



# Uganda Police Force

2023 Report on Results of the Measuring Opportunities for Women in Peace Operations (MOWIP) Assessment



Rotary



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UNIVERSITY



This research was funded by the Elsie Initiative Fund







# UGANDA POLICE FORCE

## MOWIP REPORT 2023

### Results of the Measuring Opportunities for Women in Peace Operations (MOWIP) Assessment

This research was funded by the Elsie Initiative Fund



# Acknowledgements

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The Geneva Centre for Security Sector Governance - DCAF and Cornell GSS Lab provided support during the Tools localisation Process.

This report uses the Measuring Opportunities for Women in Peace Operations (MOWIP) methodology, developed by DCAF and the Cornell GSS Lab.

## Disclaimer

The views expressed in this report are those of the authors from Makerere University based on the best available information they have. It does not necessarily reflect the views of UN Women, Elsie Initiative Fund, Makerere University, the Uganda Police Force, the United Nations or any of its affiliated organisations. The Uganda Police Force have provided corrections or clarifications during the validation workshops. The present report has been validated by the Uganda Police Force and integrates the feedback and insights of a representative group of the leadership of the Uganda Police Force.

### Principal Investigator

Dr. Helen Nambalirwa Nkabala (Assoc. Professor),

### Co- Principal Investigators

Dr. Samson Barigye, Dr. Serwajja Eria, Dr. Tibasiima Isaac, Dr. Kanakulya Dickson,

Dr. Nansubuga Elizabeth and Dr. Veneranda Mbabazi.

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# Abbreviations and Acronyms

<b>AU</b>	African Union
<b>AMS</b>	Assessment for Mission Service
<b>AMISOM</b>	African Union Mission in Somalia
<b>ATMIS</b>	AU Transition Mission in Somalia (ATMIS)
<b>CPX</b>	Command Post Exercises
<b>DPSO</b>	Department of Peace Support Operations
<b>EAC</b>	East African Community
<b>EASF</b>	Eastern Africa Standby Force
<b>FFF</b>	Fact Finding Form
<b>FPU</b>	Formed Police Unit
<b>FTX</b>	Field Training Exercises
<b>GRI</b>	Gender Responsive Institution
<b>IPOs</b>	Individual Police Officers
<b>KMP</b>	Kampala Metropolitan
<b>MOWIP</b>	Measuring Opportunities for Women in Peace Operations Methodology
<b>NAP</b>	National Action Plan
<b>NAPRI</b>	Needs, Access, Participation, Resources, and Impact
<b>PSO</b>	Peace Support Operation
<b>SEA</b>	Sexual Exploitation and Abuse
<b>T/PCCs</b>	Troop- and Police- Contributing Countries (T/PCCs)
<b>UN</b>	United Nations
<b>UNSCR</b>	United Nations Security Council Resolution
<b>UNAMID</b>	United Nations -African Union Mission in Darfur
<b>UNOSOM</b>	United Nations Operation in Somalia
<b>UNMISS</b>	United Nations Mission in South Sudan
<b>UPF</b>	Uganda Police Force
<b>WPS</b>	Women, Peace and Security

## Foreword

In March 2022 with generous support from the Elsie Initiative Fund, I sanctioned the Barrier assessment on impediments to Uganda Police Women's participation in UN Peace Support Operations.

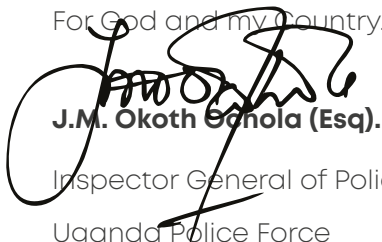
I am happy to receive and endorse this report. It provides a great opportunity for targeted and structured intervention as presented in the recommendations. The Uganda Police Force is committed to implementing them.

We sincerely thank our funders from the Elsie Initiative Fund, UN-Women Country office-Uganda, the fund holders, and our partners from Makerere University Rotary Peace Centre for conducting this enriching research.

The Uganda Police Force pledges to closely collaborate with our partners, stakeholders and well-wishers in the full implementation of the recommendations of this report. When these recommendations are implemented, the capacities of UPF women will be enhanced and ultimately their opportunities for their participation in peace keeping/support operations will increase tremendously.

The recommendations will greatly supplement other broader regulatory and guiding frameworks that seek to promote women participation in peace keeping/support operations especially under UN missions.

For God and my Country.



**J.M. Okoth Echola (Esq).**

Inspector General of Police  
Uganda Police Force

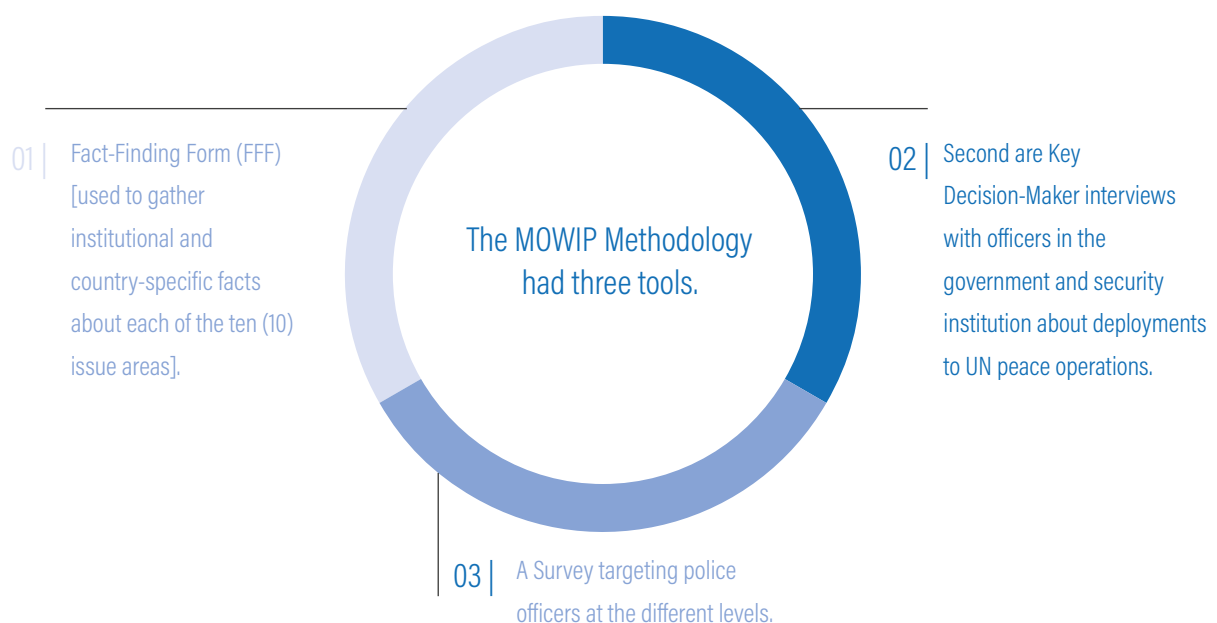




# Executive Summary

This report presents the findings of an assessment of the initiatives by the Uganda Police Force (UPF) to deploy women and ensure their meaningful participation in the United Nations (UN) Peace Operations (POs).

The assessment was conducted by the Makerere University Rotary Peace Center between March 2022 – February 2023. It employed the Measuring Opportunities for Women in Peace Operations (MOWIP) barrier assessment methodology<sup>1</sup> which provides a systematic and comprehensive framework for identifying: first, the existing good practices in the UPF; and second, the key barriers to women’s meaningful participation in Peace Operations (POs). Using a mixed methods – both quantitative and qualitative approaches, information was obtained from the 28 police regions in the country through a survey of 434 respondents and 31 Key Informants(KI)h. Using a common methodology across many Troop- and Police- Contributing Countries (TPCCs) enables the identification of crosscutting and country-specific barriers that need to be addressed at the UN level but also highlights good practices that can be shared and adapted to other contexts.



Based on the MOWIP methodology, the report presents evidence-based findings that draw on the perspectives from the UPF leadership, female and male police officers who have either served, have previously applied or not applied for deployment in the United Nations (UN) Peace Operations (POs).

<sup>1</sup> The MOWIP Methodology was developed by DCAF in partnership with Cornell University

## Good Practices

### Good practice n°1:

Established Policies. The UPF has instituted policy measures aimed at increasing women's participation and engagement in peace keeping missions. Key among these are the gender equality strategy, sexual harassment policy, and affirmative action measures in the Gender Equality Strategy regarding the recruitment and deployment of women. These include the 30% quota; and an additional 2% mark awarded to women candidates who meet the pass mark for peace keeping missions.

### Good practice n°2:

Established Infrastructure: (a) The UPF has a fully-fledged and functional Department of Gender and Women Affairs that takes care of the concerns of women. (b). The UPF has established a Peace Operations department to support all officers who are eligible and desire to participate in peace keeping missions. The department is responsible for recruitment, pre-deployment screening and selection, training of selected IPOs and FPU, pre-departure preparations, support during operations and post-deployment reintegration into the regular Force

### Good practice n°3:

Preparatory Training by the department of Peace Support Operations. The police officers engage in 'mock' training, which precedes the UN screening process, includes Pre-SAAT and Pre-AMS (Assessment for Mission Service) and has been endorsed by both male and female officers as critical for deployment.



## Barriers

Top barriers to women's meaningful participation in UN deployments. Five [05] out of the ten [10] issue areas were ranked and scored as 'high barrier' areas that impede the favourable participation of female officers in Peace Keeping operations [see details below].

### Barrier n°1: Household Constraints: [Issue Area 4].

This was the highest scored and ranked barrier with 56% denoting that it significantly inhibits women participation in peace operations. Women's gender roles and specifically production, reproduction, nurturing and care roles remain the biggest barrier to women's participation in peacekeeping missions.

### Barrier n°2: Deployment Criteria [Issue Area 2].

Most female officers do not possess all the requisite skills and requirements for field missions. Many do not have the required skills to drive manual cars and lack the driving license, which has been dubbed as a 'men's field' in a largely patriarchal society work to the disadvantage of female police officers. Others lack the capacity to operate heavy duty vehicles and artillery and other technical skills in ICT and conflict analysis.

### Barrier n°3: Deployment Selection [Issue Area 3].

The selection practices are unfair to women in that the entire process is lengthy, cumbersome, expensive and out of reach for female officers. In addition to lodging and travel costs to Kampala where the selection is often conducted, the interview process is costly in that applicants have to pay between \$530-\$2,100. Further, female officers in remote areas are often left out because of limited access to timely information on opportunities.

### Barrier n°4: Gender Roles [Issue Area 9]:

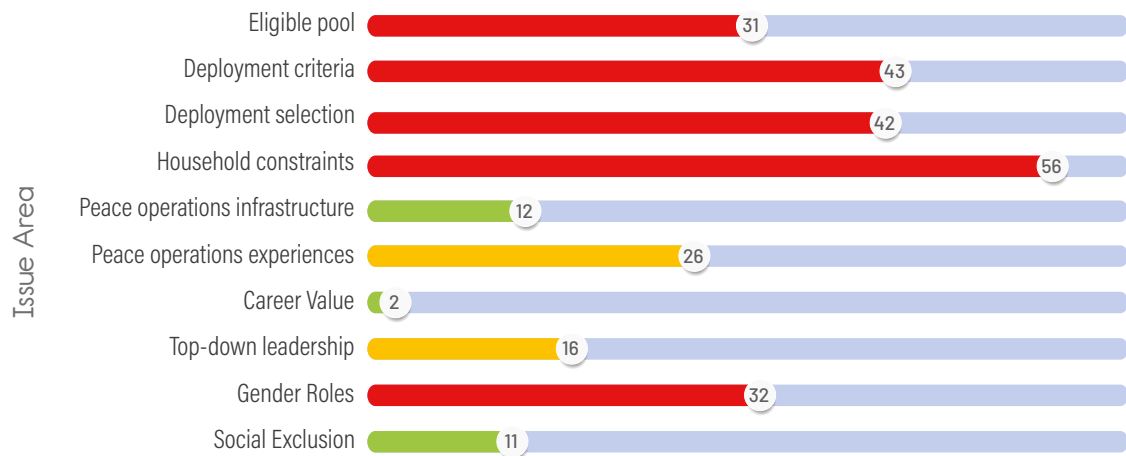
Gender roles particularly culture, stereotypes, norms and bias that impede women's deployment and their ability to meaningfully participate in peace operations. The family responsibilities as derived from the dictates of culture, socio-cultural norms, practices, and gender stereotypes particularly that women cannot meaningfully participate in a 'men's world' but primarily suited for nurturing and caregiving tasks at the household level are behind these 'disempowering' practices.

