in Police, Community Policing and Tourism Police is now charged with the responsibility of protecting and guarding of tourism sites and tourists. These are some of the interventions that the police force has committed itself to, in the spirit of keeping law and order, and protection of persons and property.

Performance of the Police force in the management of Environment

Environmental value refers to the importance, significance, or worth attributed to elements within the natural environment. Understanding and acknowledging environmental value are crucial for making informed decisions about conservation, sustainability and resource management. It involves recognizing the multiple dimensions of value that nature provides, both to humanity and in its own right, and incorporating these values into policies and practices to ensure the responsible stewardship of the environment. (Corvellec, H., and J. Hultman,2014)

The Uganda Police has formed units that enforce the conservation of water bodies, forests and mineral protection so that these resources are not abused thus the NEMA 2019 and Mining and Mineral Act,2022.

Performance of Police in improving safety; achieving substantive, procedural and restorative justice

A just culture is attainable, it moves out to address important moral, ethical and safety issues. Justice in the workplace calls for concerted effort among managers to fight workplace injustice. If it is not obtained, then both justice and safety are compromised. Ter Kulle, A., (2004).

The 1995 Constitution as Amended, Police Act and Police standing orders are laws establishing the Police Force and institutionalizing justice in the employer- employee relationships; supervisor-supervisee behaviors. The Uganda Police Force as a service organization has the professional standards unit that is mandated to ensure that officers are disciplined. It upholds the principle of natural justice where one is innocent until proved guilty, it reprimands the indiscipline ones and works to institutionalize justice in the police force.

The achievement of a just culture rests on the belief that justice and learning are influenced by human action and managerial responses to it. Dekker and Nyce, (2013)

The police training schools in Bwebajja - Wakiso and Kabalye - Masindi districts, the police officers are taken for management trainings before they take up managerial positions. There is continuous professional education conducted in the police force, all in the spirit of ensuring justice and learning and positively influence managerial responses to human actions in the police force.

5. Recommendations

Community Policing needs to go beyond simply treating the symptoms of crime but Police needs to scale up in the areas of identification and analysis of neighborhood problems, and then solving them through cooperative interaction between police and the community. The Police needs to consciously identify drivers of citizen satisfaction in the services they render to the community; and develop indicators of performance which attempt to gauge in a meaningful way customer satisfaction and the quality of police-community partnerships.

Resource mobilization/ Funding, with the enormous services the police provide(s) to the public, there is need to increase its budget allocations to enable the force meet the demand side of its

services to the public. There is need to improve on police's remuneration, accommodation, professionalization and work environment.

Uganda aims to promote gender equality, empower women, and create a more inclusive and equitable society. However, challenges such as cultural norms, resource constraints, and institutional capacity gaps in police still need to be addressed to achieve full gender equality mission.

In order to match with the changing times, the police force needs to developed its own policies to guide and inform its operations. The police force needs to specifically come up with its own genders policy. The current Police Act and Police standing orders need to be reviewed, updated to fit in the current technological age that demands the police to scale up or adopt new methods of work. This will go a long way in making it more responsive and current in its service provision.

There is a lot more that is desired to be done in as far as police and environmental management is concerned. With increased funding in place, the existing gaps can always be bridged and police performance in environmental matters will improve.

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