

**GENDER MAINSTREAMING PRACTICES AND WOMEN CAREER DEVELOPMENT
IN UGANDA POLICE FORCE; A CASE OF POLICE HEADQUARTERS, KAMPALA**

BY:

CHELIMO BEATA

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DECLARATION

I **Chelimo Beata** declare that this dissertation is my original work and to the best of my knowledge has not been presented to any other institution of learning.

Signed:

Date.....

CHELIMO BEATA

REG: NO. 15/MPA/OO/KLA/WKD/0006

APPROVAL

This dissertation on the topic Gender Mainstreaming Practices and Women Career Development in Uganda Police Force; a case of Police Headquarters, Kampala has been submitted to Uganda Management Institute for examination and with the approval of the following academic supervisors.

Signed:

Date:.....

DR. MICHAEL KIWANUKA

Signed:

Date:.....

DR. EDGAR MWESIGYE KATESHUMBWA

DEDICATION

This research is dedicated to my dear children; Chebet Hope Josephine, Chelangat Joseph, Chelimo Joshua and Chemutai Jasmine for accepting to stay home alone every weekend as went to study, my loving mother Mrs. Chelimo Pauline Kissa for her love, care and devotion in educating me and my wonderful grandmother, who instilled in me discipline to do my school work from a tender age, encouraged me to pursue the career of my dreams.

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LIST OF ACRONYMS

ACFODE	Action for Development
CAO	Chief Administrative Officer
IGP	Inspector General of Police
LDC	Less Developed Countries
MGLSD	Ministry of Gender and Social Development
NAWOU	National Association of women's organizations of Uganda
NWEP	National Women's Empowerment Practice
SPSS	Statistical Package for Social Scientists
UMI	Uganda Management Institute
UN	United Nations
UNDP	United Nations Development Programme
UNECA	United Nations Economic Commission for Africa
UPF	Uganda Police Force
USA	United States of America
UWONET	Uganda Women's Network
WB	World Bank
WID	Women in Development
ZANULA	Zimbabwe Africa National Union Liberation Army

ABSTRACT

This study sought to investigate the extent to which Gender Mainstreaming Practices affect Women Career Development in the Uganda Police Force (UPF). The study was guided by two specific research objectives namely: investigating how Human Resource Policies affect women career development; and examining the extent to which Affirmative Action affects Women Career Development in the Uganda Police Force. The study adopted a case study research design. A representative of 125 respondents made the sample population for the questionnaire administration and six key informants responded to a face to face interview. Primary data was collected through questionnaires, key informants and Documentary Check list. The collected data was analyzed using Statistical Package for Social Sciences (SPSS) and presented using mean, frequencies and standard deviation. The qualitative data was presented in a narrative form. Study findings revealed that Human Resource Practices Significantly affects Women Career Development in UPF and the coefficient was .198*. Secondly, Affirmative Action influences Women Career Development in UPF and the coefficient was .404*. While women now participate in the different levels of the police, they are not anywhere near the men, they remain concentrated in the lowest ranks and underrepresented in leadership positions. The existing gender mainstreaming practices have tried to promote Women Career Development, but the gender gap in terms of recruitment, capacity development, promotion, numbers, performance and long service is still very high. Very few women are part of the top decision making process like Police Authority, the Police Council and Police Advisory Committee. The study recommends the development, approval and implementation of gender sensitive policies and practices, such as the recruitment policy, placement policy, the sexual harassment policy and adoption of a robust affirmative action especially on gender balance and adopting zero-tolerance to sexual harassment.

CHAPTER ONE

INTRODUCTION

1.1 Introduction

The concept and practice of gender mainstreaming and women participation in public affairs has recently attracted attention in general political and intellectual arena (Tamale, 1999). In many public organizations of developing countries like Uganda, the women's role in governance and decision making levels is not realized. This is partly because whereas men are anchored in the top hierarchies of such organizations, the women are concentrated at the lowest levels. The United Nations conference on gender noted a need to advocate for the increase in the number of women in decision making positions (UN report, 1992). According to the conference, this would make sure that the interests of women are put into consideration but also support the belief that women's participation promotes the way in which management and decision making is practiced.

According to Parpart Jane (2015), in 1995 in Beijing, the Fourth International Assembly on the Rank of Women was held to strengthen the growing concern, and the resulting Plan of Action placed women as well as men on the growth agenda, calling for mainstreaming gender into all programs, guidelines, and establishments. As if in support of the above argument, Tess Cosslett et al, (1996) uses the term "glass ceiling" to clarify the challenges that women meet in an attempt to grow their careers and secure job progression, she argued that such obstacles are so subtle because they appear to be translucent, moreover vibrant and can stop women from progressing up the leadership ladder.

The study established the relationship between gender mainstreaming and women career development in Uganda Police Force. This chapter presents the background to the study, statement of the problem, objectives of the study, research questions, study hypothesis, conceptual framework, scope of the study, significance of the study and operational definition of key terms and concepts used in this study.

1.2 Background to the study

The background is presented under the historical, theoretical, conceptual and contextual perspectives

1.2.1 Historical Background

According Rowbotham & Linkogle, (2001) early concerns for gender equality and whether women as a group had needs and desires distinct from those of men can be traced around the 1880s in France, USA and Latin America From the perspective in Europe and in USA, both middle class feminists and working class women started making gender based claims on the state for resources for women as mothers and house wives before the Second World War. Indeed around the same time, women liberation movements begun to emerge in the late 1960s and were erroneously characterized as preoccupied only with equality. In the British context, women liberation movements mainly involved in advocacy and lobbying campaigns against inequality even before the advent of Margret Thatcher's right wing government in 1979. From the early 1980s for example, women advocated for the establishment of the Greater London Women's Committee.

Relatedly, Lynn (1991) observed that between 1975 and 1985, the United Nations, in their struggle to shrink women refinement, initiated several meetings, pronouncements, and

resolutions aimed at providing equality for both men and women with intent to distinguish and eliminate most of the difficulties faced by women and elevate the standing of women all levels. It was against this background of women's marginalization that the United Nations Economic Commission for Africa (UNECA) invited women to be advisors and participants in development activities just after it was founded in 1959.

In Africa, Tripp and Kwesiga (2002), traces Women's historic struggles and protests against discrimination and economic practices of the colonialists. They further state that in Kenya 11,000 women were jailed during the Mau- Mau uprising in the 1950s, in Zimbabwe women constituted 25% of the Zimbabwe African National Union Liberation Army (ZANULA) and in Ethiopia, women constituted one third of the opposition fighting forces in the 1980s. In the context of Uganda, little is being done to address the pitfalls ahead of women in the place of labor (Tamale, 1999). Tamale observed that Uganda has adopted several UN gender connected agreements like the National Women's Empowerment Practice (NWEPE) and the Women's Commission for Effective Equivalence (1993). The country is today signatory to a number of UN conventions such as, the Convention on the Elimination of all Forms of Discrimination Against Women 1979 and Beijing Platform for Action 1995 (UNDP Report, 2017). The Government of the Republic of Uganda pledges positive action in favor of categories relegated on the ground of sex, age, incapacity or any additional bias created by the past, practice or tradition aimed at reducing differences that work against them (Uganda Constitution, 1995). In spite of that however, the fact remains that women police personnel in Uganda largely occupy the lowest ranks in the Uganda Police Force (UPF) and it is hectic for them to advance their careers to top executive positions.

1.2.2 Theoretical Background

This research was supported by the “Human Capital Theory by Becker” (1964). The Human Capital Theory postulates that persons who invest more in human capital perceptions such as training, instruction, and skill are likely to possess more opportunities for progression in careers. Therefore career development of individuals is dependent upon measure and superiority of human assets brought to the labour market and promotions are related to people’s services and knowledge. Gender variance has been observed by researchers who suggest that lack of knowledge and experience is the main cause of poor representation of women at higher levels (Davies-Netzley, 1998). In other studies, human capital constructs clarified more alteration in women’s progression at all administrative levels than any other factors (Sagas & Cunningham, 2004). Education, which is a main means of obtaining human capital, has been shown to foresee income and career advancement in many researches studies. It offers the information, services, and trustworthiness needed for presentation in top positions and was found to be certainly related to the probability of being selected for high management positions. Training provides women suggestions the required site to progress skills necessary for controlling, since most of the women could have not had significant chances to manage others or contribute in development actions. Progressive work tasks are a common basis of training on job and are significant in preparing staff to take on top management positions (Ohlott, et-al 1994).

In essence, when an institution puts emphasis on staff advancement, women are highly likely to take top positions, (Goodman, Fields, & Blum, 2003). Human investment improvement is a known way of improving women progression. Formal training while on the job of women can promote the worth of their human capital and increase their worth to the organization. The

Human Capital model strengthened this study in establishing how advancement of the careers of women are affected by the required skills control and permitting of gender responsive considerations necessary for women career development at UPF.

1.2.3 Conceptual Background

The key concepts in this study were “Gender Mainstreaming” and “Career Development”. The United Nations Economic and Social Council (UNESCO, 1997) defines “Gender mainstreaming” as a progression of examining the inferences for masculinity and femininity of any deliberate act, including guidelines or programs, in any part and at entirely all stages. In this study, gender mainstreaming referred to a blue print that makes the anxieties with skills of women and men an essential element for planning, execution, observing and appraisal of policies and laws. This denoted to all procedures, policy and practices with respect to governmental, monetary and communal domains, to allow both male and female gender benefit similarly, and dissimilarity is not continued. The final target of streamlining is to attain parity of all sexes. In this study, gender mainstreaming was measured by human resource systems and affirmative action.

“Career development” describes a deliberate and systematic route by which staff develops, apply and screen their career objectives (Greenhaus et.al. 2003). Career development in the study was observed through training, promotion, performance and length of service.

1.2.4 Contextual Background

The UPF is part of Uganda’s Public Service governed by the Public Service Act, (2008), the Public Service Commission Regulations (year) and the Police Act, 1994. Career development in UPF is supposed to be based on factors such as training attended, excellent performance and

length of service. All public officers are bound by the Uganda Government Standing Orders and the constitution. The Draft UPF Recruitment Policy further stipulates that 30 percent of the police work force should be women, this aims at addressing the imbalance created by the effects of marginalization. Article 212 of the Constitution of Republic of Uganda (1995) mandates the UPF to protect life and property, preserve law and order and to prevent and detect crime which requires input into the human resources function so as to enable personnel perform to their utmost capabilities creating a need therefore for fair, transparent and forward looking Practices on key aspects such as recruitment (UPF (draft) Recruitment Policy, 2011). The UPF established various gender sensitive Practices and principles as detailed in its Recruitment Policy (2011). Similarly, the draft recruitment policy is supported by the principles of equal opportunity to all Ugandans, gender balance, affirmative action, participatory engagement and inclusiveness, transparency and accountability and fairness and impartiality.

Despite all that, there is evidence that women are ill- exemplified in top management, command and regulator functional units of the Uganda Police force. According to a report by the UPF Department of Women Affairs, 2013, in aggregate, 15% of the entire Police force comprise of women, which is half the 30% depiction of women in all sectors required by the 1997 Uganda National Gender Policy. A number of women officers in Kampala have intermittently complained that they are sexually coerced by their masculine supervisors in order to be deployed or promoted (New Vision, 2014). According to this paper, some ladies reported that they had not been promoted because they refused to accept sexual demands from their male superiors and that many of them have remained on the same rank for over 27 years. The newspaper also cited

failure by their supervisors to recognize their impasse when gravid, (New vision, 5th August, 2014).

1.3 Statement of the Problem

The enactment of Constitution of Uganda (1995), and the National Gender Policy (1997) and the resultant affirmative action appeared to have provided for gender equality. The two documents recognized the likeness of women and men and made necessities for ensuring women's participation in making resolutions at all stages through assenting action requirements. In the same pursuit, the UPF put in place a set of gender sensitive policies and practices as detailed in its Recruitment Policy (2011). The gender mainstreaming practices are guided by the principles of equal opportunity to all Ugandans, gender balance, affirmative action, participatory engagement and inclusiveness, transparency, accountability and fairness and impartiality. The affirmative action for women in the UPF is driven by realization that in some scenarios, women constables are necessary to execute the cordon and search of women, increase the levels of intelligence collecting and support victims of sexual abuse. Creating a police service that is gender responsive is therefore, expected to increase the dependability, trust and legality of the facility among members of the public.