### Barrier n°5: Eligible Pool [Issue Area 1].

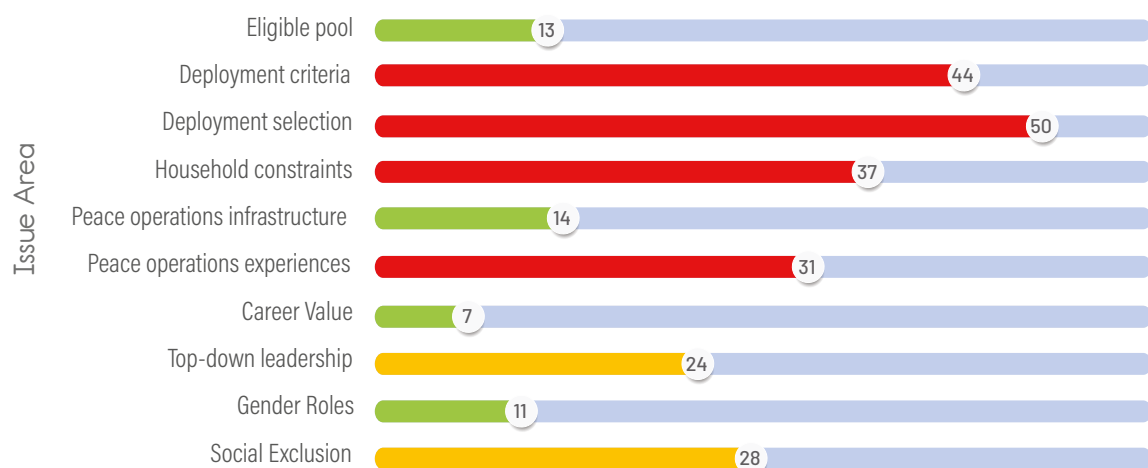
Overall, there are limited numbers of women police officers from which the eligible pool of women can be drawn. The percentage of women in the UPF has dropped from 25% to 19% and female officers are gradually and progressively quitting the force. Yet, it is still an uphill task to attract new recruits into the force.

Further, two issue areas [ Peace Operations Experience (Issue Area 6) and Top-down Leadership (Issue Area 8) were of medium significance. Lastly, three issue areas were found to be of low significance including Peace Operations Infrastructure (Issue Area 5), Social Exclusion (Issue Area 10) and Career Value (Issue Area 7). The outcomes of the survey revealed that men and women are affected differently and varyingly impeded by the barriers as indicated in the summary graphs that follow. However, this study focuses on women. So, the issues that relate to men are not discussed in this report. The two bar graphs, extracted from the survey data that follows highlight the issues provided in this executive summary.

### Main Barriers to Women's Participation in Peacekeeping (%)



### Main Barriers to Men's Participation in UN Peace Keeping (%)



## Five Key Recommendations to Overcome the Barriers

**Recommendation n°1:** In line with household constraints [Issue Area 4], this study recommends that the UPF should ensure that reforms and established requirements to promote gender equality are consistently and systematically implemented by among others, increasing budgetary allocations for the specific focus areas outlined in the strategy; and the structures responsible for driving the gender equality agenda. This includes developing a holistic support structure for women participating in peacekeeping missions..

**Recommendation n°2:** The recommendation on deployment criteria [Issue Area 2] is that the Uganda Police Force with the support from government and other funding agencies establishes an adequately resourced Peace Support Operations Training Centre with the capacity to retool, and adequately prepare particularly officers by providing World-class training for peacekeeping teams. The facility is anticipated to take care of practical and strategic gender needs of women such as separate accommodation and sanitation facilities, provision of space for lactating mothers, child care spaces, and space for female officers with 'special' needs if any. The center will have training rooms where women can be trained in ICT, driving of manual cars, conflict management and resolution skills, programs on mindset change including demystification of gender stereotypes, norms and practices as dictated by culture. This will be done in addition to other UN policing skills and capacity building.

**Recommendation n°3:** The recommendation on deployment selection [Issue Area 3] is that the UPF should explore new and different approaches to interview and selection processes including digital/ virtual mechanisms and decentralisation to the different regions of the country to reduce costs and enable greater participation, in addition to review and improving its communication strategy to reach police regions across the country and relay information on opportunities for deployment in a timely, transparent and comprehensive manner.

**Recommendation n°4:** To navigate the 'unfavourable' gender roles [Issue Area 9] the UPF should develop a clear and coherent strategy to counter the negative gender stereotypes about women serving in security and peacekeeping missions, and this can be realised through community outreach sessions that target the wider community, and training to debunk the misunderstandings of women empowerment by both men and women. The outcomes of this study, if implemented, will be useful in transforming and widening the peace operations of the UPF on the African continent and beyond.

**Recommendation n°5:** The recommendation on eligible pool [Issue Area 1] is that the Uganda Police Force should ensure that the reforms and requirements that aim at the promotion of gender equality are consistently and systematically implemented, increasing budgetary allocations to the structures that are responsible for driving gender equality; development of an outreach strategy that motivates and attracts women to the force; holding gender equality training sessions to counter the gender bias.

In conclusion, when the good practices are augmented and proposed recommendations implemented to navigate the key barriers, the UPF will realise equal opportunities and progressively increase the representation of female police officers in peace support operations.

## Introduction

Since the landmark adoption of the UNSCR 1325 over two decades ago and the seven successive resolutions, the Women, Peace and Security (WPS) agenda has gained prominence. The codification of the WPS agenda in the adopted resolutions establishes standards of practice to be adopted by UN member states and entities to prioritise women's role as agents in peace and security settings, and respond to women's specific security needs. Under UNSCR 2242, the UN has set successive targets for doubling the number of women in uniformed components peace operations by 2028. The UN Department of Support Peace Operations (DPSO) also plans to double the number of women in police components with the goal of 15% female officers within FPU by 2025, and 20% by 2028. These measures have been accompanied by the development of the Uniformed Gender Parity Strategy (2018-2028), the Action for Peacekeeping (A4P) initiative and UNSCR 2538 (2020) which collectively advocate for the full, effective, and meaningful participation of uniformed and civilian women in peacekeeping operations at all levels and in all positions, including in senior leadership positions.

Troop and Police Contributing Countries (T/PCC) around the world have subsequently instituted measures to increase women's meaningful participation in peace operations as prescribed by the normative frameworks. In Uganda, the Government has developed three (3) successive National Action Plans (NAPs) for the implementation of UNSCR 1325 and the related resolutions. Security agencies and specifically the Uganda Police Force (UPF) have developed a Gender Policy and Strategy also to demonstrate their commitment to increasing women officers within its ranks and in peacekeeping operations. This is confirmed by a 2021 report that states that the UPF has a Gender Policy that aims to promote gender equality and address the barriers faced by women in operational policing<sup>2</sup>.

However, despite these efforts by T/PCCs and the United Nations, progress remains slow. The number of women participating in peacekeeping operations remains woefully low. Currently, only 7.8% of all uniformed military, police and justice and corrections personnel in field missions are women (DPO, UN 2022). In the case of UPF, only six (6) women out of 23 Individual Police Officers (IPOs) are currently deployed at UN Missions. Accelerated measures are therefore required to reach the targets for 2028 and beyond.

It is against this background, that a study was commissioned to generate baseline information on existing barriers to women's deployment. More specifically, the study sought to: (i) establish the extent of Ugandan women police officers' participation in UN Peace Support Operations (PSO); (ii) examine the limitations in the participation of Ugandan women police officers in UN PSO; and (iii) suggest the steps that can be taken to increase the participation of Uganda women police officers in UN PSO.

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<sup>2</sup> Women in the Uganda Police Force: Barriers to women in operational policing. African Policing Civilian Oversight Forum, 2021. Available: <http://bitly.ws/F1qQ>

It is anticipated that the findings of this study shall be used to generate and design strategies that will result in the increased and meaningful participation of women in peacekeeping operations, and the Uganda Police Force (UPF) generally.

## Uganda Police Force: Profile and National Characteristics

The UPF derives its powers and mandate from the 1995 Constitution of the Republic of Uganda and the Police Act Cap 303. Its vision is a professional and people-centred police for a safe and secure society.' The UPF's mission is to 'secure life and property in a committed and professional manner in partnership with the public, in order to promote sustainable development.'

Beginning in 1986, the UPF embarked on a series of reforms for the professionalization and standardization of the force to match the canons of a modern policing system through among others, the creation of several directorates and departments, and other support units such as the Police Flying squad and Professional Standards unit. The UPF is striving to become a first-class Police Force supported by technological advancements based on ICT platforms. The ultimate goal is to enhance service delivery and transform its public image by prioritizing capacity building, restructuring and ideological reorientation.

The UPF has a convoluted history that dates back to colonial times, which has influenced the organisation in intricate and profound ways. The Police began in 1899, and was known as the Uganda Armed Constabulary (UAC). It was charged with advancement and enhancement of peace, stability, order and adherence to the rule of law in the country. Modern policing in Uganda was introduced in 1906 as an instrument to enforce colonial law and order. 'The first Inspector General of the Police, Edwards, was appointed in 1906, and established a civilian police service with about 970 men' (Biecker and Schlichte, 2014) The Colonial Police subsequently became the National Police in 1962 when Uganda attained her independence; but its character has continued to change with successive government.



Caption: Buganda police in 1920 with the easiest transport means at the time.

## Uganda's Contribution to Peace Operations

The United Nations (UN) Charter, Chapter VII Article 2 Paragraph 5 and Article 43 Paragraph 1 of the United Nations Charter of 1945 provide for member states to participate in international peacekeeping operations by contributing personnel, equipment and other resources in any action it takes in accordance with the Charter for the maintenance of international peace and security. More so, Article 4 (i) and (j) of the AU Constitutive Act Sub-section (i) deliberates on the peaceful coexistence of Member States and their right to live in peace and harmony while (j) gives the right to Member States to request for intervention from the African Union to restore peace and security. The Constitution of the Republic of Uganda, Chapter 12, article 210 (d) also provides for deployment of troops outside the country.

Uganda is also a member of other regional organizations e.g. the Eastern Africa Standby Force (EASF) established as a regional mechanism to provide the capability for rapid deployment of forces to carry out preventive deployment, rapid intervention, peace support/stability operations and peace enforcement. The East African Community (EAC) as per Article 2 of the EAC Protocol on Cooperation and Defence Affairs mandates Partner States to cooperate in all defence affairs and collaborate with international and regional organizations to promote peace, security and stability in the community.

It is on the basis of these international/regional legal instruments that the Government of Uganda deploys the Uganda Police Force (UPF) personnel in United Nations/African Union peacekeeping missions. Uganda started deploying Police officers in peace support operations in June 2004 when 20 Individual Police Officers (IPOs) were deployed in Liberia (United Nations Mission in Liberia). The first Formed Police Unit (FPU) was deployed in 2012 in Somalia (African Union Mission in Somalia). By virtue of these roles, UPF regularly participates in Field Training Exercises (FTX); Command Post Exercises (CPX) and specialized trainings organized by the organisations aforementioned.

## Categories of Deployment in Peace Support Operation

Uganda deploys police officers in three different categories. These include the professional police officers, individual police officers and the formed police units. This section presents statistics on the number of police officers who have served under the different categories disaggregated by mission and gender.

### **(1) Professional Police Officers:**

Individuals are deployed on secondment to work as advisors, administrators, managers, commanders among others in various peace support operations.

Whereas Uganda prioritizes internal national security, it has made a significant contribution to regional security and UN peace operations. The UPF has for example deployed to five UN peacekeeping missions, as indicated in the table that follows.



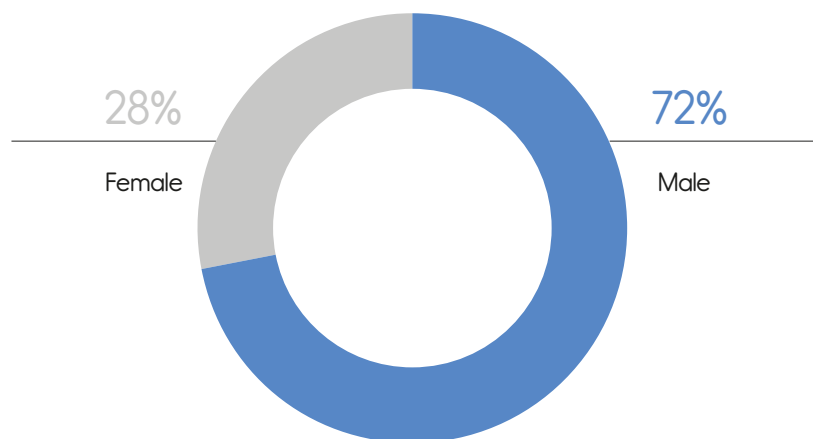
Table: UN Deployment Per Mission

SN	Mission	Male	% Males	Female	% Females	Total
1	UNMISS	278	75	91	25	369
2	UNMIT	56	70	24	30	80
3	UNAMID	389	70	166	30	555
4	UNMIL	155	70	67	30	222
5	UNMIK	16	80	4	20	20
Total		894		352		1,246

Source: The UPF Peace Support Operations department.