Despite of the above commitment to gender mainstreaming, in reality there is still little to show about women career development in the Uganda Police Force. Although, there has been an increase in the number of women at UPF, the percentage of women in the force and career advancement has remained low. Female police officers continue to progress slowly through the ranks and they struggle to make progress in specialized units and higher offices (Raleigh et al., 1998). Furthermore, higher ranking management positions in the Uganda Police Force are held

mainly by men creating the low participation of women in the force, a challenge that exist within all stages of the institute. According to UPF staff list (2015), there are only two (2) women at the level of Director out of all the 21 Directorates of the Police Force. The gender mainstreaming practices are not properly defined in written policies. Therefore there is a high likelihood that this situation would frustrate female officers in the force and thus increased turnover and those willing to join the force could be discouraged if no deliberate actions are taken and consequently ruining women career development in the force. It is against this background that this study examined how gender mainstreaming practices affect women career development in the Uganda Police Force.

1.4 The Purpose of the Study

The general objective of the study was to examine the extent to which gender mainstreaming practices affect women career development in Uganda Police Force.

1.5 The Objectives of the Study

1. To investigate how human resource practices affect women career development at UPF.
2. To examine the extent to which affirmative action affects women career development at UPF.

1.6 Research Questions

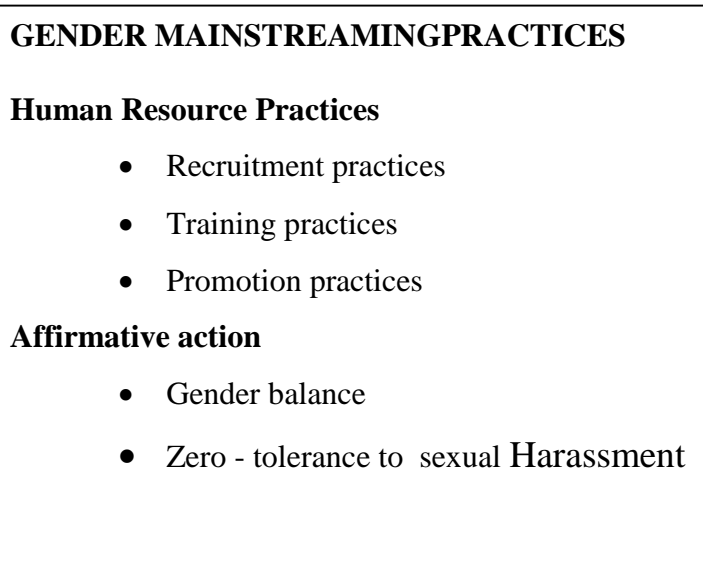
1. How do human resource practices affect women career development at UPF?
2. To what extent does affirmative action affect women career development at U PF?

1.7 Hypotheses

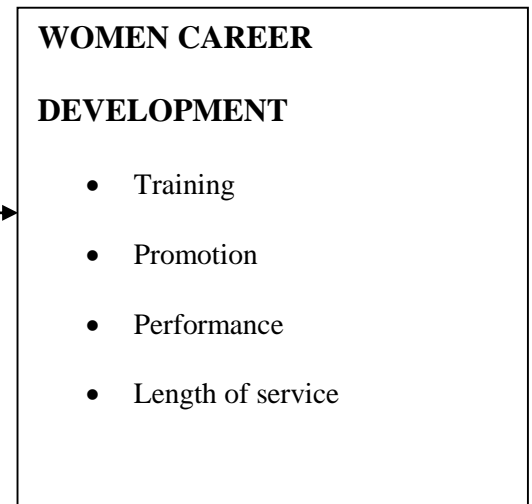
1. Human resource practices significantly affect women career development at UPF.
2. Affirmative action has a significant effect on women career development at UPF.

1.8 Conceptual Framework

Independent Variable (IV)



Dependent Variable (DV)



Source: Adapted and modified from Cereola, 2008

Figure 1: Conceptual Framework of Gender mainstreaming practices and women career development at UPF

The conceptual framework above gives a theorized relationship existing between Gender mainstreaming practices and women career development in UPF. The independent variable interacts with the dependent variables to affect women career development. This was investigated to examine the degree at which rehearses for mainstreaming gender affect advancements in careers of women. Good gender mainstreaming practices by UPF beget efficient and effective women career development which is sustainable. This chapter therefore

elaborates how human resource Policies and practices enhance women career development and how affirmative action practices enhance women career development at UPF.

1.9 Scope of the Study

The scope of study included the geographical, content and time scope

1.9.1 Geographical Scope

The study was conducted at Police Headquarters Naguru in Kampala, Uganda.

1.9.2 Content Scope

The study content scope was limited to gender mainstreaming practices and women career development at UPF. Under gender mainstreaming practices, which is the independent variable, the study focused on human resource practices and affirmative action. For women career development, the dependent variable, the concern was mainly on training, promotion, performance and length of service

1.9.3 Time Scope

The period under study was 15 years from 2000 to 2015. This was a time when UPF increased their commitment in the recruitment, promotion, and training Practices which have accelerated the figure of police officers including women. Yet despite of the attraction of women to join the force, women career development has remained very low with only very few women in command positions and few get promoted.

1.10 Significance of the Study

This investigation may be of importance as in ways below;

The study findings benefit Uganda Police in understanding the best approaches in enhancing gender mainstreaming to address the challenges women face in career development at UPF

The study findings can be used by policy makers and policy advocates for formulating and reviewing Practices on gender mainstreaming that support career development in the UPF.

The research is of significance because it contributes to the academia by extending knowledge base that currently exists in the field of gender mainstreaming and career development in the Uganda Police Force. This research helped me to get to know detailed information about gender mainstreaming and women career development in the Uganda police force.

1.11 Justification of the Study

The research findings provides important data that may be consumed by the Administration of Uganda Police Force with many policy makers to comprehend circumstances that constrain women career development at place of work and be able to proactively create ways that enable women ascent to the top management in the organizations and develop their careers.

1.12 Operational Definition of Terms

Affirmative action: Refers to a range of programs deliberately directed towards a target group that is vulnerable, marginalized and discriminated against to redress their inequalities, National Equal Opportunities Policy, (2006).

Gender: refers to the socially fabricated features of femininity and masculinity. It is cultural and social construct of responsibilities, roles, prospects, attributes, status, privileges, access to and control over resources and remunerations between women, and men, girls and boys in a given society. (World Health Organisation).

Gender Mainstreaming: The United Nations Fiscal and Communal Council (1997) explains the notion of gender mainstreaming as, “Mainstreaming a gender perspective is the process of

assessing the implications for women and men of any planned action, including legislation, policies or programmes, in any area and at all levels. It is a strategy for making the concerns and experiences of women as well as of men an integral part of the design, implementation, monitoring and evaluation of policies and programmes in all political, economic and societal spheres, so that women and men benefit equally, and inequality is not perpetuated. The ultimate goal of mainstreaming is to achieve gender equality."

Discrimination: establishes an entertainment, omission, law, rule, practice, condition, distinction, circumstance, inclination or exclusion which openly or circuitously, poses an impact of preventing the same chances or resulting in unequal treatment of persons in employment, (Equal Opportunities Commission Regulations 2013).

Equal Opportunities: means having the same handling or consideration in the enjoyment of rights and freedoms, attainment of access to social services, education, service and physical atmosphere or the participation in social, cultural and political activities regardless of gender, color, racial origin, tribe, birth, creed, belief, health status, social or economic standing, partisan opinion or incapacity, (Equivalent Opportunities Act 2007)

Recruitment practice in this study refers to the organizations' written / documented practice related to the procedural equality and affirmative action while considering internal staff to take up managerial positions.

Women career advancement in this study refers to the effort to train and develop women to take up higher managerial positions and considerations during promotions (O'Neil & Bilimoria, 2005).

Women safety practice in this study refers to the workplace practice prohibiting sexual harassment and discrimination targeted at the opposite gender of women in police management and public affairs and in the governance of the society.

CHAPTER TWO

LITERATURE REVIEW

2.1. Introduction

The works reviewed in this chapter was based on the degree to which practices for mainstreaming gender affect the career progression of female officers in the Uganda Police Force. Relational literature was reviewed to examine the human resource practices such as recruitment, training promotion affirmative action and women career development. This chapter presents a comprehensive literature review under three broad themes in harmony with the intentions of the study. In particular, the chapter discusses the theoretical review, related review and summary of literature review

2.2. Theoretical Review

The study was guided by the “Human Capital Theory” by Becker (1964). This model suggests that organizations or persons who put in a large amount of investment in human capital development such as training, training and skills are expected to show higher probabilities of career development. This philosophy posits that a person’s job development and achievement is dependent on the measure and worth of a person’s capability which he or she brings to the labour industry. Becker, (1964) and that promotion is related to the experience and competence of each person. However, the Human Capital Theory observes that differences among women and men in the place of work are caused by differences in capacity and practice, not direct prejudice. In support of the human capital investment gaps, some researchers have observed that the lack of knowledge and experience are the main causes of poor representation of women at top levels. Dianna Bilimoria and Sany Kristin Pederit, (2007) asserted that coupled with what is considered gender discrimination, sexual harassment practices can be used to determine responsiveness of

the administrative culture towards both me and women. The Human Capital Theory considers that women were diverse and did not have the necessary experience to occupy top positions or that circumstantial variances within institutions create disparities for female officers in place of work, and not shortage in the personality management skills. Tharenou, (2001) noted that qualifications play an important role in career progression and this has been part of the debate around the career evolvement of females. The desire to improve personal capacities so as to have a similar footing with men is essential to substantial feminism. Liberal feminism focuses on individual attributes and how to raise the control and inspiration of women by working inside current structures. The desire to improve individual qualities such as supervision skills and to convert biased business practices, discussed above is based largely on the liberal feminist assumption that reform within the existing structures and practices of the corporation will eventually result in greater equity in gender representation at the top. Consequently, if women on the supply side, acquire more skills and accepted the person centered approach of career planning, and if on the demand side, this was reinforced by an assurance to equivalent opportunities in the place of work (corporate practices approach), then women career progress would be enhanced. The Human Capital Theory and its supporters underpinned this study in identifying how women career development have been influenced by the possession of the desired skills and the enabling gender practices required for career development in UPF.

2.3. Related Literature Review

2.3.1. Human Resource Practices and Women Career Development

According to the South Eastern and Eastern Europe Reimbursement House for the Control of Minor Weapons and Light Weapons (SEESAC), (2017) so as to address the needs and priorities of both men and women in society, they have to both participate in problem solving process, policy development, and application. This clamps true in the security sector as well. Whereas soldierly careers are open to both men and females, a further methodical method is desirable to invite and preserve women in the protection and armed forces, mainly in command and management ranks. It is important to include gender perceptions into human reserve policies and practices, institutionalize and train gender focal persons and have staff sensitized for gender equality. Uganda Police Force has adopted gender mainstreaming practices that support women career development. These practices are embedded in forces human resource does such as, promotions, and training and deployment policies. Literature for human resource as a strategy of mainstreaming gender and women career development is reviewed under the sub-themes below.

2.3.2. Recruitment practices and women career development

De Guzman and Frank (2004) in their study on police women and their career problems recommended that there should be a review of the recruitment criteria and practices for admission to the police service. The promotion of women career development begins with the recruitment process which covers the job and position description, sourcing, selection process, team composition, induction, attestation and frequency of recruitment and other considerations as per the draft UPF Recruitment Policy, 2011. However, Linda et-al in the book Gender Equality; Dimensions of Women's Equal Citizenship, 2009 noted that a study by Bessis, (2004)

found out that even United Nations (UN) agencies that would be exemplary organizations in workplace gender mainstreaming demonstrate unequal conviction to gender agenda. This led to the perpetuation of gender blind or insensitive recruitment and selection processes. Similarly, De Guzman and Frank (2004) study on police women and their career problems found out that women officers faced the greatest problems involving perceptions of their stereotypical roles. The study recommends that there should also be a review of the recruitment criteria and practices for admission to the police service.