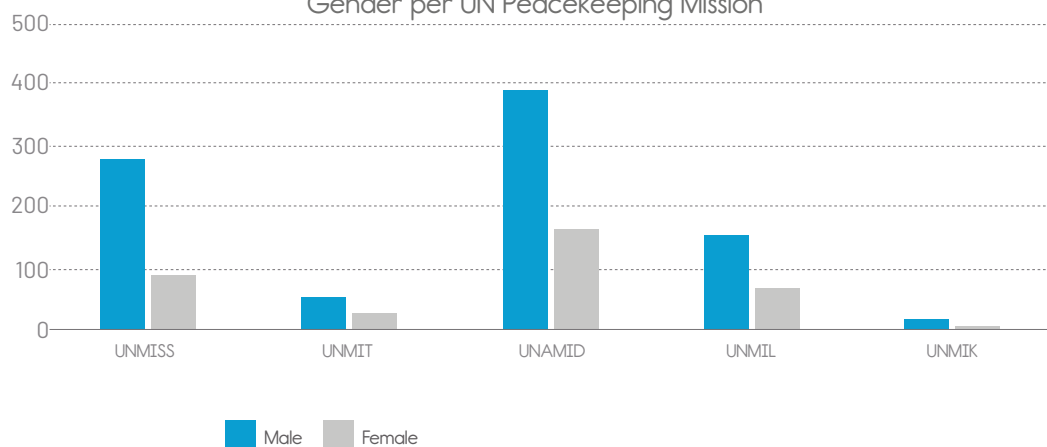
Out of the 1246 police officers who have been deployed in the UN missions between 2005 and 2023, only 352 were women, a decimal 28%. This means that the UPF still falls short in terms of women representation as indicated in the two graphic representations below. .

Gender Deployment in UN missions (2005-2023)



Source: The UPF Peace Support Operations department.

Gender per UN Peacekeeping Mission



Source: The UPF Peace Support Operations Department (2023).

To date, as the graph above shows, the Uganda Police Force has deployed most in UNAMID (United Nations African Mission in Darfur), which was the first and only hybrid peacekeeping mission and also one of the longest operations in Africa (2007-2020).

Further, the table below shows the statistics for personnel deployed in all peacekeeping missions including UN and AU Missions. The overall picture shows that women constitute a minimal 26% while the men make up 74%. This total outlook denotes a deep-rooted challenge which impedes women from being favourably included in peacekeeping operations.

Year	AMIS	AMISOM	UNMIL	UNAMID	UNMIT	UNMISS	UNMIK	M	F	Total
2005			20					18	2	20
2006	22		20	60	10			80	30	110
2007	22		20	60	10			82	30	112
2008	22		20	60	10			85	27	112
2009	22		20	125	10	36	10	182	41	223
2010		10	20	125	10	36	10	162	51	213
2011		10	20	125	10	32		135	62	197
2012		60	20		10	32		88	34	122
2013		60	20		10	26		79	37	116
2014		60	14			26		77	23	100
2015		60	14			26		69	31	100
2016		39	14			23		50	26	76
2017		39				23		45	17	62
2018		39				21		46	14	60
2019		39				21		42	18	60
2020		39				21		50	10	60
2021		39				15		44	10	54
2022		39				15		42	12	54
2023		39				16		43	12	55
	88	572	222	555	80	369	20	1419	487	1,906

Source: UPF Peace Support Operations department (2023).

At the professional level too, is an imbalance between the deployment of men and women at the various missions as indicated in the table below. The men outnumber the female police officers in that out of the 9 officers only 3 are women, accounting for only 33%.

#### Statistics of Personnel Deployed at a Professional level in Peacekeeping Missions

S/N	Mission/Operation	Male	Female	Total
1	AMISOM - Somalia	2		2
2	UNMISS - South Sudan	3	1	4
3	UNMIL	1	-	1
4	EASF - Kenya	-	2	2
	Total	6	3	9

Source: UPF Peace Operations department (2023)

## (2) Individual Police Officers (IPOs):

Police Officers who pass AU/UN Assessment for Mission Service (AMS) interview and are deployed to work as advisors, mentors, trainers among others in various peace support operations. Between 2005 and 2022, there were 1,456 out of which only 270 were women representing 18.5% [see table below].

Statistics of Personnel Deployed As IPOs In Peace Keeping Missions

S/n	Year	M	F	Total
1	2005	19	1	20
2	2006	34	6	40
3	2007	56	14	70
4	2008	95	25	120
5	2009	165	25	190
6	2010	75	8	83
7	2011	75	14	89
8	2012	98	15	113
9	2013	72	27	99
10	2014	65	18	83
11	2015	59	12	71
12	2016	59	12	71
13	2017	45	13	58
14	2018	44	18	62
15	2019	58	18	76
16	2020	55	16	71
17	2021	59	16	75
18	2022	53	12	65
Total		1,186	270	1,456

Source: UPF Peace Operations department (2023)

### (3) Formed Police Unit:

This is a cohesive or robust mobile unit that provides support to the AU/ UN operations and ensures the safety and security of AU /UN personnel and property. FPUs are deployed in different capacities, such as Gender Focal Points and Gender Advisors. During the FFF, it was discovered that about 86% of women have served as Gender Focal Point persons during their most recent UN deployment. Between 2012 and 2023, of 1640 police officers deployed only 213 were women, accounting for only 13%. Generally, women are still underrepresented in peace operations.

Statistics for FPU Deployment (2012/2013 - 2022/2023)

S/N	Year	FPU	Males	Females	Total
1	2012/2013	FPU1	133	7	140
2	2013/2014	FPU2	124	16	140
3	2014/2015	FPU3	124	16	140
4	2015/2016	FPU4	128	12	140
5	2016/2017	FPU5	123	17	140
6	2017/2018	FPU6	121	19	140
7	2018/2019	FPU7	133	27	160
8	2019/2020	FPU8	140	20	160
9	2020/2021	FPU9	131	29	160
10	2021/2022	FPU10	132	28	160
11	2022/2023	FPU 11	138	22	160
		<b>TOTAL</b>	<b>1,427</b>	<b>213</b>	<b>1,640</b>

Source: UPF Peace Operations department (2023).

# Methodology

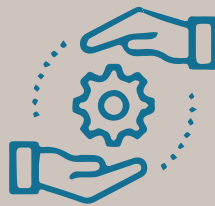
## Overview of the MOWIP Assessment Methodology

The study employed the MOWIP assessment methodology. The MOWIP methodology is a unique tool that was used to assess the extent to which Ugandan women participate meaningfully in peace operations. The methodology provides a systematic and comprehensive framework for identifying both a security institution's existing good practices and possible improvements in each of ten issue areas identified as central to women's meaningful participation. Many of the factors are not limited to women's participation in UN deployments, but also reflect how women and men are treated in the security institution more broadly. While the MOWIP methodology has a specific focus on UN peace operations, the good practices and possible improvements it identifies can benefit the security institution in a much wider sense.

For each issue area, the MOWIP methodology uncovers whether, and to what extent it constitutes a barrier or an opportunity. Its main objectives are to:



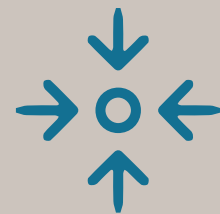
provide a comprehensive set of issue areas within a given security institution that could be improved to increase women's meaningful participation in UN peace operations;



identify the good practices within the security institution that can be leveraged, scaled up, and/or disseminated more broadly;



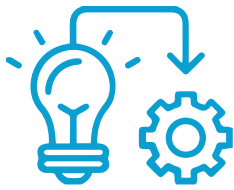
apply a set of tools and a comprehensive list of indicators to measure the importance of each issue area for increasing women's meaningful participation in the security institution;



determine the differential impact of each issue area in the security institution.

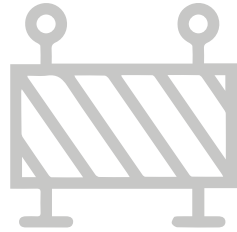
The MOWIP Methodology, which this study adopted, has three tools which were used during the data collection. (1) The Fact-Finding Form (FFF) which was used to gather basic institutional, country-specific facts about each issue area; (2) Key Decision-Maker interviews with officers in the government and security institution about deployments to UN peace operations; and (3) a survey targeting police officers (including those who were previously deployed) with the objective of obtaining their individual perspectives and experiences pertaining to the ten issue areas.

The tools were used to assess a set of indicators including:



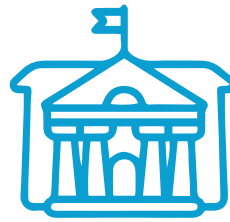
**Implementation gap score**

(indicating the extent to which there is a gap between policies, practices, and programs and staff experiences with those policies);



**Barrier score**

(indicating the extent to which the issue is a barrier for men and women);



**Institutional barrier score**

for women (indicators that have been marked as affecting women); and



**Women's experience gap score**

(indicators showing statistically significant differences between the experiences of men and women).

The study in Uganda employed a mixed methodology by combining both quantitative and qualitative approaches. The study relied on qualitative data to enable an in-depth understanding of the quantitative findings. Upon completion of the FFF, remaining data gaps were filled through KILs with decision makers from UPF and relevant ministries; and an hour-long survey targeting serving police officers from across the country.

## Sample Frame Determination:

The Sample size determination for this research was done on the basis of these factors: i) precision, ii) indicators, iii) budget, iv) domains and v) data quality. The quantitative sample frame determined on the basis of: i) estimation and ii) stratification. The estimation level was carried out relying on the DHS formula for survey sample determination (see below) on the basis of the domain level indicator; and the stratification was done using power allocation. The stratified sample used power allocation as a technique to evenly allocate numbers for each stratum for efficiency and to maximize sample size required to achieve a specified power level. The calculation was based on the police population of 37,400 police officers and 396 civilian staff; assuming that RSE at 10%,  $P = 0.2$  and that  $Deft = 1.5$ . the sample size has a 7.5% RSE, and the CI is 1%

The total sample size was calculated at 380 respondents for the survey<sup>3</sup>. This number of respondents captures the entire strata of officers from all the police regions that have knowledge of Uganda's participation in UN Peace Missions. The study was conducted within the 28 police regions in Uganda as indicated in the table above. The inclusion of all the regions/zones was to ensure that the outcome of the survey is reflective of the views of all the officers on the status of the UN Peace operations and women's participation in Uganda. By the end of the study, there was an extra of 54 male respondents making a total of 244 male and 190 female respondents.

<sup>3</sup> The sample size was determined by the minimum standards of the MOWIP Methodology which requires a minimum of at least 380 respondents, with equal representation of women and men.

Sample Frame of Participants by Region:

Police Region	Police Zones	Admin District	N <sub>r</sub> /N	Sample Allocation (a = 0,25)	Female % (50%)	Male % (50%)
Western region	Rwenzori West	Fort Portal	0.034	013	6	7 2
	Rwizi	Mbarara	0.043	016	8	8 1
	Greater Bushenyi	Bushenyi	0.026	010	5	5 1
	Greater Masaka	Masaka City	0.053	020	10	10 3
	Rwenzori East	Kasese	0.026	010	5	5 2
	Kigezi	Kabale	0.026	010	5	5 2
Eastern Region	Busoga East	Iganga	0.032	012	6	6 3
	Busoga North	Kamuli	0.026	010	5	5 4
	Kiira	Jinja City	0.053	020	10	10
	Ssezibwa	Lugazi	0.026	010	5	5 2
	Elgon	Mbale	0.053	020	10	10 2
	Bukedi North	Budaka	0.018	007	4	3 1
	Bukedi South	Tororo	0.026	010	5	5
	East Kyoga	Soroti	0.026	010	5	5 2
	Sipi	Kapchorwa	0.016	006	3	3
Northern Region	Northwest Nile	Moyo	0.016	006	3	3 2
	West Nile	Arua	0.053	020	10	10 3
	Aswa River	Gulu	0.053	020	10	10 3
	North Kyoga	Lira	0.026	010	5	5
	Kidepo	Kidepo	0.016	006	3	3
	Moroto	Moroto	0.018	007	4	3 2
Central Region	KMP East	Jinja Road	0.055	021	10	11 4
	KMP North	Kawempe	0.053	020	10	10 2
	KMP South	Natete	0.053	020	10	10 2
	Albertine	Hoima	0.053	020	10	10 3
	Savanah	Luweero	0.039	015	7	8 2
	Katonga	Mpigi	0.047	018	9	9 2
	Wamala	Mityana	0.034	013	7	6 3
		TOTAL SAMPLE		1.0	380	190
	TOTAL ACTUAL			434		244



## Sampling for Qualitative Data:

Participants were selected using the criterion on purposive sampling (Palinkas, et. al, 2015). Purposive sampling is a non-probability strategy that is used on a population that shares general characteristics. The study employed this approach because of the need to choose respondents with the knowledge and experience on the UN Peace Missions.