2.3.3. Training Practices and Women Career Development

Armstrong (2001) established training to be the practice through which learning formally and systematically modifies behavior through education, instruction, enlargement and planned experience. In the context of this study, training is a deliberate action focused at bringing about improvement in job performance and hence facilitates women profession advancement. In Human Capital Theory, an employee's worth to the institution or organization is justified by a combination of his or her relevant services, knowledge, skills and capabilities (Becker, 1993). In previous studies, human capital variables explained more difference in women's progression at all institutional or organizational levels than any other factors and have predicted career satisfaction (Lyness & Thompson, 1997). Furthermore, Lyness and Thompson, explained that to grow competences necessary for the different responsibilities a person as he or she advances takes time. To them, advancement is simplified by capacity building, and enlargement of managerial and professional skills. This is supported by Mullins (2005) who argues that capacity building offers more prospects for career development because it boosts capability levels of persons and the institution or entity. Chaudan K. (2014) stated that Gender mainstreaming through capacity development assumes the link between training and conduct and the actions of

administrators. He however observes that there is often a lack of acceptance between gender training and the later activities of the administrators where policies are not implemented as planned. Overall, capacity building is as important for career advancement for employees as it is to managers.

2.3.4. Promotion Practices and Women Career Development

Whereas women have been in law enforcement for more than a decade, they are still encountered with discernment and harassment. Women police officers often face discrimination from their male colleagues and most of the female officers meet the “brass ceiling explaining their not being capable to travel up in flourishing and can only go so far, as far as the commanding ceiling will allow them. The process that the Uganda Police Force follows when promoting its officers vary, and it therefore requires a critical analysis whenever a critique in this matter is made. According to Laurie (1996), morale has been recognized to be of great significance to the forces and that one of the tenets of morale is promotion at the workplace. The increased representation of women in the police is seen mostly at the lower cadre; according to the UPF staff list only two women are at the level of director out of all the 21 directorates of the police, (UPF Staff List, 2015).

2.3.5. Affirmative Action and Women Career Development

According to the National Equal Opportunities Policy (2006), affirmative action means all purposeful measures and initiatives taken in favor of sidelined persons in with intent address the differences brought about by any justification an factors related disability, health status, history, background, sexual characteristics, civilization, belief, view, social economic or cultural standing. Affirmative action is a change that causes lot of disagreement. Affirmative action for

the female gender is even further contentious than confirmatory achievement for some other groups. Its critics describe it as at odds with the notions of professionalism and as destabilization dealings designed to appoint the best person for the job. Its supporters often, have to qualify their argument to specify that their form of favorable action does not challenge merit (Ssali & Madanda, 2006).

2.3.6. Gender Balance and Women Career Development

The UNDP-Uganda Country Gender Assessment October, (2015) indicated that by early 2000, Uganda had reputable Practices and legislation to press forward gender equivalence.) The 1995 Constitution of Uganda, Article 33(6), "prohibits laws, customs or traditions which are against the dignity, welfare or interest of women." It further states that men and women are equal before law and where gender bias exists, the Constitution provides for the execution of affirmative measures to address these imbalances. In the last few years, sector-specific legal reforms, especially in the context of access to justice and protection of women's and girls' rights have been put in place, namely: the 2010 law on Domestic Violence and the 2011 Native Violence regulations; the anti-Female Genital Defacement Act of 2010; the Anti-trafficking in Persons Act of 2009; and the Identical Opportunities Commission Act in 2007. The report further states that, both the Beijing evaluation and the Progress of World's Women Report (2015-2016), recognized that gender-sensitive authorized transformation has not adequately made privileges and fiscal revolution real for females.

De Guzman and Frank (2004) in their study on police women and their career problems found out those women police officers faced the greatest challenges involving perceptions of their stereotypical roles. Since the early 1990s management scholars have increasingly noted that it

become a tactical idea to hire women as the continuing problem of getting and maintaining talented staff would grow to be necessary in the days to come (Acker, 2006). This argument is in support of the position of the UN that advocates for the requisite to boost the quantities of female staff in problem solving sites, in order to present women's securities and exploit growing proof that women's participation improves the way in which management and decision-making is proficient. (UN report 1992).

2.3.7. Zero-Tolerance to Sexual Harassment and Women Career Development

The Constitution of the Republic of Uganda Article 33 specifically states that, "women shall be accorded full and equal dignity of the person with men". It is therein stated that the government shall make available the amenities and opportunities required to improve enrich the wellbeing of women to support them achieve their full prospective and advancement. It is further stated that the government must guard ladies and their moralities, taking into thought their distinctive status and natural maternal functions in society. Similarly, section 7(4) of the Employment Act, needs each person who employs more twenty people to put in place ways of preventing sexual harassment at place of work. Section 7(1) positions that a servant is harassed sexually if person employing, or his/her representative openly or not directly demands from the staff erotic interaction, sexual connection or any other form of sexual commotion. However, a poll commissioned by The New Vision, on 8th January 2011 shows that in Uganda, both female and male staff were being harassed sexually with 16.2% of the 10,228 respondents accepting to have experienced sexual discrimination at the workplace. The Centre for Domestic Violence Prevention, contend that sexual harassment happens at place of work but yet most often not reported. They attribute this to the socialization process in our culture, where forms of harassment are seen as the first steps of starting a normal relationship.

2.3.8. Summary of Literature

Many scholars acknowledge that despite the existence of gender mainstreaming practices in the world, and in Uganda the nature of change that the effort is yielding can best be explained as a steady wearing a way of conventional work methods, fairly than a change which is a probability to advance chances for females. Gender isolation is a major challenge, regardless of women's improved movement rates. Female-dominated part-time work, associated with unfortunate opportunities for preparation and promotion, also stagnates. And in UPF in particular work based gender discriminations in the recruitment and promotion of women to higher positions continues to exist. This investigation therefore intended to cover this literature gap by providing empirical evidence on the influence of practices for mainstreaming gender on women career development in Uganda Police Force. The success of gender mainstreaming practices heavily relies on behavior change. Behavior is deeply rooted in cultures, beliefs and values held by society and the limited impact of gender mainstreaming policy and practices in Uganda Police Force is evidence of this. This rediscovery pursued to examine the extent to which the practices for mainstreaming gender have impacted career development of women in Uganda Police Force.

CHAPTER THREE

METHODOLOGY

3.1. Introduction

This section offers the various methods that were used in the research. The methods included research design, study population, sample size and selection, data gathering techniques and gadgets. The chapter also presents the processes for collecting data, methods for data analysis, expected limitations and depth of constructs.

3.2. Research Design

A case study design adopting both quantitative and qualitative approaches was used. This design was preferred to enable an in-depth investigation of the study problem in UPF. The case study design enabled the researcher to have adequate time to obtain detailed information about gender mainstreaming and women career development given that only headquarter staff were under study unlike studying several districts police stations. The problem researched being social in nature, qualitative methods was used to provide the flexibility and objectivity, while quantitative methods was recycled to enumerate responses to make mathematical associations concerning the responses. The two methods enabled the researcher to get to the magnitude of the research problem and gain deeper understanding of the factors that were underlying the problem.

3.3. Study Population

The investigation took place at Police Headquarters in Naguru. There are eight directorates at the headquarters namely Directorate of Peace Support, Operations, Human Resource development, Information Technology, Human Resource Administration, Research and Planning Special Duties, Political Commissariat and Human Rights and Legal Services. The study population was

drawn from the following five of the directorates namely: Human Resource Administration, Research and Planning, Special Duties, Political Commissariat, Human Rights and Legal Services, Operations, Human Resource Development staff. The reasons for considering those departments are that, the researcher believed that it will be possible to obtain reliable data since they are at the fore front in the implementation of gender mainstreaming practices. The study population categories included Directors, Heads of Departments made up of Commissioners and Assistant Commissioners of Police, and the operational personnel at the headquarters. The study population was 162.

3.4. Sample Size and Selection

The sample scope of the study was 125 generated while exhausting statistical tables of Morgan and Krejcie (1970) cited in Amin (2005). Table 1 below illustrates the sampling procedures

1.13 Table 1: Sampling Procedures and Sampling Techniques

Population Category	Population	Sample	Sample techniques
Directors	5	5	Purposive
Heads of Departments	18	14	Simple Random sampling
Operational Personnel	143	103	Simple Random sampling
Total	162	125	

3.5. Sampling Techniques and procedures

The study used simple random sampling and purposive sampling to choose the respondents. The simple random sampling method was deployed to select the heads of departments and the

operational officers. The technique was preferred to provide an equal chance for selection to all elements (Amin 2005). Purposive sampling on the hand was used to select the top management team. Given that this category is expected to have varying levels of information relevant to this study, the technique enabled the researcher to use her judgment and pick those who are likely to give more relevant information (Oso & Onen, 2009).

3.6. Data Collection Methods

The methods of data collection applied included both primary and secondary data collection methods. For primary data, questionnaires and face-to-face interviews was applied while for secondary data collection the study adopted document review. These methods are expounded below:

3.6.1. Questionnaire Survey

Neuman, (2003) defined a questionnaire as a survey in which the researcher conceptualizes and operationalizes the variables and questions. The study used primarily self-administered surveys as a media of information gathering, which were circulated to the respondents and unruffled in two weeks. The surveys were drafted in such a way that the respondents could easily understand them. The questionnaires were filled by 125 police officers. The open ended questions are an appropriate substitute for probing, and they fetch a lot of detailed information. Questionnaires were opted for because most of the staff in police headquarters are very busy and prefer filling in the questionnaires in their own appropriate time.

3.6.2. Interviews

This is a method of data collection where the investigator is given a chance to gather data through direct verbal interaction with participants (Amin, 2005). Interviews was used to collect data from the key informants, because enables the researcher to establish rapport with this

category of respondents and therefore, gain the persons cooperation as Mugenda and Mugenda (1999) suggests, it grants the investigator to elucidate confusing answers and obtain penetrable information over probing. The interviews helped the researcher get general information on gender mainstreaming rehearses and women profession development of the police force.

3.6.3. Documentary Review

The researcher reviewed a number of documents to access information surrounding the research topic; the official papers were reviewed and studied according to the study parameters. This method enabled the researcher to obtain linguistic and arguments of the informants, access information at his time of suitability, obtain inconspicuous evidence and save time / expenses in transcribing as advanced by Oso and Onen (2009).

3.7. Data collection Instruments

Instruments recycled involved, the questionnaires, interview guide and documentary review check list, and these are indicated below;

3.7.1. Questionnaire

Self-conducted questionnaires were explored to collect quantitative data from police officers. The questionnaires were used for this category of respondents to save on time because their number is too big to interview and because they can read and write in English and are able to fill in the questionnaires by themselves with little assistance. Structured questionnaires were designed to collect data for this study. Close-ended questions were used to ease data collection. Find attached (**Appendix 1**)

3.7.2. Interview Guide

Key informant Conversation guide was deployed to collect qualitative data from the knowledgeable persons who were in position to provide in depth information through probing during face to face interview. The researcher offered inquiries to the key informants and their views obtained engraved down by the researcher. Open ended questions were used so that other valuable questions might emerge during the dialogue between the interviewer and the interviewee. In this study the probing interviewing tactic was used extensively to obtain deeper explanations of the issue at hand from the respondents. Data obtained during the interview supplemented that obtained through the questionnaire. Find attached (**Appendix II**).

3.7.3. Documentary Review Checklist

A checklist was developed for all the necessary documents; this enabled the researcher to obtain unobtrusive information without interrupting the research. Oso and Onen (2009) support this form of data collection. The documents included UPF Recruitment Policy, UPF Promotion and Training Policy, the Police Act, the staff list and Public Service Act and Regulations (**Appendix III**)

3.8. Validity

Validity was dignified using the pre-testing technique. The investigator tested the instruments prior field activities. Experts were consulted on whether the instrument is valid. Questions that proved vague or ambiguous were deleted. It is important to stress that findings obtained in the pre-testing study were not used in the dissertation but was particularly used for the rationale of testing the research tools.

Content Validity Index Test Results for the Questionnaire

Reliability for questionnaire as a tool was determined by using the Content validity index test. The results are tabulated in the table below.