A sample determination session was organised with representatives of the Uganda Police Force and the following criteria developed for selection of respondents: i) position in police leadership (PPL); ii) personal or family experience about peacekeeping missions (EPM); iii) involvement in selection of officers for missions (ISO); iv) female officers with experience on UN missions (FOM); v) regional police commanders (RPC); vi) experience as applicant (EAA); and vii) unique inclusion by police leadership (UIL). Below is a list of categories of Key Informant Interviews (KIIs).



## Categories of Participants in the Key Informant Interviews

Category	Designation
Office Responsible for Peace Support Operations	1
Office Responsible for Women Affairs	1
Directorate of Training	1
Participants who went for Peace Keeping but were repatriated on various grounds.	2
Former Police Commissioner UNMISS	1
Former Deputy Director Peace Support Ops	1
Officers that have tried several times and failed Interviews	2
Officers that have passed several times but not yet deployed.	2
Spouses of the participants in the missions.	2
Peace Support Trainers/ Directing Staff	2
United Nations Police Attache'	1
Directorate of operations	1
Human resource officer	1
Commandant FFU	1
UPF Legal officer/Former Head of Police Component Eastern Africa Standby Force	2
Regional Police Commanders	10
<b>TOTAL</b>	<b>31</b>

## Data Quality Control:

The study was preceded by training of the research team and pre-testing of the data collection tools within the Kampala region. The objective of this was to ensure the consistency and reliability of the tools in addressing the research objectives and questions. Gaps in the survey and key informant interview (KII) guide were subsequently addressed to ensure that the research questions are answered fully.

## Data Analysis:

Upon completion of the field phase, an electronic and physical data base were created to store the raw data from the survey and the KIIs. Interview matrices were then generated to facilitate the identification of information gaps; statistically significant differences between women and men; and barriers undermining women 's deployment in UN Peace missions. Data analysis was both content, thematic, and descriptive statistics.

During the analysis, each issue area was ranked using colour coding. Red indicates the issue areas that constitute the most significant barriers, yellow represents medium and and green indicates areas of low barriers . A comparison of data from the survey and the FFF was done to check for inconsistencies between institutional leadership views, policies, and personnel's actual experiences and perceptions.

## Data Validation

The findings were subsequently presented and validated in five meetings with a total of 89 participants. Three regional workshops around the country, one in the North, another in the West and the last one in the Central between the 11th and 14th April 2023. And two of the validation meetings were with the Key Decision Makers in the Uganda Police Force on the 8th of April before the general validation and the 5th of May 2023. One with the key staff from the PeaceKeeping and Operations Department and the other with the Directors in the Police Force including a representative of the Inspector General of Police (IGP) and through these, more context information was acquired. During the validation meetings, the draft report was presented to all participants present and they either confirmed, clarified or added on more critical information. It was during such engagements that the participants together with the research team agreed on the key recommendations as per the identified critical needs of the Uganda Police Force.

### Profile of Survey Respondents

Religion	Female	Male	Total
Catholic	36	37	73
Protestants	50	46	96
Islam	7	10	17
Others	6	7	13

Ethnicity	Female	Male	Total
Acholi	6	8	14
Iteso	13	14	27
Langi	5	10	15
Lugbara	3	5	8
Muganda	8	6	14
Mugisu	9	3	12
Mukiga	8	6	14
Munyankole	11	12	23
Musoga	12	10	22
Others	25	26	51

Marital Status	Female	Male	Total
Cohabiting	6	2	8
Married	54	89	143
Separated/ Divorced	6	1	7
Single	29	7	36
Widowed	5	1	6

Spouse's Occupation	Female	Male	Total
Administration	1	3	4
Business	18	27	45
Education	5	8	13
Government	8	8	16
Manual/casual labor	1	1	2

Military	7	0	2
Manufacturing industry	0	0.4	0.3
Police	48	20	29
Stay-at-home parent	1	17	12
Unemployed	0	8	5
I prefer not to say	1	0	1
Not Applicable	1	1	1
Others	8	8	8
Total	190	244	434

The majority of the respondents were aged between 28 and 39, and only 1% were 60 and above as indicated below.

#### Makerere University: The Research Partner Institution

The research team for the MOWIP assessment was drawn from Makerere University and consists of a multidisciplinary team with a cumulative research experience of over 40 years and training in peace building.











Makerere University is the largest, oldest and one of the most prestigious institutions of higher learning in Uganda and the African continent. It started as a technical school in 1922. In the same year, the technical school was renamed Uganda Technical College and admitted the first batch of 14 students. The Uganda Technical College became a Center for Higher Education in East Africa in 1935. Online information on the Makerere University website shows that the College was re-fashioned in 1937 into an institution of higher education. In 1949 the university college was affiliated to the University College of London, and in 1963 it became the University of East Africa. Makerere University became an independent national university of the Republic of Uganda in 1970. Presently, it offers undergraduate and graduate courses to undergraduate and post-graduate students from Uganda and other countries on the African continent, and beyond.

Makerere University has and continues to offer leadership in teaching, research and community engagement to various institutions nationally and internationally. Over the years, it has evolved into a research-led University and is ranked number 5 in Africa. In the area of peace and conflict, Makerere University has been teaching and undertaking research in the areas of peace and conflict resolution for a very long time. For instance, researchers and faculty at the Makerere University have and continue to provide leadership in terms of peace and conflict resolution to global institutions such as the United Nations and African Union missions in the Democratic Republic of Congo [DRC], South Sudan, Somalia, Central Africa Republic, ecetera. More intense and targeted interventions have been put in place including the establishment and launch of the Peace and Conflict Studies Program in 2003. With a strong Alumni base distributed all over the continent and beyond, Makerere University's capacity has continued to grow.

Since 2020, Makerere has been host to the Rotary Peace Centre, the first and only peace centre on the African continent. The Rotary Peace Centre hosts the Peace and Conflict Studies Program as well as the Post Graduate Diploma in Peace Building and Conflict Transformation. The Rotary Peace Centre is also supporting the implementation of peace building initiatives through evidence-based research. With funding from UN Women, the Centre conducted a baseline study for a programme that seeks to strengthen implementation of UNSCR 1325 in Uganda. More recently, the centre has, in partnership with MasterCard Foundation, conducted an assessment on the psychosocial status of staff and students of Makerere University. In this context, this report provides evidence that was conducted by seasoned and experienced faculty at Makerere University.

# The Ten Issue Areas Shaping Women’s Participation in Peace Operations in the Uganda Police Force

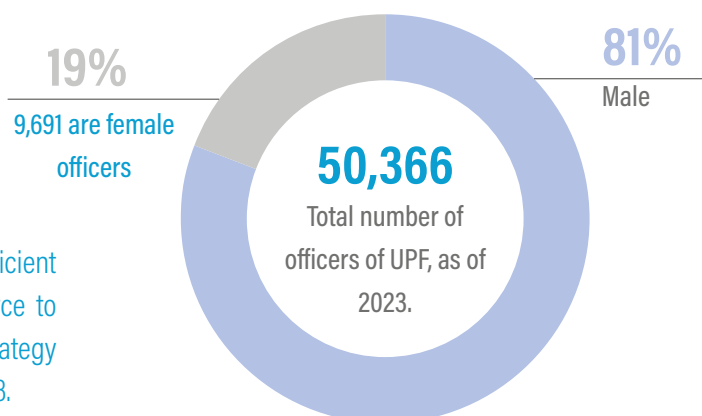
The ten issue areas discussed below include all the factors, both positive and negative, that influence women’s full and meaningful participation in peace operations.

Pre-deployment stage: including factors that affect force generation		Significance	Cross-cutting barriers	
 1	<b>Eligible pool</b> Are there enough women in national institutions?	High	 9 Do pre-conceived attitudes about women preclude their ability to deploy? <b>Gender Roles:</b>	 10. <b>Social Exclusion:</b> Are Women treated as equal members of the team?
 2	<b>Deployment criteria</b> Do criteria match the skills needed in operation?	High		
 3	<b>Deployment selection</b> Does everyone have a fair chance to deploy?	High		
 4	<b>Household constraints</b> Are there arrangements for families of deployed women?	High		
<b>Deployment stage: including difficulties for women during operations</b>				
 5	<b>Peace operations infrastructure</b> Is accommodation and equipment designed to meet women’s needs?	Low		
 6	<b>Peace operations experiences</b> Do positive and negative experiences in operations affect women’s deployment decisions?	Medium		
<b>Post-deployment stage: including factors that affect redeployment</b>				
 7	<b>Career Value</b> Do deployments advance women’s careers?	Low		Low
<b>All Stages</b>				
 8	<b>Top-down leadership</b> Do leaders at all levels support women’s deployment?	Medium	High	

## Issue Area 01 - Eligible Pool

Significance

High



This section explores whether there are sufficient numbers of women in the Uganda Police Force to meet the UN Uniformed Gender Parity Strategy targets: 20% for FPU and 30% for IPOs, by 2028.

Below are the good practices and barriers affecting the eligible pool.

## Good Practices

### Enabling Policies

Among the good practices in UPF is the existence of an enabling policy framework that includes a Gender Policy,<sup>4</sup> the Gender Equality Strategy (2022-2025) and the Sexual Harassment Policy. Collectively, these progressive policies aim at promoting an inclusive and gender responsive institution (GRI) that respects and upholds the dignity of women, men, boys and girls. The policies address the working conditions and insufficient representation of women in the UPF by proposing a set of affirmative action measures as indicated in the boxes below:

#### Recruitment and Retention

Affirmative action measures currently in place for recruitment, training and promotion of female officers are: employment equity clauses in all job openings encouraging women to apply; 30% quota for women recruits; and an additional two (2) percentage points for women candidates who attain the pass mark during interviews for deployment. Additional measures to increase the number and visibility of female officers in the UPF include: (a) reviewing current recruitment guidelines; b) ensuring that the 30% quota currently provided for female recruits is implemented in each district/region and unit; (c) developing a plan for the targeted recruitment of female officers in areas that attract few female applicants; and (d) reviewing the UPF's communications and advertisements for female recruits.

#### Female Representation in Leadership Positions

The UPF's Police Advisory Committee (PAC) is an established structure that ensures that all committees in the UPF consist of a minimum of 30% of female officers; that female officers are deployed in command positions; that a Directorate of Gender and Women Affairs is established; and that a gender-responsive and intergenerational mentorship and leadership programme is introduced for junior female staff.

<sup>4</sup> The UPF Gender Policy came into effect in 2018 through a consultative process supported by UN Women.

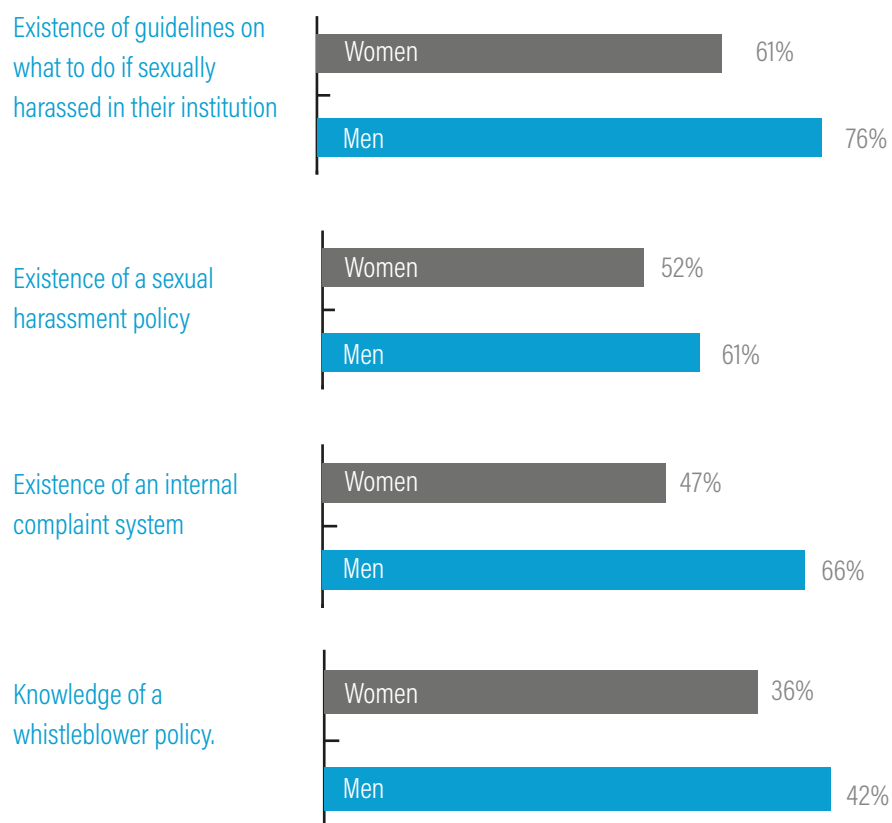
## Training

The Gender Policy also addresses gender bias and awareness across the UPF; and stipulates that UPF training must be gender-responsive, with training facilities and an environment conducive to the full and active participation of female and male officers. At least 30% participants in the training programmes must be women. Basic infrastructure, including accommodation and sanitation at training institutes, must be improved to make it more appealing to female participants

## Sexual Harassment Concerns

The Policy provides that sexual harassment, exploitation and abuse will not be tolerated in the workplace. The Strategy and Action Plan calls for regular statements to be issued to UPF members and the public regarding such positions. This re-affirms, for UPF officers and personnel, the seriousness with which sexual harassment is considered and dealt with by the UPF.

What the UPF officers say;



## Structures for Mainstreaming Gender:

The measures listed above are supported by the Department of Peace Support Operations under the Directorate of Operations. The department is responsible for recruitment, pre-deployment screening and selection, training of selected IPOs and FPU, pre-departure preparations, support during operations and post-deployment reintegration into the regular Force. The department is supported by the Department of Women Affairs.

## Barriers

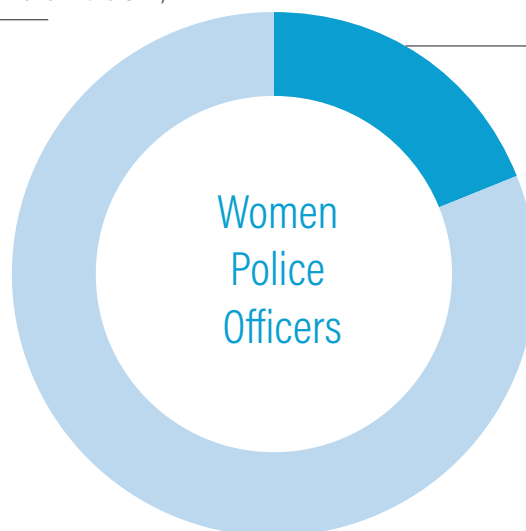
### Women are under-represented in the Uganda Police Force

About 34% of the male respondents and 24% of the female respondents indicated that there were limited numbers of women who were eligible to participate in the peace operations in the UPF. Although the UPF has registered considerable progress, the UPF is yet to achieve the desired targets in terms of women's representation within its ranks.

For instance, for the period 2019 - 2023 in the UPF;

**23%**

recorded force  
growth in numbers  
between 2019-2023,



**19%**

the percentage of  
women officers dropped  
from 25% to 19%.

**655**

According to records,  
during this period 655  
women officers quit the  
Force.

In addition to low numbers, female officers are not evenly represented across the UPF and lag substantially behind men in leadership and decision-making positions.

According to the independent, the Uganda Police Force (UPF) has only eight women in the three top ranks with the highest-ranking woman being Assistant Inspector General of Police Grace Akullo, who is the director of Criminal Investigations (The Independent, March 21, 2021)<sup>5</sup>.

### Existing gender equality policies are not being implemented fully

Despite having progressive policies in place, progress towards a gender responsive institution (GRI) is still at the formative stage. Policy measures that would create an 'enabling' environment that attracts women into the force are not being implemented purposefully and consistently. As a result the 'eligible pool' for women remains small. While aware of the equal opportunities recruitment policy and specifically the call for women, respondents confessed that they were either not aware or not conversant with the measures specified in the Gender Strategy and therefore also not aware of their own role in its implementation.

<sup>5</sup> Head of police women affairs calls for female promotion to top ranks. The Independent, 21 March 2021. Available: <http://bitlyws/Flqg>

## Perceptions about poor work conditions and training environment discourages potential women applicants

There are many misconceptions associated with the rigorous training regime and which discourage many women from joining the force. Requirements to cut off their hair, the physical fitness tests and training drills in a tough environment were some of the challenges women have cited. Also cited were the working hours, accommodation facilities, poor sanitation and lack of privacy in the training environment and barracks.

## Limited Slots from the UN

Findings from Key Informants indicate that Uganda is given few slots by the UN for Mission. The leadership from the Peace Keeping Operations Department and other respondents explained that except for the Formed Police Units who are also mostly at AU missions, the rest of the slots are very few yet those who show interest are quite many. One key informant explained that very few slots are given to the country for Individual Police Officers and even for those they receive about 2000 applicants. The situation is worsened further by the fact that Uganda only deploys at English speaking missions which further reduces their chances.

## Key Recommendations:

The Uganda Police Force (UPF) should consider the following:

- i. Establish strategies to encourage women to join the Uganda Police Force. These may include the development of a community outreach strategy and specific initiatives i.e. a targeted recruitment drive with the objective of attracting more women into the Police Force.
- ii. Ensure that reforms and established requirements to promote gender equality are consistently and systematically implemented by among others, increasing budgetary allocations for the specific focus areas outlined in the Strategy; and the structures responsible for driving the gender equality agenda i.e. the department of peace support operations and the women welfare desk.
- iii. Strengthening leadership and ownership for policy implementation and strengthening of accountability mechanisms, through orientation of all officers on the objectives of the UPF Gender Policy and Strategy; and gender equality training sessions (targeting those involved in recruitment, training and deployment) to challenge bias and promote understanding of, and support for gender responsive interventions and establishment of annual targets and clear timelines.
- iv. The UN should consider opening up more slots for Uganda where possible to increase the chances for Women deployment.



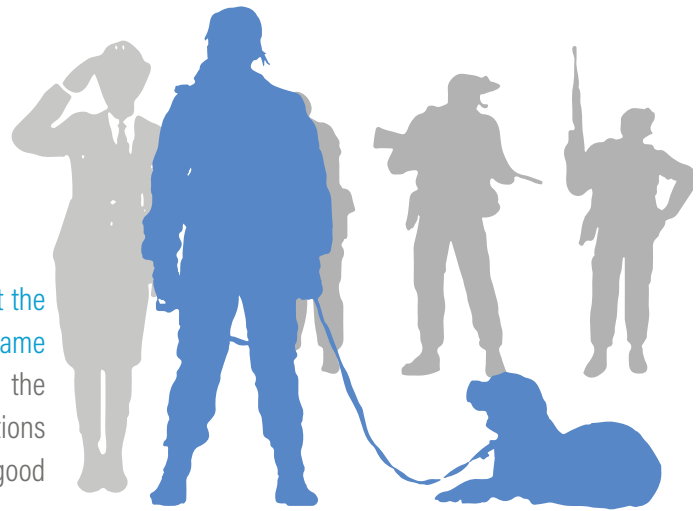
## Issue Area 02 - Deployment Criteria

Significance

High



This section explores whether women can meet the general requirements for deployment to the same extent as men. It includes an overview of the requirements for deployment to the United Nations Peace Mission; and examination of the good practices, and the barriers to deployment.



It should be noted that the UN and AU have established processes and frameworks for assessing, selecting, and deploying uniformed personnel, equipment, and services from Member States to support peace operations and these needed skills vary depending on the mandate, context and tasks of each mission.<sup>6</sup> The table that follows shows the key requirements that are done to assess capacity for deployment in peace keeping operations.

<sup>6</sup> Current and Emerging Uniformed Capability Requirements for United Nations Peacekeeping. UN De-partment of Peace Operations, April 2020. Available: <http://bitlyws/FlvG>, Improving the performance and impact of UN peacekeeping operations. Alison Giffen, Center for Civilians in Conflict. White Paper for the 2021 United Nations Peacekeeping Ministerial-level Meeting. Available: <http://bitlyws/FlvU>, Resources and Guidance - Peacekeeping Resource Hub - Peacekeeping Training. UN Department of Peace Operations. Available: <http://bitlyws/FlvY>.

Table Showing Requirements for Deployment

Necessities for deployment	Female (%)	Male (%)	Total (%)
Driver's test	69	67	68
Physical fitness test	76	86	82
Written exam	56	60	58
Oral exam	55	63	60
English test	58	64	61
French test	4	8	7
Medical test	68	75	72
Specific number of years in service	34	34	34
Certain rank	9	12	10
Certain age	29	28	28
Computer test	43	45	44
Firearms/Tactical test	57	61	59
Personality/Character test	35	39	37
Disciplinary record	55	57	56
Unmarried/no children	3	5	4
Permission from supervisor	15	20	18
Gender sensitivity test	26	30	28
Communication/listening/interpersonal skills	44	51	48
Conflict resolution/negotiation skills	31	40	36
None	18	23	21
Country does not deploy UNPOL observers	1	0	0
I don't know	100	100	100
Other	4	1	2

Both male and female respondents ranked the following requirements as critical for the deployment of police officers in UN PeaceKeeping missions: physical fitness test (82%); medical test (72%); and driver's test (68%); English exam (61%); oral exam (60%); firearms/tactical test (59%); written exam (58%); and disciplinary record (56%). Both male and female officers considered being unmarried the least important. However, on the whole, more men pass fire arms/ tactical tests compared to women. These are also some of the areas where women have less advantage yet they are key benchmarks for recruitment selection.

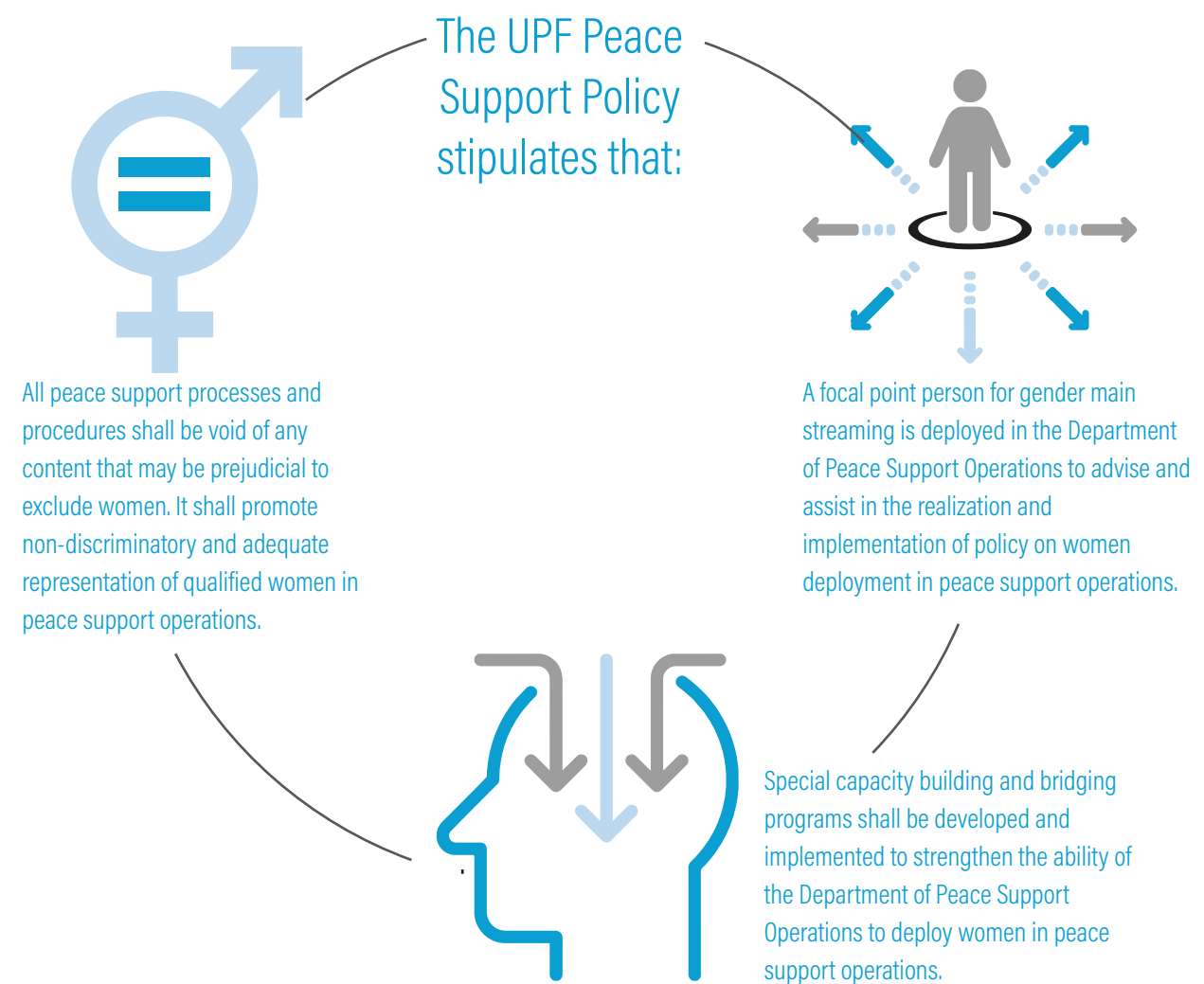
Further to that, as indicated in the table that follows, the survey results show that 88% of police officers that have been deployed argued that they were selected because they had the right skills, and 36% cited having the right documents as the reason for their selection. None of the respondents referred to knowing the right people as the reason for their selection, meaning that the selection process is fair and transparent.