Table 2: Content Validity Index Test Results for the Questionnaire

Variable	Items	Results	Judges	Relevant	Irrelevant
Human Resource practices	5	0.722	Judge 1	8	3
Affirmative Action	6	0.805	Judge 2	8	2
Women Career Development	6	0.837	Judge 3	12	6

Source Primary Data (2017)

The Content validity index test was carried out and the test results revealed that human resource practices had a reliability result of .722, affirmative action had a reliability test result of .805, women career development had a reliability test result of .837. All the variables had results above the standard value of .70 (70%) which showed that all items in the instruments were reliability.

3.9. Reliability

Reliability can be defined as a steadiness of one’s measurement or the degree to which a tool examines similar results respectively it is used beneath the same situation with the same themes. It is the reoccurrence of one’s measurement. A degree is considered reliable if the person’s score on the same test given double and related. The investigator used the check-retest process. This is where the same score on test one is the same as test two.

Cronbach Alpha Test Results for the Questionnaire

Reliability for questionnaire as a tool was determined by using the Cronbach Alpha Reliability Test. The outcomes are arranged in the table below.

Table 3: Cronbach Alpha Test Results for the Questionnaire

Variable	Items	Results	Judges	Relevant	Irrelevant
Human Resource practices	5	0.755	Judge 1	7	2
Affirmative Action	6	0.822	Judge 2	8	2
Women Career Development	6	0.777	Judge 3	10	4

Source Primary Data (2017)

The Cronbach Alpha Coefficient test was carried out and the test results revealed .755 for human resource practices, affirmative action had a reliability test result of .822, and women career development had a reliability test result of .777. All the variables had results above the standard value of .70 (70%) which showed that all items in the instruments were reliability.

3.10. Data Collection Procedure

The researcher followed the ethical issues in research, including using the letter of introduction obtained from the Department of Public Administration and Management, to introduce herself to each and every respondent approached, fully elucidating the relevance of the phenomenon. After getting their consensus, the researcher moved on to conduct the interview. The researcher fabricated the assurance of the respondents by guaranteeing them that their views were private and were to be recycled only for academic devotions and that their names would remain anonymous.

3.11. Data Analysis

Data collected from the field was gathered, prearranged, edited and coded to have the required accuracy, quality and entirety. Arithmetical Package for Social Sciences (SPSS 20) was used to explore the information. Expressive statistics, frequency tables, factor analysis correlation

analysis and regression analysis were generated. The correlation result was used to establish the interactions concerning the study constructs, while regression examination was used to decide the explanatory power of the independent variables on the dependent variables.

3.11.1. Quantitative Analysis

After data collection, quantitative data was organized, edited, coded and interpreted for processing using the Special Package for Social Scientists (SPSS). The SPSS was used to enter and analyze the quantitative data after which frequency tables, percentages and charts were generated.

3.11.2. Qualitative Analysis

The qualitative or the non-numeric data was analyzed using the qualitative techniques of data analysis. That is, the researcher developed themes and sub- themes in accordance with the study's set objectives (thematic analysis). These data was obtained through structured open ended questionnaire and interview guide. This was presented as quotations to enhance the numerical data in mandate to have a perfect explanation of the outcomes.

3.12. Measurement of Variables

The study used the 5 point Likert scale to measure the ordinal variables in the study. The Likert scale value was approximated at an interval scale that was used to test the relationships. In this study a scale of 1 – 5 was used where 1 represents the least score and 5 the highest score. In particular, 5- strongly agree, 4-agree, 3-I undecided, 2-disagree, 1-strongly disagree were used.

3.13. Ethical Considerations

According to Kyohairwe (2009), every research is known to involve ethical issues by a mere fact that it involves collecting data from people and about people. As a result, puzzles of ethical and proficient conduct have been established by various social science presidencies and a number of writers have come up with various commentaries on ethical issues to guide researches (Punch 1998). The researcher followed most of the ethical considerations adhered to in research and they include:

Informed consent; the participants needed to be informed of the aims, benefits and potential risks of their involvement if any. With the notion of informed consent therefore, individual's participation in research process were voluntary. During the period of data collection, respondents were not forced to express their opinions. Individuals were left free to either express or not express their views on the subject under investigation.

Confidentiality: respondents were informed that their identities ascertaining information would not be availed to external parties. Privacy and anonymity of individual respondents would be highly regarded to minimize the possibility of mistrust, harassments, punishments, social disapproval, or denial of benefits and opportunities especially from their colleagues, or political and bureaucratic leaders. The researcher acknowledged all the work got from other scholars.

CHAPTER FOUR

PRESENTATION OF FINDINGS, ANALYSIS AND INTERPRETATION

4.1. Introduction

This chapter present the findings of the study in accord with and in relation to the research constructs and research inquiries of the study. It gives the demographic characteristics of the respondents, correlation statistics and regression analysis and also includes the qualitative analysis of the data collected. The variables were Human Resource Practices, Affirmative Action, and Woman Carrier Development. The presentation was guided by the following objectives: to investigate how human resource practices affect women career development at UPF and to examine the extent to which affirmative action affects women career development at UPF.

4.2. Response Rate

Demonstration of tabulated data according to respondent's response rate

Table 4: Response Rate

Instrument	Target	Actual Response	Response rate
Questionnaire	125	125	100
Interviews	10	06	60

Source: Primary Data (2017)

Table 4.1 above grants the response rate from the study. The number of questionnaires dispersed was 125 and the same number was returned making a response rate of 100%. Face to face interviews were carried out with the respondents; in total 06 respondents were interviewed. Creswell (2003) observes that a response rate of above 50% of the target figure is acceptable.

4.3. Findings on Background Characteristics

This unit presents findings on demographics of the respondents, namely; gender, age, education, working experience, and position of the respondent, below.

4.3.1. Respondents Gender

The gender characteristics of respondents were investigated for this study, and findings are presented in Table 4.2.

Table 5: Summary Statistics on the Gender of the Respondents

		Frequency	Percent
Valid	Male	75	57.6
	Female	50	42.4
	Total	125	100

Source: primary Data (2017)

N=125

Table 4.2 evidenced that the majority of the respondents were male (57.6%) and female were (42.4%). Whereas the gender findings showed a difference in favour of males; the study was characteristic of all sexes since as both male and female were included in the study sample. The twisted outcome in favour of male may be credited to the normally male conquered the environment of the police force in Uganda for which the data was obtained. Nevertheless, it should also be noted that, across all Uganda police force offices; of which the samples were taken were heavily male dominated. According to Coles, et-al, (2015), Ali, Saghir, and Hassan (2006) observed that gender is an important variable in any given situation and is variably affected by social and economic phenomenon.

4.3.2. Respondents' Age

The study looked the scattering of the respondents by age using frequency distribution. The findings acquired on the item are presented in table 4.3 below

Table 6: Presents the Summary Statistics on the Age of the respondents

		Frequency	Percent
Valid	20-29	25	20
	30-39	51	40.8
	40-49	30	24
	Above 50	19	14.4
	Total	96	94.1

Source: Primary Data (2017)

N=125

From the above Table 4.3, the majority of segments who participated in the study were amidst 30-39 years implying 40.8% , 20% were between the age of 20 -29 , those between 40 - 49 years were 24% and individuals that were above 50 years were 14.4%. This indicated that all categories of respondents in reference to the different age groups were represented in this study. As noted by Kibuuka (2015), it is significant to mention that all age categories have the propensity to learn new things and can embrace innovations that add value to women career development. This indicated that all categories of respondents in reference to different age groups were represented in this study.

4.3.3. Education Levels of the Respondents

The Table 4.4 presents the summary statistics on the education level of the respondents. By examining the highest educational qualifications of the study respondents, the researcher wished to ascertain whether there were substantial differences in the responses.

Table 7: Distribution of Respondents by Education Levels

		Frequency	Percent
Valid	PhD	16	12.8
	Masters	32	25.6
	Bachelors	57	45.6
	Certificate	11	8.8
	Others	9	7.2
	Total	125	100

Source: Primary Data (2017)

N=125

The majority of the respondents were Bachelor's degree containers making a total percentage of 45.6%, the respondents with Masters were 25.6% and the respondents with Diploma were 8.8% and the PhD holders were 12.8%. These results specify that the respondents had favourable qualifications and the right abilities and awareness to deliver. Besides, the respondents were able to understand, read, interpret the questionnaire and gave relevant responses. Creswell (2009) noted that the questionnaire is mandatory for respondents who are illiterate since they can able understand and interpret it.

4.3.4. Respondents by Marital Status

The Table 4.5 presents the summary statistics on level of marital status of the respondents. There were differences in the responses on the relationship between gender mainstreaming and women career development.

Table 8: Distribution of Respondents by Marital Status

		Frequency	Percent
Valid	Married	35	28
	Single	76	60.8
	Widowed	7	5.6
	Divorced	7	5.6
Total		125	100

Source: Primary Data (2017)

N=125

The majority of the respondents were single 60.8% and the married were 28%. The rest 5.6 % were either widowed or divorced. This indicated that all categories of respondents in reference to marital status were represented in this study. The discrepancy is largely attributed to the irregular transfers that make police officers stay away from their partners for long.

4.3.5. Respondents by Years of Work Experience

The Table 4.5 presents the summary statistics on the years of work experience of the respondents. There were differences in the responses on the relationship between gender mainstreaming and women career development.

Table 9: Distribution of Respondents by Years of Work Experience

		Work Experience	Frequency	Percent
Valid	16-20 years		22	17.6
	16-10 years		31	24.8
	11-15 years		20	16
	5-10 years		28	22.4
	21 and above		24	19.2
	Total		172	100

Source: Primary Data (2017)

N=125

The majority of the respondents were 16 -20 years of experience (24.8%) implying that they were well experienced to understand the differences between men and women at place of work in the Uganda Police force.

4.3.6. Respondents by Rank

The table below presents the distribution of respondents by rank. The Police force is organized by rank and file.

Table 10: Distribution of Respondents by Rank

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Constable	18	14.4	14.4	14.4
	NCO	8	6.4	6.4	20.8
	Inspectorates	15	12.0	12.0	32.8
	ASP-SP	46	36.8	36.8	69.6
	SSP-CP	31	24.8	24.8	94.4
	AIG/P and above	7	5.6	5.6	100.0
	Total	125	100.0	100.0	

Source: Primary Data 2017

From the table above, a big number of the respondents were in the bracket of Assistant Superintendents of Police (ASP) and Superintendents of Police (SP) who were 36.8% followed by Senior Superintendents of Police who were 24.8%. The Constables were 14.4%, the Non Commissioned Officers (NCOs) are 6.4%, and Inspectorates are 12% while the AIGPs were 5.6%. This means that the highest number of the respondents were the operations officers who

are in the brackets of ASP-SP, Inspectorates, NCOs and Constable with a cumulative percentage of 69.6%. This implied that the majority of the respondents came from the targeted population.

4.4. Empirical Results on Gender Main streaming and Women Career Development

Pragmatic results for each of the specific research objectives is presented analysed and interpreted in this section, with an overall goal of demonstrating gender main streaming and women career development. This item on independent variable (gender mainstreaming) were measured on scale referred to as the five-point Likert scale where code 1 = Strongly Disagree, 2 = Disagree, 3 = Not sure, 4 = Agree and 5 = Strongly Agree. Descriptive data is as presented in Table 4.7.

4.5. Objective One: Human Resource practices and Women Career Development

The five (5) items were structured basing on the objectives of the study. Items were measured scheduled a five-point Likert scale where code 1 = Strongly Disagree, 2 = Disagree, 3 = Not sure, 4 = Agree and 5 = Strongly Agree and analyzed, statistically tabulated and presented in the table below with the percentages and frequencies according to the responses collected.