Reasons for selection	Female	Male	Total
I had the right skills	91	87	88
I had the right rank	9	16	14
I knew the right people	0	0	0
Being a man	0	7	5
Being a woman	9	2	4
I was single	0	0	0
I had no family obligations	0	0	0
I wanted to travel/have adventure	0	9	7
I had the right documentation	9	42	36
I showed a lot of interest in wanting to deploy	9	20	18
I was part of a formed unit (i.e. a platoon) that deployed	0	18	14
I don't know	0	0	0
I prefer not to say	0	0	0
Other	18	11	13

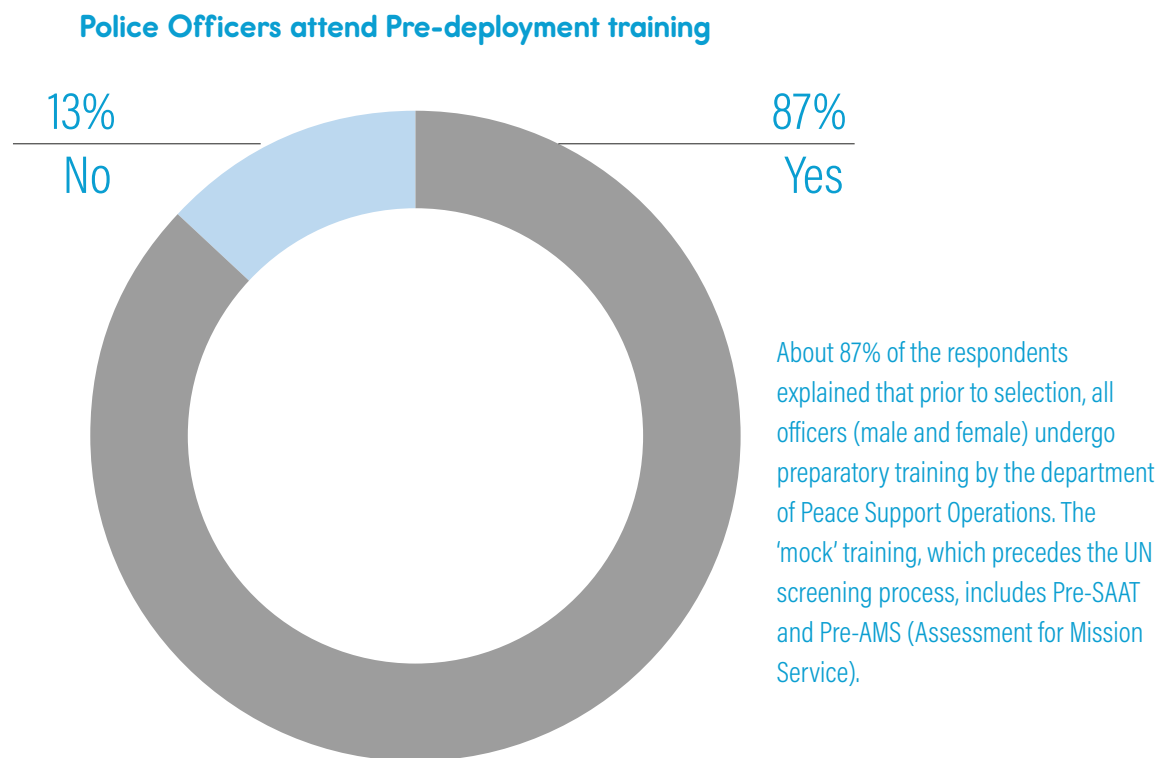
Source: Survey Results (2022).

## Good Practices

**Policy on Women Deployment: The UPF has an established policy on deployment which promotes affirmative action and equal access to opportunities.**



## Preparatory Training



“ . . . Once you are 10 years and above [in the Force] you can go [for deployment]. You then[have to] pass the pre-deployment test. During the pre-deployment course, you are tested on computer literacy, report writing, comprehension, and listening. There are also tests on driving competency, and arms drills. The same pre-deployment exams that you go through are what you go through when the UN officer comes. It prepares you for the final. (KII, Rwenzori East, 2022).

As part of the pre-deployment training, all officers are required to undertake gender related courses such as; sexual and gender-based violence (SGBV). The objective is to increase awareness of, and prepare the officers to respond to issues of SGBV at the individual and community level. The pre-deployment training also covers technical areas i.e. computer training and report writing skills, both of which are of added advantage for deployment.

“ No, you can't go for computer training when you have not passed report writing. It is the English proficiency test first then you go step by step. If you fail English assessment, you don't qualify. Therefore, one has to prepare well for these interviews. (KII, North West Nile, 2022).

### Collaboration with external partners for specialised training

Related to this is the collaboration with other agencies for training courses not offered in the training school. The UPF has established partnerships with different agencies to strengthen capacities and equip women officers with the requisite skills for peace keeping missions. Some of the key partners include: the Royal Embassy of Norway which supported a driving

skills programme for female officers; and the Makerere University Rotary Peace Center which conducted professional courses on peace and conflict transformation. The Swedish Embassy, Irish Aid, UN Women and GIZ have also supported capacity building initiatives for women officers.

Findings also show that even when female officers may not be the direct trainees, they are beneficiaries. For Example, it is reported that the UPF also collaborates with UN Women and other partners to improve the investigation of sexual and gender-based violence (SGBV) crimes using forensic evidence and trauma-informed approaches<sup>7</sup>.

## Barriers

### **Insufficient resourcing for operational costs**

The department of Peace Support's ability to prepare and skill contingencies for PeaceKeeping missions has been constrained by insufficient financial and human resources. Following the passing of the Rationalization of Government Agencies and Public Expenditure (RAPEX) Act, the directorate of Peace Support Operations was downgraded to a department in 2020. This subsequently led to a significant reduction of resources at its disposal, thereby affecting the departments' capacity to execute its functions satisfactorily.

### **Gaps in some skill areas affects women's deployability.**

Due to gender stereotypes and limited access to resources, women are less likely to have the training and professional experience to serve in the full range of roles needed for a peace support mission. During the validation meeting in Kampala, it was noted that even with funding from donor agencies for training on manual cars, there was a problem because many women had never driven a car. Only 38% of the female respondents possessed a valid driving licence. Unlike their male counterparts, women officers have less access, exposure and experience with the type of vehicles used in missions and are therefore at a disadvantage. Despite the cost implications, there was consensus on the importance of these skills, and the need therefore to include driving in the standard training programme.

“ Driving is a big challenge and these missions are actually self-drive missions. The UN does not employ drivers. Yes, so you have to make sure you have these. As an institution we are trying to support them address those skill gaps. But we have not yet scaled up (KII, Busoga North, 2022).

Lower proficiency levels in other tactical areas i.e. range shooting arising from ill-suited equipment; and limited knowledge of foreign languages e.g. French also undermines women officers opportunities for deployment on missions.

<sup>7</sup> Spotlight Initiative Supports the Uganda Police Force Forensics Department to Successfully Investigate SGBV Crimes. UN Women – Africa, 16 August 2022. Available: <http://bitlyws/Flsj>

## Lack of self-efficacy and self-limiting beliefs undermine women's readiness for deployment

Deployment is majorly dependent on the availability and readiness of personnel as well as equipment<sup>8</sup>. Unfortunately, from the research it was established that apart from not having the technical skills, many female officers have low self-esteem, self-limiting beliefs and limited confidence in their abilities and suitability for tactical and combat roles were cited as some of the other factors affecting women's deployment. Apart from individual issues, it is likely that these fears have been fed by stereotyping and misconceptions of policing as a masculine pursuit. It is evident therefore that a combination of structural barriers and socio-cultural norms may be limiting the eligible pool of women for deployment on peace support missions.

“ You know, some women despise themselves. i.e. they feel inferior to compete. For example, out of 100, 40% or 30% apply. When they hear of war on mission, they fear. When it comes to interviews, the failure rate is very high. I think they come when they are scared of the interviews, not rehearsed enough, or are intimidated by the audience. They feel sorry for themselves due to worrying about what is going to happen. (KII, Aswa, 2022)

## Key Recommendations:

The Uganda Police Force (UPF) should consider the following:

- i. Establishment of a Peace Support Operations Training Centre that is adequately resourced and given the mandate to retool and adequately prepare officers for deployment on PeaceKeeping missions. In addition to providing those courses not offered in the traditional police training programme, the Peace Support Operations Centre should pilot a new philosophy and training approaches that respond to the diverse requirements of modern day PeaceKeeping. As emphasised by the UN female officers and gender perspectives are absolutely essential for certain tasks in peace operations where military and civilian aims and tasks overlap
- ii. Drawing from best practices in Rwanda and Ghana, consider establishing an all-female contingent that is provided with the necessary training opportunities that will allow them to progress to more senior and specialised roles.
- iii. Establishment of a uniformed women's network bringing together the diversity of women officers; and serving as a platform for peer support and mentorship on professional, leadership and personal development

<sup>8</sup> Deploying Peacekeepers. United Nations Peacekeeping. [Online]. Available: <http://bitly.ws/FIBQ>, Principles of peacekeeping. United Nations Peacekeeping. Available: <http://bitly.ws/FIBS>

## Issue Area 03 - Deployment Selection

Significance

High



This section presents the key good practices and barriers under the deployment section [issue area 3]. It explores whether women have a fair chance to deploy, and the extent to which key barriers hinder their meaningful participation in peace operations.



The findings indicate that while the UPF has some good practices, there are a host of barriers that impede women from meaningfully engaging in peace operations. The key barriers under the deployment section include limited access to information especially for police officers in rural areas, high hidden costs, prequalification requirements and unconscious bias in the selection processes. The key recommendations to address the barriers identified include;

### Good Practices

#### Affirmative action during recruitment and selection for deployment

The presence of the Women's Affairs Department in the UPF advocating for women's increased representation, equal opportunities recruitment policy and the quota system are some of the institutional measures in place to increase women's deployment. Although opportunities are open to both men and women, it is mandatory for all advertisements to carry an employment equity statement that encourages women to apply. Teams are also required to apply the 30% quota for women during recruitment and selection for deployment.

“ Well, I have been involved in the recruitment process and it is a deliberate policy by the management. They tell you that as you do recruitment make sure that not less than 30% are women. So, it has helped and that is why our number has now gone to around 20%. And then also there has been a deliberate effort by the Women's department, to move to tertiary institutions and secondary schools to convince girls to choose police for a career (KII, KMP South, 2022).

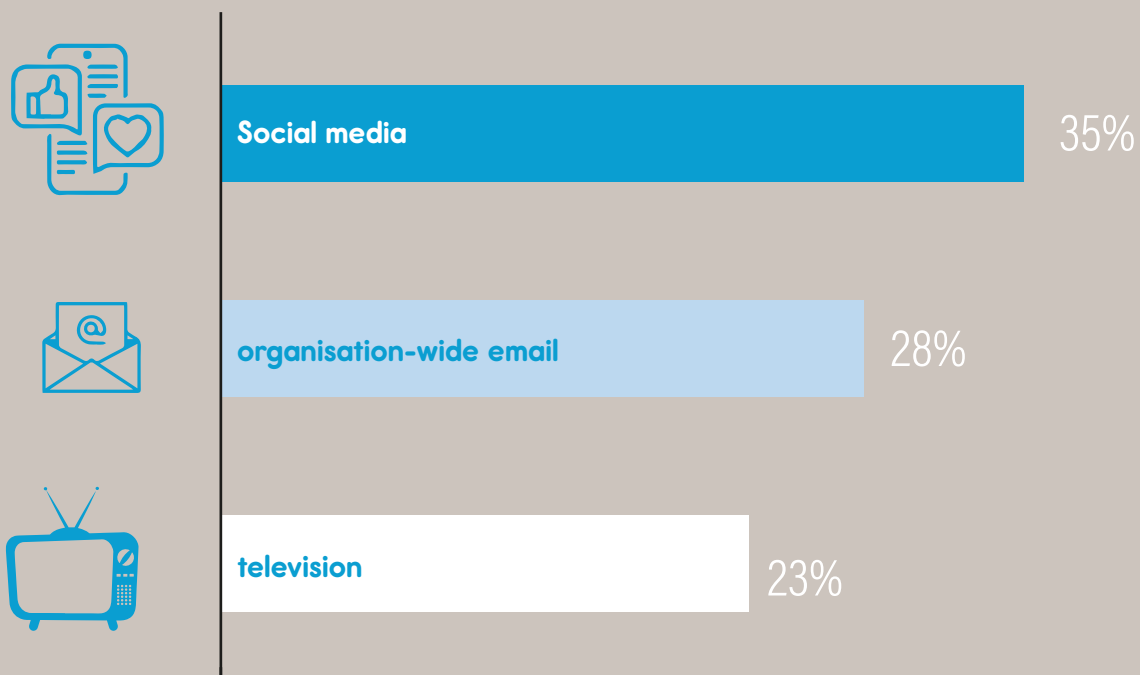
The Peace Support Operations (PSO) Department which is responsible for the selection and recommendation of Officers has developed three (03) categories through which officers can be deployed to peacekeeping missions. These are FPU, IPO and Professional Level. Women officers from the UPF are usually deployed as Professionals, on the recommendation of the PSO and secondment by the Inspector General of Police (IGP). More than 50% of both male and female respondents indicated awareness of female colleagues who have benefitted from affirmative action measures including the 60 + 2% during interviews and lowering of scores for driving tests.

## Barriers

### Access to information is a challenge for officers working in remote locations.

The findings indicate that female police officers especially in rural/countryside police stations lack timely access to information on the call for application and selection processes.

From the survey, it was revealed; the main source of information on UN peacekeeping is social media, followed by organisation-wide email and Television.



From a gender perspective, a few women receive information from the media platforms above compared to men. From this finding, it can be argued that social media, which is generally an urban space, has taken over official communication channels. This, in many ways, alienates police officers who are stationed in the rural areas. moreover, internet and electricity are unstable in the rural areas. This means that communication will either reach late or not reach at all.



The survey revealed the main sources of information about opportunities on UN Peace Keeping opportunities as shown below::

Information source on opportunities and experiences in UN	Female	Male	Total
Organization-wide email	23	33	28
Organization's newsletter	18	29	24
TV	20	26	23
Radio	18	24	21
Social media	34	37	35
Internal job board	16	29	24
Word of Mouth	25	21	23
Through formal professional association	10	10	10
Through training academies	8	8	8
Through informal mentorships	3	6	5
Through immediate superiors	32	31	32
None	4	3	3
I don't know	5	1	3
I prefer not to say	0	0	0
Other	7	9	8

Overall, fewer women than men, readily access information on deployment opportunities from organisational channels on social media, email and the UPF website. The majority complained that due to logistical challenges, they frequently learn about deployment opportunities for UN missions close to, or even long after the deadline. Officers working in remote locations and particularly women are disproportionately affected due to their limited networks and information sources. It was also noted that these information challenges may have contributed to regional disparities in deployment, and fuelled some misgivings about discrimination.

### High expenses and hidden costs associated with deployment

Expenditure of personal money on the following items	Female	Male	Total
Travel to or from the testing, interview, or training center	29	50	46
Housing or hotel accommodations	14	22	21
Food and drinks	29	41	39
Application or training fees	7	8	8
Clothing/uniforms	7	11	10
Supplies needed for the application, interview, testing, or training	7	6	6
Passport and immigration documents	43	64	60
Personal documents	50	52	51
I did not spend any of my personal money	21	14	15
Other	0	5	4
I don't know	7	2	3
I prefer not to say	0	0	0

It was noted that the entire process for deployment is expensive for officers especially women. The UPF does not cater for costs involved during the (Pre-Selection Assessment Assistance Team) pre-AMS examinations [during both the institutional and UN pre-AMS, and during the final UN examinations] for its officers.

Respondents indicated that associated costs for the whole process may vary between UGX 2,000,000 [US \$530] to UGX 8,000,000 [US \$2,100] through the entire process. In addition to travel and accommodation costs for interviews, other expenses are incurred on acquisition of travel documents. About 64% male and 43% female reported having spent their personal money on passport and immigration documents while 52% of men and 50% of women reported spending personal money on personal documents and 50% of men and 29% of women spent personal money on travel to and from testing, interview or training. According to some respondents, these cumulative costs are prohibitive, exclusionary and a barrier to deployment, particularly for police officers whose pay is generally low. The situation is even worse for female junior officers who are deployed in the rural settings.

### **Pre-qualification requirements and delayed deployments discourage women from applying**

It was reported that pre-qualification requirements such as a minimum of eight years' experience in the Force, were hindering many female police officers from deploying. Respondents also complained about delays in deployment even after qualification. It was noted that there have been instances where the 2-year eligibility elapses before deployment and officers are required to go through the process all over again. For those affected, the situation has been worsened by lack of sufficient information on the causes for non or delayed deployment after qualification; and the associated costs of re-application. According to respondents, such occurrences have discouraged many officers from responding to deployment opportunities.

### **Non-transparent process**

From the survey, a total of 42% of the respondents were of the view that selection processes are not fully transparent. Some respondents alleged that the Pre-SAAT (Pre-AMS) are being used to eliminate and discriminate against potential candidates on grounds of ethnicity, religion and other considerations.

### **Unconscious bias and stereotypical discrimination against women**

Female officers also complained that the selection process does not take into account the gender differences and unique challenges of women, but instead holds both male and female officers to the same standards. Female officers complained of an implicit bias towards men; evident in the eligibility requirements that emphasise physical fitness and bravado. Respondents also indicated that male domination of decision-making structures also means that women's gender concerns are not voiced or prioritised.



"We know of two categories of operations in the mission. There are operations where guns are not required and those where you must be armed. These operations are in most cases a bit tough. And it calls for a real, real officer, to go for that. It is no secret that there are very few women who can stand some of those challenging situations. Those ones I would advise that they take as a few women as possible, but these ones where there are no arms and you are going to be meeting communities from wherever they are to

talk to them, try to encourage them, that there is life after this. Yeah, women can do a better job there (KII, KMP East, 2022)."

"Majority of women have issues of marriage; in most cases they cannot make their own decisions. They have to consult the husbands and not many are willing to allow their wives to go for one year. And then of course the issue of children, the family. Our culture, the wives are normally more involved with the family than the husbands. It's easier for the husband to be away than the wife because of the family issues. There are cases where somebody is selected and then they become pregnant. They end up not being deployed." (KII, Wamala, 2022).

## Key Recommendations:

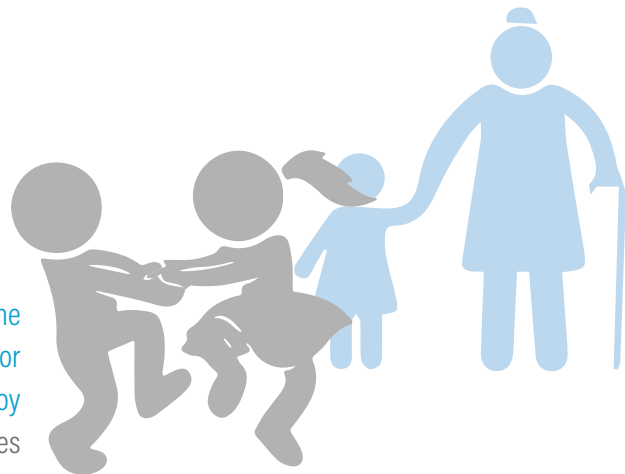
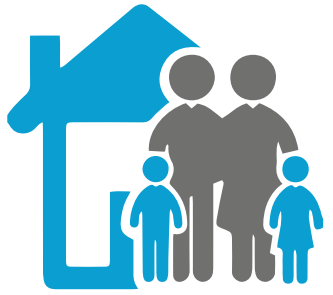
The Uganda Police Force and Peace Support Operations department should consider the following:

1. The UPF should review and improve its communication strategy and framework to ensure timely release and relaying of opportunities for deployment so that it reaches all police regions in the country in a transparent and comprehensive manner. The use of social media, while important in the digital age, should be buttressed with formal communication channels. Additionally, there is a need to widely circulate these calls on all official noticeboards at different police stations and posts.
2. To mitigate the hidden expenses/costs, the UPF should decentralise the entire selection process including pre-selection and testing of driving and other skills.
3. The UPF should address the pre-qualification requirements that are currently stringent for women by adopting other areas of affirmative action, such as lowering of the age cap of eight years before joining peace operations. This will enable them to serve in the peace operations before they get into their productive years for childbearing in addition to other hindrances.
4. To ensure transparency, the UPF should review the preliminary interview and selection processes for deployment by exploring different approaches including digital and virtual mechanisms in order to minimise bias by reducing human contact.

## Issue Area 04 - Household Constraints

Significance

High



This section explores household constraints and the impact of having young children, elderly parents or other family obligations on women's ability to deploy to peace operations, relative to men. It also explores social pressure towards women who might deploy.

## Good Practices

### The UPF Gender Policy:

#### Gender-Responsive Work Environment

The UPF Gender Policy also aims to create a gender-sensitive and family-friendly work environment. The UPF is obliged to: (a) introduce family-friendly policies to encourage work-life balance; (b) introduce flexible work practices, ensure adherence to duty shifts, and promote workload management and rationalisation of hours of duty (c) provide transportation for officers operating in distant duty locations, and prioritise accommodation facilities nearby, especially for female police officers; (d) ensure that female officers with babies of less than one year of age are not deployed on night duty; (f) that uniforms, including shoes, for female police officers are female friendly; (j) ensure that pregnancy is not used to deny female officers opportunities for training and/or promotion..

**Spousal and family support for child care** are a key determinants for women's deployment. In line with the Gender Strategy, the PSO has developed protocols which include family briefings ahead of deployment to promote buy-in and support for women peacekeepers; and enlighten families on benefits and potential challenges. Information relayed includes the duration of the mission, scheduled time for rest and recuperation, and expected income.

### The UN Policy

From our findings and also confirmed in published reports, it is a UN policy, that families of peacekeepers, especially in cases of death, injury, or illness are compensated<sup>9</sup>. And also, a family visit travel allowance is also provided for to eligible personnel who serve for at least six

<sup>9</sup> Women in peacekeeping. United Nations Peacekeeping. Available: <http://bitlyws/FID5>

months in a mission by the UN.<sup>10</sup> It was established that Uganda as a country respects the UN policies and gives no restrictions to the Peacekeepers with regard to their access to such benefits. These as noted by our respondents are also incentives to women's engagement because it gives them hope that after six months, they would be visiting their family members.

## Barriers

From the survey, out of the total number of respondents, a whopping 56% identified Household constraints as the largest barrier to the deployment of women in Peace Keeping missions. Details on the various reason are stated below.