Table 11: Summary Statistics on Human Resource practices and Women Career

Development

Item Responses		Freq	Percent	Mean	SD
Recruitment policies and practices promote women career development in the Uganda Police Force	Strongly Disagree	29	23.2%	2.22	1.11
	Disagree	69	55.2%		
	Not sure	6	4.8%		
	Agree	13	10.4%		
	Strongly Agree	8	6.4%		
The training policy and practices in the Uganda Police Force has increased the capacity development and skilling of women police officers	Strongly Disagree	20	16%	2.40	1.15
	Disagree	71	56.8%		
	Not sure	10	8%		
	Agree	12	9.6%		
	Strongly Agree	12	9.6%		
The promotion policy and practices accelerated quantities of females for higher ranks in the Uganda Police Force	Strongly Disagree	24	19.2%	2.55	1.20
	Disagree	50	40%		
	Not sure	17	13.6%		
	Agree	26	20.8%		
	Strongly Agree	8	6.4%		
The practice of equal opportunities has increased the number of women joining the Uganda Police Force	Strongly Disagree	25	20%	2.41	1.15
	Disagree	59	47.2%		
	Not sure	13	10.4%		
	Agree	21	16.8%		
	Strongly Agree	7	5.6%		
Human resource policies has increased the length of service for female officers in the Uganda Police Force	Strongly Disagree	17	13.6%	2.87	1.23
	Disagree	37	29.6%		
	Not sure	32	25.6%		
	Agree	23	18.4%		
	Strongly Agree	16	12.8%		

Source Primary Data (2017)

N=125

Generally, the findings as laid in the above table 4.7 indicated a high gradation of rating of almost all the items that measured human resource practices based on the average scores which were all above 3 on the basis of a maximum score of 5 since the appraisal tools had a 5 Likert scale. This position was further supported by the high percentage scores on those who agreed with each of the statements. The numerical results presented above reflected the insight of the respondents. However there were findings from interviews and documentary examinations that gave the status of human resource practices and how it affects women career development in UPF.

As to whether recruitment policies and practices promote women career development in the Uganda Police Force, 23.2% strongly disagreed, 55.2% disagreed, 4.8% were not sure, 10.4% agreed, and 6.4% strongly agreed. The mean = 2.22 indicated that the majority of the respondents disagreed that recruitment policies and practices have promoted women career development in the Uganda Police Force

A respondent had this to say

“The gender mainstreaming in the recruitment and promotional practices in the Uganda police are not properly grounded”

According to another respondent,

“Recruitment practices in police try to mainstream gender by ensuring that 30% of the recruits are women and that emphasis is made during briefing. Sometimes flexibility is given to lower the grade in order to get women from some districts. Today we have about 18% women. Today you see numbers going up including graduates”.

He further explained,

“In training we are not doing very well since policy is geared at retaining the people we recruit yet providing the required facilitation that enables the training of women is insufficient e.g. sanitary pads, towels, housing, dormitory and toilets. Women from the university fear training because of facilitation”.

All the respondents contended that Uganda Police Force Management is in support of the government policies and practices to mainstream gender in all aspects of policing. They stated that this is seen in the recruitment, training, promotion, placement, and peace support processes. However, the respondents tended to disagree on the extent to which these practices are implemented in supporting women career development. According to responses to the question as to whether the training policy and practices in the Uganda Police Force had increased the capacity development and skilling of women police officers, 16% strongly disagreed, 56.8% disagreed, 8% were not sure, 9.6% agreed, and 9.6% strongly agreed. The mean = 2.40 indicated that the training policy and practices in the Uganda Police Force have not increased the capacity development and skilling of women police officers.

A respondent was of the view that

“the training policy and practices in the Uganda Police Force have not increased the capacity development and skilling of women police officers. Very few women join the forces and very few finish the training given the prevailing unfavourable environment, social, economic and political factors in the forces”

The responses therefore indicated that men and women do not have equal opportunity during recruitment, promotion and training because the process does not put into consideration the peculiar nature of the female gender. This means women who are recruited are often fewer than men, and for every promotion there are more men than women and that women are often fewer

than men in all trainings whether initiation training, promotional training, or professional/capacity building courses. This calls for a deliberate affirmative action for gender balance during recruitment, promotion and training. These findings therefore support the hypothesis that affirmative action significantly affects women career development in the police force.

With respect to whether the promotion policy and practices had escalated the number of females in the higher ranks in the Uganda Police Force, 19.2% strongly disagreed, 40% disagreed, 13.6% were not sure, 20.8% agreed, and 6.4% strongly agreed. The mean = 2.55 which corresponded to agreed indicated the majority of the respondents disagreed that the promotion policy and practices have increased the number of female officers in the higher ranks in the Uganda Police Force.

A respondent had this to say

“the promotion policy and practices have not increased the number of women in the higher ranks in the Uganda Police Force”

Documentary evidence indicated that the Uganda Police Act is not quite clear on when a police officer is to attain a promotion, assigned bigger responsibilities and attend refresher courses related to police work in order to diversify their knowledge and skills. This has created frustrations among the female personnel, inform of desertion, continuous complaints and grumbling of officers when missed promotion, crossing to other careers, petitioning and giving various excuses when selected for fresher courses, courses are misinterpreted as punishments’ and a fear of losing their deployments after completing the course.

As to whether the practice of equal opportunities has increased the number of women joining the Uganda Police Force, appointed and promoted, 20% strongly disagreed, 47.2% disagreed, 10.4% were not sure, 16.8% agreed, and 5.6% strongly agreed. The mean = 2.41 meant that the majority of the respondents disagreed that the practice of equal opportunities have increased the number of women joining the Uganda Police Force, appointed and promoted.

In connection to the above, a respondent noted that

“The system used to attain the female leadership is through appointment by Inspector General of Police followed by message copied to all police units, the rank attained goes hand in hand with responsibilities, and vetting of the officer by senior officers, communication system is vertical and follows a chain of command hence does not level the ground for equal opportunity”

The Police Act set up two bodies that directly handle promotions and appointments. One is the Police Authority, which has the Minister of Internal Affairs as its leader, with the Attorney General, Inspector General of Police, a high-ranking police constable in charge of police management and three other selected members by the president. Its utility is to advise the president on the appointment of the IGP, endorsing appointments and promotion of senior police officers, determining the terms and conditions and settling appeals from decisions of the police council (Uganda Police Act 1994 CAP 303). The second is, the Police Convention, which is an all police body, with IGP as its chairperson and officers representing different ranks and departments as its members. Its functions include recruitment, appointment and promotion of police officers up to the rank of inspector of police, exercising punitive control over police officers, conveying terms and conditions of service, ensuring competent organization and administration of the force. (Uganda Police Act, 1994, Sections 8 and 9). An interview with one

of the respondents indicated that there was no female representative in the Police authority except the records assistant and very few women are represented in the Police Council. This therefore means depicts no identical opportunity of males and females in the UPF top decision making bodies.

With respect to whether human resource policies have increased the length of service for female officers in the Uganda Police Force, 13.6% strongly disagreed, 29.6% disagreed, 25.6% were not sure, 18.4% agreed, and 12.8% strongly agreed. The mean = 2.87 which corresponded to disagreed indicated the majority of the respondents disagreed that human resource guidelines and practices have increased the length of service for female officers in the Uganda Police Force.

One of the respondents stated that Human Resource Practices existing must be grounded in a policy and must be practiced in order to foster female related concerns in UPF. Working without clear guidelines makes the recruitment, promotion, and placement practices very subjective as it depends on the person deciding. During promotion, most decision makers think that women cannot perform as well as males and this affects women promotion. That for placement like Regional Police Commanders (RPC), District Police Commanders (DPC), which are seen as operational, women are rarely deployed and yet promotion is based on experience and available openings. There is no deliberate practice of training women except professionals like forensics. Those who are not professionals are not taken. No gender considerations are made. Considering many women as DPCs and RPCs has been done in the past but the numbers are still very low.

Findings revealed that female candidates are often few, physical tests are so masculine and the recruitment teams are predominantly male, though the aptitude test may give an equal

opportunity, the final list of successful candidates is tilted in favour of men. People who go to recruit are limited with a mindset for 30% women. A respondent noted that

“Most women who turn up do not possess the required qualifications. Most women do pass mathematics at O’level”. Some commanders ask for sexual favours at the district level before deployment and promotion”.

The respondent further explained that there is lack of a cohesive policy; officers are not prepared to understand gender issues and so there is a lot of stereo types, men are the decisions makers, no representative at top decision making level and the budget is not gender sensitive in terms of recruitment. Not so many women want to join the police force because it is treated as masculine job and worse of it all, sometimes the women who turn up have no qualification. However, engagement in universities and through radio talk shows, documentaries, public lecture, newspapers and social media could reverse the trend and see more women to join the force.

In summary, the data collected further indicated that gender mainstreaming strategies in the human resource practices are not fully implemented and thus women career development have been hindered. These findings therefore supported the hypothesis that human resource practices significantly affect female career development.

4.6. Hypothesis Testing One:

Hypothesis one stated that human resource practices significantly affect women career development at UPF. The guess was verified using Pearson correlation coefficient and regression analysis and the results of the hypothesis are given in Table 4.8 below.

Table 12: Correlation Matrix for Human Resource practices and Women Career

Development

Correlations

		Human resource practices	Women career development
Human resource practices	Pearson Correlation	1	.198*
	Sig. (2-tailed)		.000
	N	125	125
Women career development	Pearson Correlation	.198*	1
	Sig. (2-tailed)	.000	
	N	125	125

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Primary Data (2017)

N = 125

The results in Table 4.8 showed that the coefficient was .198* and significance level was 0.000. This implied that Human resource practices significantly affect women career development in UPF. Therefore according to the results there is a positive significant relationship between Human resource practices and women career development in UPF. An improvement in human resource practices in terms of training, promotion, and placement will lead to women career development in UPF. Therefore, the alternative hypothesis that was earlier stated in chapter one is upheld. A regression analysis was further done to determine the strength of the relationship between Human resource practices and women career development. Results are presented in the Table 4.9 below.

Table 13: Regression Analysis for Human Resource Practices and Women Career

Development

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.198 ^a	.039	.031	5.36008

a. Predictors: (Constant), human resources practices

Source Primary Data (2017)

The Adjusted R square value is 0.31; this implied that human resource practices explained only 3.1% of women career development. Therefore human resource practices predict women career development by 3.1%. From all the results the alternate hypothesis earlier stated in chapter one that human resource practices significantly affect women career development at UPF is therefore upheld. An improvement in human resource practices will lead to women career development in UPF.

4.7. Objective Two: Affirmative Action and Women Career Development

The six (6) items were structured basing on the objectives of the study. Items were measured on a five-point Likert scale where code 1 = Strongly Disagree, 2 = Disagree, 3 = Not sure, 4 = Agree and 5 = Strongly Agree and analysed basing 6 questions which are statistically tabulated and presented in the Table 4.10 below with the frequencies and percentages according to the responses collected.

Table 14: Summary Statistics on Affirmative Action

Item Responses		Frequency	Percent	Mean	
Uganda Police Force has put in place measures to protect female officers from sexual harassment	Strongly Disagree	35	28%	2.23	1.16
	Disagree	57	45.6%		
	Not sure	09	7.2%		
	Agree	17	13.6%		
	Strongly Agree	7	5.6%		
Uganda Police Force has put in place measures to ensure that female police are promoted on merit and not on as a reward of sexual relationship	Strongly Disagree	20	16%	2.50	1.14
	Disagree	58	46.4%		
	Not sure	23	18.4%		
	Agree	13	10.4%		
	Strongly Agree	11	8.8%		
The practice of investigating case of sexual harassment has promoted women career development in Uganda Police	Strongly Disagree	21	16.8%	2.57	1.17
	Disagree	45	36.6%		
	Not sure	34	27.2%		
	Agree	17	13.6%		
	Strongly Agree	8	6.4%		
Gender balance practices has promoted the performance of women police officers in the Uganda Police Force	Strongly Disagree	26	20.8%	2.42	1.15
	Disagree	57	45.6%		
	Not sure	12	9.6%		
	Agree	24	19.2%		
	Strongly Agree	6	4.8%		
Gender balance practices in the Uganda Police Force are adequate on equal representation of male and female staff at all levels	Strongly Disagree	16	12.8%	3.00	1.34
	Disagree	38	30.4%		
	Not sure	16	12.8%		
	Agree	28	22.4%		
	Strongly Agree	21	16.8%		
Women participate in top decision making in the Uganda Police Force	Strongly Disagree	16	12.8%	2.96	1.34
	Disagree	41	32.8%		
	Not sure	15	12%		
	Agree	26	20.8%		
	Strongly Agree	21	16.8%		

Source Primary Data (2017)

N=125

Generally, the results as presented in the above Table 4.10 indicate a high degree of rating of almost all the items that measured affirmative action based on the mean scores which were all above 3 on the basis of a maximum score of 5 since the survey instrument had a 5 Likert scale.

This position is further supported by the high percentage scores on those who agreed with each of the statements. The quantitative results presented above reflect the perception of the respondents. However there are findings from interviews and documentary reviews that give the status of affirmative action.

With respect to whether Uganda Police Force has put in place measures to protect female officers from sexual harassment, 28% strongly disagreed, 45.6% disagreed, 7.2% were not sure, 13.6% agreed, and 5.6% strongly agreed. The mean = 2.23 which corresponded to disagreed indicated the majority of the respondents disagreed that Uganda Police Force has put in place measures to protect female officers from sexual harassment.

A respondent noted that

“there are no proper procedures to handle such cases and often no stand action is taken. Sexual harassment affects female career development and undermines confidence of women, some miss promotions if they resist, face malicious deployments, some diseases like STDs(Sexually Transmitted Diseases), Unwanted/ Unsafe pregnancies, unwanted children and thus making career progression difficult if not impossible yet measures in place on this issue are still weak”

In corroboration another respondent said that

“sexual harassment exists in the Uganda Police Force but the challenge is there seems to be complacency. There are no tough measures to curb the vice since the force is male dominated. The police force has focused a lot on corruption and others issues leaving sexual harassment”.

Responses to the question as to whether Uganda Police Force has put in place measures to ensure that female police are promoted on merit and not as a reward of sexual relationship, 16% strongly disagreed, 46.4% disagreed, 18.4% were not sure, 10.4% agreed, and 8.8% strongly agreed. The mean = 2.50 indicated that Uganda Police Force has not put in place measures to ensure that female police are promoted on merit.

A respondent said that

“Sexual harassment is real, women have spoken out. It manifests by way of lucrative deployment, promotion bias, threats and poor placement. Sexual harassment affects morale, efficiency, service delivery, and women eventually appear as if they are non-performers”.

On the contrary, another respondent noted that

“sexual harassment is receding. There is a big change. Originally women were not allowed to marry without IGPs permission; women would be prepared to” ‘welcome senior officers’ and women were used as prostitutes to collect information and would be abused by bosses. Promotions and placement was based on sex relationships. Now sexual harassment is there but very sophisticated, using technology appears to be a relationship based in love. Many may not be detected as women to believe that they in love and later disengaged”.

The respondent further stated that Sexual harassment affects women career development because it leads to Inferiority complex/ self-esteem, and negatively impacts on deployment and promotion.

As to whether the practice of investigating case of sexual harassment has promoted women career development in Uganda Police, 16.8% strongly disagreed, 36.6% disagreed, 27.2% were not sure, 13.6% agreed, and 6.4% strongly agreed. The mean = 2.57 indicated that the majority of the respondents disagreed that the practice of investigating case of sexual harassment has promoted women career development in Uganda Police. The analysis shows that the practice of investigating sexual harassment related cases has been felt and although it has not promoted Women Career Development. A study of the investigation reports of the department of Women Affairs in the Uganda Police Force indicated that the challenge was that cases were not reported early but at the tail end when they have failed to achieve what they hoped for. Sexual harassment affects female career development since it can lead to desertion, stagnation in rank and indiscipline. Sexual harassment is not so rampant although it exists as evidenced by the complaints by some women. Some women do not report for fear of victimization and that it takes place at the lower levels. Some senior officers may fear to report for fear of getting embarrassed. Women sometimes think they can only advance their career if they use their bodies which are a negative attitude. It was established that sexual harassment undermines confidence of women, some miss promotions if they resist it, leads to malicious deployments, may lead to diseases like STDs (Sexually Transmitted Diseases), unwanted/ unsafe pregnancies, unwanted children and thus making career progression difficult, desertion and reduced period of service. Responses to the question as to whether gender balance practices has promoted the performance of women police officers in the Uganda Police Force, 20.8% strongly disagreed, 45.6% disagreed, 9.6% were not sure, 19.2% agreed, and 4.8% strongly agreed. The mean = 2.42 indicated that the majority disagreed that management supports employees to improve my weaknesses.

With respect to whether gender balance practices in the Uganda Police Force were adequate on equal representation of male and female staff at all levels, 12.8% strongly disagreed, 30.4% disagreed, 12.8% were not sure, 22.4% agreed, and 16.8% strongly agreed. The mean = 3.00 which corresponded to agreed indicated the majority of the respondents disagreed that gender balance practices in the Uganda Police Force were adequate on equal representation of male and female staff at all levels

A respondent stated that

“during placement, police management attempts to streamline gender by giving an opportunity to both men and women”.

He also said that women are being placed in areas that were considered masculine in terms of command and responsibility but still there were very few. He recommended that

“career development should start from the time of training and placement he advises that e women should be given the responsibility similar to men thus giving equal opportunity like Officer in Charge of a station and not to hide the women somewhere and claim there is no pool to get commanders, mainstream women in command”.

As to whether women participate in top decision making in the Uganda Police Force, 12.8% strongly disagreed, 32.8% disagreed, 12% were not sure, 20.8% agreed, and 16.8% strongly agreed. The mean = 2.96 meant that the respondents the majority of the respondents were not sure over the item that stated that women participate in top decision making in the Uganda Police Force. During the interview One of he respondent stated that

“in decision making practice no gender consideration is made to ensure representation of women”. Strategic engagement of women by the Inspector General of Police should be rolled down to directorates in order to empower.

The document review of the police deployment list at Police Headquarters indicated that of the command and control positions where decision making is critical, there were very few women in such positions. The review revealed that there are 21 directorates but only one is headed by female director, there are 19 specialised Units and only two commandants are women, 27 Regional Police Commanders and none if female, 138 District Police Commanders and only 3 are female, 126 officers in-charge station and only 18 are female and 137 officers in-charge traffic and only 06 are women. Coupled with the finding that there are no female officers at the forces top most decision making body, The Police authority, findings therefore confirms that very few women participate in the decision making in the UPF.

4.8. Dependent Variable: Women Career Development

The five (5) items were structured basing on the objectives of the study. The Items are statistically tabulated and presented in the Table 4.11 below with the frequencies and percentages according to the responses collected.

Table 15: Summary Statistics on Women Career Development

Item Responses		Frequency	Percent	Mean	
Women career development in the Uganda police force has increased because of the Human resources training practices	Strongly Disagree	19	15.2%	2.58	1.12
	Disagree	57	45.6%		
	Not sure	12	9.6%		
	Agree	26	20.8%		
	Strongly Agree	5	4.0%		
Women in the Uganda police force have been able to take up higher ranks because of the adequate promotional practices that benefit both men and women	Strongly Disagree	33	26.4%	2.35	1.10
	Disagree	37	29.6%		
	Not sure	23	18.4%		
	Agree	26	20.8%		
Performance of women in the Uganda Police Force has greatly improved because of adequate	Strongly Disagree	30	24%	2.57	1.27
	Disagree	33	26.4%		
	Not sure	23	18.4%		

human resource practices to support women peculiar needs at work place	Agree	24	19.2%		
	Strongly Agree	9	7.2%		
Length of service of women at the Uganda Police Force has greatly increased of the sufficient human resource practice	Strongly Disagree	26	20.8%	2.61	1.28
	Disagree	41	32.8%		
	Not sure	15	12%		
	Agree	27	21.6%		
	Strongly Agree	10	8%		
Women Career Development in the Uganda Police Force has improved because of affirmative action of gender balance in all aspects of policing	Strongly Disagree	13	10.4%	2.89	1.26
	Disagree	45	36%		
	Not sure	21	16.8%		
	Agree	22	17.6%		
	Strongly Agree	18	14.4%		
The length of service of women in the Uganda Police Force has greatly increased because of Zero-tolerance to sexual Harassment	Strongly Disagree	16	12.8%	3.07	1.34
	Disagree	33	26.8%		
	Not sure	18	14.4%		
	Agree	32	25.6%		
	Strongly Agree	19	15.2%		

Source Primary Data (2017)

N=102

With respect to whether women career development in the Uganda police force has increased because of the Human resources training practices, cumulatively, 15.2% strongly disagreed, 45.6% disagreed, 9.6% were not sure, 20.8% agreed, and 4.0% strongly agreed. The mean = 2.58 which corresponded to disagreed indicated the majority of the respondents disagreed that women career development in the Uganda Police Force has increased because of the Human resources training practices.

Asked to explain if they think human resource practices have an effect on women career development in the Uganda Police Force, all the respondents in the interview agreed that human resource practices have had an effect on women career development in the Uganda Police Force. They observed that women have capabilities and can excel if gender mainstreaming practices are properly implemented. One noted that there is one female Aero Engineer, in the force and such

rear professions can be lost if human resource practices do not target retention of talent among the female gender. One of the respondents explained that;

“women have been so marginalized over the years and so if we do not undertake deliberate gender mainstreaming strategies through deliberate review of human resources policies, the marginalization will continue and will be left behind” He further stated that human resource practices and policies “gives confidence to women if they are aware of the specific measures, and gives legitimacy to the organization for example gender budgeting”

The responses confirmed that human resource practices have an effect on women career development in the Uganda Police Force. This is because it promotes confidence and self-esteem, increases capacity of women to take up management and leadership positions, promotes efficiency and effectiveness, and promotes professionalism. The data collected further indicated that gender mainstreaming strategies in the human resource practices are not fully implemented and thus women career development has been hindered. These findings therefore supported the hypothesis that human resource practices significantly affects female career.

Document review findings revealed that the Uganda Police Force established a training program on human rights standards for its officers. Recently the UPF started a Master’s degree Course in peace; governance and security offered by the Senior Command and Staff College, Bwebbajja but few women have been enrolled for the programme since it started. An interview with a senior official from the college revealed that in the first in take of 2015 only out of 24 were women, in 2016 04 out of 37, were women, and in 2017 04 out of 39 are women.

Responses to the question as to whether Women in the Uganda police force have been able to take up higher ranks because of the adequate promotional practices that benefit both men and women, 26.4% strongly disagreed, 29.4% disagreed, 18.4% were not sure, 20.8% agreed, and 4.0% strongly agreed. The mean = 2.35 close to the median score, three, that indicated that women in the Uganda police force have not been able to take up higher ranks because of the adequate promotional practices that benefit both men and women. Relatedly, one of the respondents in the interview had this to say

“women are promoted at the mercy of the committee that seats, the absence of the policy makes the process very subjective as there are no guidelines stating the quarters per rank and command”.

He further noted that the absence of structures during promotions is the reason there are several allegations of favouritism and malice and this he says has greatly affected the morale of women officers at all levels. He suggested that there should be an affirmative action to ensure that the 30% is realized. This may include acceleration of women promotion to top management from among the current senior police women to bridge the existing gap at top management. He further noted that there is only one female police officer at police advisory committee (one female director).

The documentary review of the Promotion file of gazetted officers at police headquarters revealed the following. That in 2016 officers promoted to the rank of Assistant Inspector General of Police (AIGP) were five and none was a female, officers promoted to the rank of Senior Commissioner of Police (SCP) were 19 and 2(10.5%) were female, officers promoted the rank of Commissioner of Police (CP) were 13 but only 2 (15.3%) were women, officers promoted to the rank of Assistant Commissioner of Police (ACP) were 30 and 05(16.6) were women, officers

promoted to the rank of Senior Superintendent of Police (SSP) were 52 and 09 (17.3%) were women, officers promoted the rank of Superintendent of Police were 132 and 19 were women, officers promoted the rank of assistant Superintendent of Police (ASP) were 245 and 21 were women.

The findings above indicated that the majority of the respondents (55.8%) disagreed that women in the Uganda police force have been able to take up higher ranks because of the adequate promotional practices that benefit both men and women. This was supported by the findings of both the interview and document review.

As to whether performance of women in the Uganda Police Force has greatly improved because of adequate human resource practices to support women peculiar needs at work place, 24% strongly disagreed, 26.4% disagreed, 18.4% were not sure, 19.2% agreed, and 7.2% strongly agreed. The mean = 2.57 indicated that the majority of the respondents disagreed that performance of women in the Uganda Police Force has greatly improved because of adequate human resource practices to support women peculiar needs at work place

While responding to the question of explaining whether they think human resource practices have an effect on women career development in the Uganda Police Force, one of the respondents had this to say;

“consideration of gender mainstreaming in human resource management increases the number of women in command positions, senior level like RPCs and promotes effective representation at higher levels. Management support promotes confidence and self-esteem, increases capacity of women to take up management and leadership positions, promotes efficiency and effectiveness, and promotes professionalism. However there is no Child care center in the Uganda Police Force. There was a Chinese donation of a child

care center which was not used, it failed. Children schools in barracks both nursery and primary should be supported.

A document review of administrative reports of the Department Of Women Affairs, indicated that, there are no child care centres at all police stations including headquarters, that in most stations there no separate toilets for men and women except at the headquarters, that there are no provisions for disposing used sanitary pads and most get so frustrated at training schools because of infections such as Urinal Tract Infections, and fungal arising from poor hygiene. Report on the Status of Women in the Uganda Police Force, (2014).

These findings suggested that performance of women in the Uganda Police Force has not greatly improved because of inadequate human resource practices to support women peculiar needs at work place. 54.8% of the respondents disagreed with phrase that performance of women in the Uganda Police Force has greatly improved because of adequate human resource practices to support women peculiar needs at work place. These were supported by some of the respondents in the interview and the documentary findings. However 26.4% of the respondents who agreed that there are results adequate human resource practices to support women peculiar needs at work place were supported by one interview respondent who stated that

“ UPF has programmes designed to cater for areas identified as marginalization areas, there is need to do a deliberate training for women such as management courses, leadership which gives confidence, decision making and can generate strategies that improve service delivery”

Responses to the question as to whether length of service of women at the Uganda Police Force has greatly increased because of the sufficient human resource practice, 20.8% strongly

disagreed, 32.8% disagreed, 12% were not sure, 21.6% agreed, and 8% strongly agreed. The mean = 2.61 that indicated that length of service of women at the Uganda Police Force has not greatly increased because of the sufficient human resource practice.

With respect to whether women career development in the Uganda Police Force has improved because of affirmative action of gender balance in all aspects of policing, 10.4% strongly disagreed, 36% disagreed, 16.8% were not sure, 17.6% agreed, and 14.4% strongly agreed. The mean = 2.89 which corresponded to disagreed indicated the majority of the respondents noted that women career development in the Uganda Police Force has not improved because of affirmative action of gender balance in all aspects of policing. A respondent noted that

“women have been so marginalized over the years and so if we do not undertake deliberate gender mainstreaming strategies, the marginalization will continue and will be left behind”

A senior officer at the Police Human Resource Development, Planning and Quality Control explained that whereas the Uganda Police Force recognizes the 30% threshold for women in all aspects (promotion, placement, recruitment, and training) as provided by the Constitution and the Uganda National Gender Policy, there is no gender policy to guide this implementation. Successful gender mainstreaming in an organization according to him would require an approved gender policy with other supporting policies. This was supported by the Deputy Director Human Resource Administration who argued that there must be a grounded policy if gender mainstreaming is to succeed in the Uganda Police Force. He therefore, observed that the 30% threshold is not realized because during the recruitment and other decision making sessions, it is dependent on the mind-set of the recruiting committee and thus it is very subjective.

As to whether the length of service of women in the Uganda Police Force has greatly increased because of Zero-tolerance to Sexual Harassment (42.8%) agreed with, 39.6% disagreed. The mean scores which was 3.07 on the basis of a maximum score of 5 since the survey instrument had a 5 Likert scale supported by the high percentage scores on those who strongly agreed and agreed (42.8%) suggested that majority of the respondents concurred with the statements that the length of service of women in the Uganda Police Force has greatly increased because of Zero-tolerance to Sexual Harassment over the item of length of women in the Uganda Police Force having greatly increased because of Zero-tolerance to sexual Harassment. Related, one of the respondents stated that;

“there is a Women Department put in place to look into issues of interest to women in service; mainly to investigate all cases of sexual harassment and the management ensures that the offenders face serious disciplinary action and prosecution where necessary. We do not tolerant sexual harassment”.

According to Ragins, et-al (1998) eliminating or curtailing affirmative action such as zero-tolerance to sexual harassment and gender balance would not only halt the forward progress that women, have been able to achieve; it would mark a giant leap backward move towards equal opportunity for all. These findings support the hypothesis that affirmative action has a significant effect on women career development at UPF. In summary, gender mainstreaming practices are said to be embedded in the training, promotion and placement, however in reality there is no deliberate provision to cater for women except the uniforms. The promotion practice in Uganda Police Force emphasis is made to ensure that 30% are women. However, the challenge is with without accelerated promotions, women have not attained the top ranks except two. However

some promotions are based on sexual favours between the senior and juniors hence rendering the promotion based on merit useless.

4.9. Hypothesis Testing Two:

Hypothesis two stated that affirmative action has a significant effect on women career development at UPF. The hypothesis was tested using the Pearson correlation coefficient and the regression analysis and the results of the hypothesis are given in Table 4.12 below.

Table 16: Correlation Matrix for Affirmative Action and Women Career Development in Correlations

		Affirmative action	Women career development
Affirmative Action	Pearson Correlation	1	.404*
	Sig. (2-tailed)		.000
	N	125	125
Women career development	Pearson Correlation	.404*	1
	Sig. (2-tailed)	.000	
	N	125	125

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Primary Data (2017) N = 125

The results in Table 4.12 showed that the coefficient is .404* at 0.000 level of significance. This implied that affirmative action influences women career development in UPF. Therefore according to the results there is a positive relationship between affirmative action and women career development at UPF. An improvement in affirmative action will lead to women career development in UPF. Therefore, the alternative hypothesis that was earlier stated in chapter one is upheld.

A regression analysis was further done to determine the strength of the relationship between affirmative action and women career development at UPF. Results are presented in the Table 4.13 below

Table 17: Regression Analysis for Matrix for Affirmative Action and Women Career Development in UPF

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.404 ^a	.163	.156	5.00100

a. Predictors: (Constant), Affirmative action
Source Primary Data (2017)

The coefficient of determination (Adjusted R square) value is 0.156; this implied that affirmative action explained only 15.6% of women career development. Therefore Matrix for affirmative action in predicts women career development by 15.6%. From all the results the alternate hypothesis earlier stated that affirmative action has a significant effect on women career development at UPF is therefore upheld. An improvement in affirmative action will lead to women career development in UPF.

Table 18: Analysis of Variance Showing the Results on Affirmative Action and Women Career Development

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	11.219	1	11.219	.093	.000 ^b
	Residual	10503.500	124	120.730		
	Total	10514.719	125			

a. Dependent Variable: Women Career Development
Source: Primary Data (2017)

These are the degrees of freedom associated with the sources of variance. The total variance has N-1 degrees of freedom. The Regression degrees of freedom correspond to the number of coefficients estimated minus 1. Including the intercept, there are 5 coefficients, so the model has 5-1=4 degrees of freedom. The Error degree of freedom is the DF total minus the DF model, 102 - 1 =101. Mean Square are the Mean Squares, the Sum of Squares divided by their respective

DF. The F-statistic is the Mean Square (Regression) divided by the Mean Square (Residual) $11.219/120.73=0.093$. The p-value is compared to some alpha level in testing the null hypothesis that all of the model coefficients are 0. The full model is statistically significant ($F = .093$, $df = 102, 1$, $sig.= .761$), even though women career development was statistically significant ($p>.05$) by itself. The value for this table had total degrees of freedom of 102 because four observations had missing data and were not included in the analysis. The other degree of freedom corresponds to the intercept (constant) of the regression line. F-Statistics is .093, given the strength of the correlation; our model is statistically significant ($p > .0005$)

CHAPTER FIVE

SUMMARY, DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.1. Introduction

This chapter presents summary of findings, discussion, conclusions, recommendations and areas for further study based on the study objectives.

5.2. Summary of Major Findings

The summary of the major findings is presented based on the study objectives as laid in chapter one of this report.

5.2.1. Human Resource Practices and Women Career Development

The coefficient was .198* and significance level was 0.000. This implied that Human resource practices significantly affect women career development in UPF. Therefore according to the results there is a positive significant relationship between Human resource practices and women career development in UPF. A regression analysis was run and the Adjusted R square value is 0.31; this implied that human resource practices explained only 3.1% of women career development. Therefore human resource practices predict women career development by 3.1%. From all the results the alternate hypothesis earlier stated in chapter one that Human resource practices significantly affect women career development at UPF is therefore upheld. An improvement in human resource practices will lead to women career development in UPF

5.2.2. Affirmative Action and Women Career Development

The coefficient was .404* at 0.000 level of significance. This implied that affirmative action influences women career development in UPF. Therefore according to the results there is a positive relationship between affirmative action and women career development at UPF. A regression analysis was run and the coefficient of determination (Adjusted R square) value was 0.15.6; this implied that affirmative action explained only 15.6% of women career development. Therefore the Matrix for affirmative action predicts women career development by 15.6%. From all the results the alternate hypothesis earlier stated that affirmative action has a significant effect on women career development at UPF is therefore upheld. An improvement in affirmative action will lead to an improvement in women career development in UPF.

5.3. Discussion of Findings

The findings are discussed on the basis of the study objectives as laid down in chapter one

5.3.1. Human Resource Practices and Women Career Development

Findings revealed that human resource practices significantly influence women career development in UPF. It was established from the study that Human Resource Policies and Practices as one of the gender mainstreaming practice has a positive impact on women career development in the UPF. This means that the implementation of gender sensitive recruitment policies and practices, providing equal opportunities in all training, clear promotion policy and practice can increase women career growth in UPF inform of increase in numbers of women joining the force, improved capacity building, efficiency and effective in service delivery promotion and consequently will women will be motivated to service longer in the police force. In other words, if the police management implements the above gender mainstreaming practices,

all women who join police will have chances to grow their career as noted by Tess Cosslett et al (1996).

The gender mainstreaming in the recruitment and promotional practices in the Uganda police are not properly grounded. Similarly, Rowbotham and Linkogle (2001) observed that it is hard to have a balanced recruitment police in a profane institution. Recruitment practices in police try to mainstream gender by ensuring that 30% of the recruits are women and that emphasis is made during briefing. Sometimes flexibility is given to lower the grade in order to get women from some districts. Uganda Police Force Management is in support of the government policies and practices to mainstream gender in all aspects of policing. They stated that this is seen in the recruitment, training, promotion, placement, and peace support processes; this was similarly observed by Ssali and Madanda (2006) who noted that the training policy and practices in the Uganda Police Force have not increased the capacity development and skilling of women police officers. Very few women join the forces and very few finish the training given the prevailing unfavourable environment, social, economic and political factors in the forces, this was similarly observed by Ssali and Madanda (2006) who noted women who are recruited are often fewer than expected in the security forces in Uganda, that for every promotion there are more men than women and that women are often fewer than men in all trainings whether initiation training, promotional training, professional/capacity building courses. This calls for a deliberate affirmative action for gender balance during recruitment, promotion and training.

This finding therefore concurs with the Women's Empowerment Principles (2017) Principle 4: which states that invest in workplace policies and programmes that open avenues for advancement of women at all levels and across all business areas, and encourage women to enter nontraditional job fields, ensure equal access to all company-supported education and training

programmes, including literacy classes, vocational and information technology training. Provide equal opportunities for formal and informal networking and mentoring and articulate the company's business case for women's empowerment and the positive impact of inclusion for men as well as women. This similarly enshrined in Raleigh (1998). Furthermore, the Center for Creative Leadership (2017) recommends that the proven ways to attract and retain women leaders include; address women's leadership challenges and needed competencies by ensuring female leaders have the experiences and the resources to learn what they need most, leverage the power of choosing that is women need to be intentional about their careers and development as leaders. This is related to the finding in the UN report of 1992, that there is need to increase the number of women in decision-making positions, not only to ensure that women's interests are represented but also because of growing evidence that women's involvement improves the way in which leadership and decision-making is practiced. Other authors argued the same, which resource policies are continuing guidelines on the approach an organization intends to adopt in managing its people (Armstrong, 2001). They represent specific guidelines to HR managers on various matters concerning employment and state the intent of the organization on different aspects of Human Resource management such as recruitment, promotion, compensation, training, selections (Durai, 2010). Amstrong (2001) further states that a good HR policy provides generalized guidance on the approach adopted by the organization, and therefore its employees, concerning various aspects of employment like gender recrimination. A procedure spells out precisely what action should be taken in line with the policies.

Other researchers further explain that the establishment of policies can help an organization demonstrate, both internally and externally, that it meets requirements for diversity, ethics and

training as well as its commitments in relation to regulation and corporate governance of its employees. For example, in order to dismiss an employee in accordance with employment law requirements, amongst other considerations, it will normally be necessary to meet provisions within employment contracts and collective bargaining agreements (Aquinas, 2009). The establishment of an HR Policy, which sets out obligations, standards of behavior, and documents disciplinary procedures, is now the standard approach to meeting these obligations. HR policies provide frameworks within which consistent decisions are made and promote equity in the way in which people are treated (Armstrong, 2001).

5.3.2. Affirmative Action and Women Career Development

It was observed from the results that affirmative Action positive influences women career development in the UPF. This means that the implementation of measures to protect female officers from sexual harassment, and gender balance can increase women career growth in UPF. In other words, if the police management implements the above gender mainstreaming practices, all women who join police will have chances to grow their career. As Raleigh (1998) noted affirmative action programs play a critical role in opening up opportunities for women and minorities to begin to take their rightful place in our society. Similarly Ragins, et-al (1998) noted equal opportunity for women is still a long way. Eliminating or curtailing affirmative action such as zero-tolerance to sexual harassment and gender balance would not only halt the forward progress that women, have been able to achieve; it would mark a giant leap backward UPFs move towards equal opportunity for all. The research indicated that there is still discrimination against women in the UPF and this has affected women career development in the force. There is low representation of women in all levels decision making; only two female officers are at the

level of Assistant Inspector General of Police, very few women go further or advance sponsored trainings and generally few professional women are attracted to join the force. sexual harassment is reported to exist in the force which has further affected women career development in form of promotion, capacity development and the period they willing to remain in service. There is need for affirmative action in the UPF if women career development is to be realized, Raleigh (1998) noted. There are no proper procedures to handle sexual harassment cases and often no stand action is taken. As Ssali and Madanda noted sexual harassment exists in the Public service but the challenge is there seems to be complacency. There are no tough measures to curb the vice since the force is male dominated.

Findings revealed that sexual harassment does not exist at the top level but exists in middle and lower management levels. The challenge is that cases are not reported early but at the tail end when they have failed to achieve what they hoped for. Sexual harassment affects female career development since it can lead to desertion, stagnation in rank and indiscipline. It is however not so rampant although it exists as evidenced by the complaints by some women. Some women do not report for fear of victimization since it takes place at the lower levels and this is similarly observed by Ssali and Madanda (2006). According to them, Sexual harassment affects women career development because women end up as single mothers and bear the burden; the social responsibility affects their advancement since they have to look after the family singly using meagre resources. It was established that sexual harassment in the UPF has a negative effect on Women career Development since it undermines confidence of women, and some miss promotions.

The Employment Act of 2006, Section 7(4), requires every employer with over 25 employees to have in place measures to prevent sexual harassment occurring at their workplace. Section 7(1), states that an employee shall be sexually harassed if his / her employer or a representative of the employer directly or indirectly asks an employee for sexual intercourse, sexual contact or any other form of sexual activity. The other studies carried in other areas that relate to this explain the following. Historically and internationally, support for affirmative action has sought to achieve goals such as bridging inequalities in employment and pay, increasing access to education, promoting diversity, and redressing apparent past wrongs, harms, or hindrances. Several different studies investigated the effect of affirmative action on women. Kurtulus (2012) in her review of affirmative action and the occupational advancement of minorities and women during 1973-2003 showed that the effect of affirmative action on advancing black, Hispanic, and white women into management, professional, and technical occupations occurred primarily during the 1970s and early 1980s. During this period, contractors grew their shares of these groups more rapidly than no contractors because of the implementation of affirmative action. A further study by Kim and Kim (2014) considered the impact of four primary factors on support for affirmative action programs for women: gender; political factors; psychological factors; and social structure. They found that, "Affirmative action both corrects existing unfair treatment and gives women equal opportunity in the future (Kim and Kim, 2014).

5.4. Conclusions

This study was designed to answer three research questions and this section will summarize the key findings of the study in relation to each research objective in order to formulate the recommendations of the study. Study conclusions were drawn basing on the different research objectives as shown below;

5.4.1. Human Resource Practices and Women Career Development

Women career development in UPF is still far-fetched. While women now participate in the different levels of the police, there not anywhere near the men, they remain concentrated in the lowest ranks and underrepresented in leadership positions. Although, UPF through its human resources practices and affirmative action has tried to promote women career development, but the gender gap in terms of recruitment, capacity development, promotion, numbers, and performance is still very high. Therefore an improvement on human resource practices will lead to enhancement of women career development in the Uganda Police Force.

5.4.2. Affirmative Action and Women Career Development

From the foregoing findings however, it has been clear that affirmative action significantly influence women career development in UPF. Affirmative action in UPF is far from being achieved in the Uganda Police Force. Women are still being sexually harassed under the umbrella of being promoted. Very few women are part of the top decision making process this is attributed to the fewer number of women on top Police bodies like the Police Authority and Police Council. Women in the Uganda police force have not been able to take up higher ranks because of the adequate promotional practices that benefit both men and women. Given the above existing gaps, an improvement on affirmative action in UPF will enhance women career development in UPF.

5.5. Recommendations

The researcher recommended that;

5.5.1. Human Resource Practices and Women Career Development

The study acknowledges that to some extent the management of Uganda Police Force has put some effort to mainstream gender through their human resource practices. They recommend at least 30% in all aspect of career growth such as recruitment, promotion, training placement and peace support be strictly observed. However, a lot more can be done to made to systematically mainstream gender practices if women career is to be realized in the force. The study also recommends that as a first step towards achieving gender equality and promoting the career progression of women, gender mainstreaming practices in the Uganda Police Force must be grounded in policies.

5.5.2. Affirmative Action and Women Career Development

The study recommends that sexual harassment must not be tolerated regardless of rank and all cases reported by junior officers must be properly investigated. Police should look at not only physical harassment but also words, actions and expressions and other stereo types. There should be put in place a policy on sexual harassment and an affirmative action of zero tolerance. Uganda Police Force top management should encourage women with capability to apply for skilling, tooling, and capacity building for promotion and motivation by demonstrating zero tolerance to sexual harassment.

5.6. Limitation of the Study

The limitation in the study was related to omission of certain key components in variables on gender main streaming and women career development. For example, competence of UPF Employees, this would have provided useful information to understanding the study subject. The study was conducted at police headquarters which does not give a concrete representative view of the officers in the rural areas. These recognized limitations inspired researchers to define the future research agenda. As a Ugandan, the researcher was fluent in both speaking and writing English. Therefore the researcher did not need the assistance of any interpreter during the interviews. The researcher employed feedback mechanism to prevent personal bias and affirmed such ideas from the respondents.

5.7.Areas for further research

The research was carried out in a public entity specifically limited to the Police force headquarters, there is need to carry out a similar research in other police stations especially in rural areas where police women were less informed. The study was limited to women career development, there is need to carry out a study on the factors affecting gender main streaming in the Uganda Police Force and the factors affecting Women career development in the Uganda Police Force. By widening the scope to men, an interesting investigation with interesting research findings will be collected on such a study for example gender mainstreaming and its effect on men's career developments hence the topic would get more value of comparison.

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APPENDICES

Appendix 1: Questionnaire for Top Management and Senior Police Officers

Dear Respondent,

This questionnaire is for obtaining your views on gender mainstreaming practices and women career development in the Uganda Police Force. You are kindly requested to respond to the questions as objectively as possible. Please note that this questionnaire is purely for academic purposes and your responses shall be treated with maximum confidentiality. The researcher will only use the data obtained for her Masters dissertation of Uganda Management Institute.

Yours Sincerely,

Chelimo Beata

Section A: (Tick or fill in where applicable)

Respondent's Bio- Data

1. **Age** 18-29 30-39 40-49 50 and above

2. **Gender:** a). Male b). Female

3. **Marital status:**

(i) Single (ii) Married

(ii) Divorce (iii) Separated

(iii) Widowed

4. **Level of education :**

(i) Secondary (ii) Diploma

(iii) Degree

(iv) Masters

5. Workers experience

(i) Less than 5 years

(ii) 6-10 years

(iii) 7- 10 years

(iv) 11- 15 years

(iv) Above 15 years

6. Rank

(i) Constable

(ii) NCO

(iii) AIP – IP

(iv) ASP – SP

(v) SSP – CP

(vi) AIG/P and above

SECTION B

Rate the following as appropriate

1	2	3	4	5
Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree

1. Human Resource Policies and Practices

S/N	Responses	1	2	3	4	5
1.	Recruitment policies and practices promote women career development in the Uganda Police Force					
2.	The training policy and practices in the					

	Uganda Police Force has increased the capacity development and skilling of women police officers					
3.	The promotion policy and practices has increased the number of women in the higher ranks in the Uganda Police Force					
4.	The practice of equal opportunities has increased the number of women joining the Uganda Police Force					
5.	Human resource policies has increased the length of service for female officers in the Uganda Police Force					

6. From your experience, what gender considerations has the Uganda Police Force put in the recruitment and promotion practices

.....
.....

2. Affirmative Action

S/NO	Response	1	2	3	4	5
1.	Uganda Police Force has put in place measures to protect female officers from sexual harassment					

2.	Uganda Police Force has put in place measures to ensure that female police are promoted on merit and not on as a reward of sexual relationship					
3.	The practice of investigating case of sexual harassment has promoted women career development in Uganda Police					
4.	Gender balance practices has promoted the performance of women police officers in the Uganda Police Force					
5.	Gender balance practices in the Uganda Police Force are adequate on equal representation of male and female staff at all levels					
6.	Women participate in top decision making in the Uganda Police Force					

7. How has affirmative action promoted women career development in the Uganda Police Force?

.....
.....

3. Women Career Development

S/NO	Response	1	2	3	4	5
1	Women career development in the Uganda police force has increased because of the Human resources training practices					
2	Women in the Uganda police force have been able to take up higher ranks because of the adequate promotional practices that benefit both men and women					
3	Performance of women in the Uganda Police Force has greatly improved because of adequate human resource practices to support women peculiar needs at work place					
4	Length of service of women at the Uganda Police Force has greatly increased of the sufficient human resource practice					
5	Women Career Development in the Uganda Police Force has improved because of affirmative action of gender balance in all aspects of policing					
6	The length of women in the Uganda Police Force has greatly increased because of Zero-tolerance to sexual Harassment					

THANK YOU FOR THE COOPERATION

Appendix II: Interview Guide for Key Informants

Respondents: Uganda Police Force Top and Senior Management Team

1. What gender mainstreaming practices and policies are employed in Uganda Police Force?
2. Do you think human resource has an effect on women career development in the Uganda Police Force?
 - (i) If yes, how?
 - (ii) If no, why?
3. Do you feel that men and women have an equal opportunity in recruitment, promotion and training in Uganda Police Force? Please explain your response.
4. How does the training process in the UPF affect Women Career Development?
5. What are your observations on sexual harassment and does work place sexual harassment affect women career development in Uganda Police Force?
6. What challenges affect gender mainstreaming and women career development in the UPF?
7. Suggest ways of improving gender mainstreaming and women career development in the Uganda Police Force?

Appendix III: Documentary Check List

1. Uganda Police Administrative File for Promotion of Gazzeted Officers
2. Uganda Police Administrative File for Placement
3. Uganda Police Department of Women Affairs reports on the status of female officers
4. The Police Act, 1994
5. The Police Standing Orders
6. The Police structure and List of deployment of Directors.
7. Reports on investigated cases of sexual harassment
8. Uganda Police Draft Recruitment policy
9. Uganda Police Draft Placement Policy
10. Uganda Police Training Policy
11. List of Deployment of Heads of Department and Specialized Units
12. List of deployment of District and Regional Police Commanders
13. Recruitment Guidelines

Appendix IV: Introduction Letter