### **Gendered perceptions of women's role may exclude them from peace keeping missions**

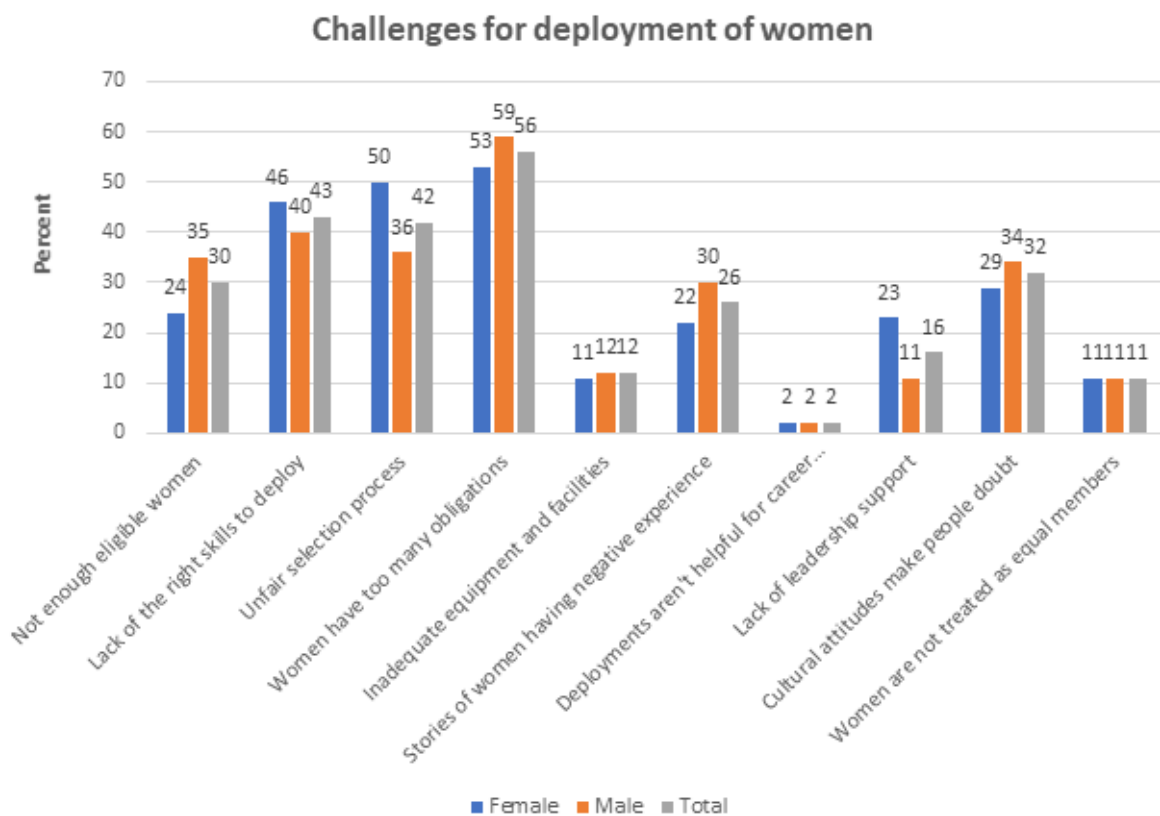
About 55% of the respondents indicated family responsibilities including child care and domestic chores as the biggest barrier to women's participation in peacekeeping missions. The family responsibilities derive from the socio-cultural norms which perceive care giving at the household level as women's primary role, and require women to be at home with family. In the Police, women officers choose not to deploy due to the length of deployment and age of their dependents. The costs and difficulties in getting the right caretaker may deter some women from engaging in peacekeeping missions. For example, only 9% of the women respondents reported having nannies; and this is likely to reduce among women in lower ranks. Most therefore rely on family members.



Yes, we try as much as we can to make sure that women are incorporated. The challenge again is that sometimes they are hesitant to participate because of the fear of losing their families. Personally, I was sent an advert for deployment, but I told them I could not go. Why? Because I am looking at my family. I am willing to serve but here at home. If there is any job I am looking for, it is here for me so that I can serve from home. So, I told them that - family is priority. I am willing to serve but on these terms. (KII, Naguru, 2022).

It creates a gap but you have to look for money. Certain things do not go right if you are not there. Children are left unattended for. I left them with a relative of my husband. The kids would complain, no showering, bathing at night, no self-drive. Children were tired of talking to me just on the phone. Sometimes he finds something to divert their minds and make them busy and not to think about their mum. (KII, Savannah, 2022)

<sup>10</sup> Conditions of service: Field Service. United Nations Careers. Available: <http://bitly.ws/FIDa>



## Social pressure

These fears and misconceptions have influenced many men's decision not to allow their wives to go to missions. Social norms are so deeply embedded in the Ugandan society that even where a woman has opportunity for better pay, the expectation that she will adopt a domestic role still prevails. 42% of women and 47% of men respondents were in agreement that a woman should seek for permission from the head of household before deploying to a mission. Although many exercise agency, some women are hesitant to leave for fear of judgement and potential conflict in their relationships..

“Of course, you have to think about your family. There are so many issues with women, even domestic violence. You think, who is going to mould your children. When you think about your husband, maybe he will be taken... you know, all those things keep running in your mind. But I mean, you get determined and you go” (KI, Kidepo, 2022)

## Household dynamics and power hierarchies at household level may deter deployment

Information from the respondents indicates that male spouses are threatened by the prospect of women's improved financial status and autonomy; and because of that discourage their partners from deploying..



"My husband was supportive at the start but changed in the middle. I saw it in his actions. He thought I was going to get money and be more powerful than him." (KII, KMP South, 2022).

"This money which is similar to a windfall sometimes causes a problem" (KII, Naguru, 2022).

"You know when a woman gets money. You know what it means. She becomes difficult and unruly. For the women, they leave their husbands" (KII, KMP East, 2022).

"If she comes home with 100 million, you are telling her nothing. She will not submit to you because she can now completely support herself. Money will no longer be vital. "Kameza" (daily subsistence money) will not be important to her anymore

## Key Recommendations

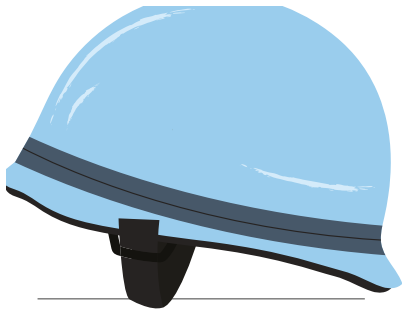
The Uganda Police Force should:

1. Accelerate operationalisation of the polices outlined in the Section 5.2 of the Peace Support Operations Policy. These include: the strengthening of the ability of the Directorate to deploy women in PSOs and SOs; promote non-discriminatory and adequate representation of qualified women; ensuring a conducive environment for the deployment of female police officer; zero tolerance to sexual harassment as well having focal person for gender mainstreaming in the PSO Directorate (UPF, 2018, p 13). Particular attention should be paid to the incorporation of these specific measures for officers deployed for peace missions.
2. Popularise UNSCR 1325 and women's role in peace keeping during community outreaches and in all UPF communication materials to increase acceptability of uniformed women. This will in turn mitigate stereotypes about women's roles as simply being primary caregivers in the home.
3. Ensure a concerted effort to involve different players and stakeholders such as the police leadership, male champions, cultural, community and religious leaders, in sensitising fellow men and other family members on the need to support women in service. This includes supporting them to go for peace keeping. By doing this, it is anticipated that social pressure shall be reduced.
4. Establish a training centre where part of the curriculum ensures a progressive understanding of women empowerment so it is better appreciated by both men and women. The proposed centre's curriculum ought to incorporate a personal development component addressing financial literacy and other critical life skills in the pre-deployment training programme. When this is done, the power hierarchies and household dynamics can be better understood and lived.

## Issue Area 05 - Peace Operations Infrastructure

Significance

Low



This section explores to what extent equipment and infrastructure for peace keeping operations responds to women's needs. It also explores social pressure towards women who might deploy.



From available literature, some of the challenges faced by women peacekeepers in terms of accommodation and equipment include: lack of privacy and security, inadequate sanitary facilities, insufficient protective gear and clothing, and limited access to health care and reproductive services.<sup>11</sup> However efforts have been put in place over the years to put in place more gender sensitive facilities and amenities. A case in point is that in January 2022, the United Nations Interim Force in Lebanon (UNIFIL) received funding from the Elsie Initiative Fund to build gender-sensitive accommodation and working conditions for women peacekeepers from the Ghanaian battalion<sup>12</sup>. Below, is a presentation of the findings from the study. From our survey, when asked about the adequacy of services during deployment, the respondents indicated that the service was inadequate (30%). This means that they were dissatisfied with the services provided. Interestingly, 8% of the respondents indicated that they did not know and 4% preferred to remain silent even when they used the services. This means that silence could have been out of fear, denoting that they leaned towards the negative..

Inadequate services	Female%	Male%	Total%
General healthcare	29	27	27
Psychosocial support	21	35	33
Sanitary products	36	16	20
Reproductive healthcare	29	10	13
Birth control	21	14	16
No service was inadequate	29	30	30
I don't know	0	10	8
I prefer not to say	0	5	4

<sup>11</sup> Women in peacekeeping, United Nations Peacekeeping. Available: <http://bitlyws/FID5> & Gender Mainstreaming in Peacekeeping Activities. United Nations Department of Peacekeeping Operations, March,2005. <http://bitlyws/FKIT>

<sup>12</sup> The United Nations Interim Force in Lebanon (UNIFIL) receives funding from the Elsie Initiative Fund to enable an inclusive environment in UN peacekeeping, UN Women Press Release, 18/January/2022. Available: <http://bitlyws/FKKm>



## Good Practices

There is an established Department of Peace Support Operations in Uganda Police Force which supports the officers with information and other resources required for their deployment to peace keeping missions. Respondents with UN experience indicated that facilities and services that facilitate work are available.

“You have your own laptop. You have your own wifi. They have gyms. They really cater for you. You do not lack [printing] paper. For them, you sign and they give you a laptop. They really try to make the working environment conducive. Then also the issue of training; they take you for training. There are some specialized trainings you benefit from because of that mission.” (KII, North Kyoga, 2022)

The respondents also indicated that accommodation facilities - the housing [prefabs] and sanitation facilities including toilets and bathrooms are reasonable and in good working order.

## Barriers

### Privacy concerns for women officers

Mixed accommodation especially for AU missions as is the case in Somalia and South Sudan missions was cited as a challenge by both men and women. However, more women than men appeared to be bothered by the absence of individual space and privacy. Respondents indicated that proximity issues in mixed accommodation breed familiarity and contempt and may lead to conflict or Sexual Exploitation and Assault. However, it was clarified that security concerns have influenced accommodation arrangements. The team is kept together and protected by the military due to the insecurities in the countries.

### Infrastructure for pre-deployment training is lacking

From the interviews, many respondents claimed that the facilities and content for pre-deployment training were somehow lacking.

## Key Recommendation:

- i. In collaboration with the UN & AU Missions, continuously explore opportunities for improvement of mission facilities that respond to the issues of privacy and proximity.
- ii. As earlier indicated, UPF should consider the establishment of a Peace Support Operations Training facility. The facility should ensure a 50/50 gender representation for staffing as well as trainees. The curriculum should be engendered and must address issues financial literacy, UN policing, conflict management and resolution, languages (Arabic, French and English), and other critical skills such as manual car driving, computer and report writing skills.

## Issue Area 06 - Peace Operations Experiences

Significance

Medium



This section presents the experiences of female police officers during deployment, including those that enhance their meaningful participation and the decision to redeploy, or not, and that encourage or discourage others from deploying.



According to our findings and also confirmed by available literature, when women who have not been in Peace keeping missions hear negative stories such as exposure to violence and trauma, the discrimination and harassment from colleagues or superiors, the lack of adequate facilities and equipment, and the separation from family and friends from those that have been there, they are discouraged from deploying or redeploying.<sup>13</sup> On the other hand, there are also positive experiences which have acted as catalysts to women's engagement in Peace Keeping missions. These include the professional and personal development, the recognition and appreciation from local communities, and the support from fellow peacekeepers.<sup>14</sup> Below are the details of our findings from our study;

### Good Practices

#### Expansion of professional and social networks

The narratives from the field highlight positive experiences and the benefits/ outcomes of engaging in peacekeeping missions. For some of the officers, the missions provided educational opportunities and acquisition of advanced ICT skills. For others, the missions provided networking opportunities, friendships with peers across the globe, and experience of new cultures and traditions.

<sup>13</sup> Women in peacekeeping. United Nations Peacekeeping. Available: <http://bitlyws/FID5>

<sup>14</sup> When are Women Deployed? Operational Uncertainty and Deployment of Female Personnel to UN Peace-keeping, Kajsa Tidblad-Lundholm. International Peacekeeping, Volume 27, 2020 - Issue 4. Available: <http://bitlyws/FKZJ>. & Gender Mainstreaming in Peacekeeping Activities. United Nations Department of Peace-keeping Operations. March, 2005. Available: <http://bitlyws/FKZ>

## Financial gain and prosperity from the mission

There were also narratives of women who have taken advantage of deployment to improve their lives, with the financial yields of the mission. The fact that officers who go on missions benefit financially has inspired many to apply for deployment. Many officers have been able to purchase assets, pay tuition for children, and start businesses upon return from the missions. Our survey findings indicate that 71% of women and 73% of men purchased land when they returned from the Peacekeeping missions.

A female key informant narrated how the financial benefits from the peacekeeping missions had raised her social standing in society and among her family and close relatives. The money earned enabled her to buy land, construct a house for the family and for her mother in the village. She bought a car [something she never had any hope of owning], and facilitated her brother's trip to the Middle East for work.

Owing to the multiple positive outcomes from the deployment, some of the women have suggested that those who have served previously should be given another/second chance to serve after returning from the mission. A key informant explained how it would be good to be deployed for the second time:

“ ‘If God can give me a [another] chance, I can go. If I get [go to] like 4 missions, [that would be very good]. I [can be] deployed to another mission, and only come [home] after 3 years’ (KII 2022).

Another female informant further argued that the ‘second chance should be given to people who have been to the mission. These often have the experience on how things are done, and they can guide/mentor the new recruits and play a guiding role’ (KII, Sipi, 2022).

## Exposure and acquisition of new ideas

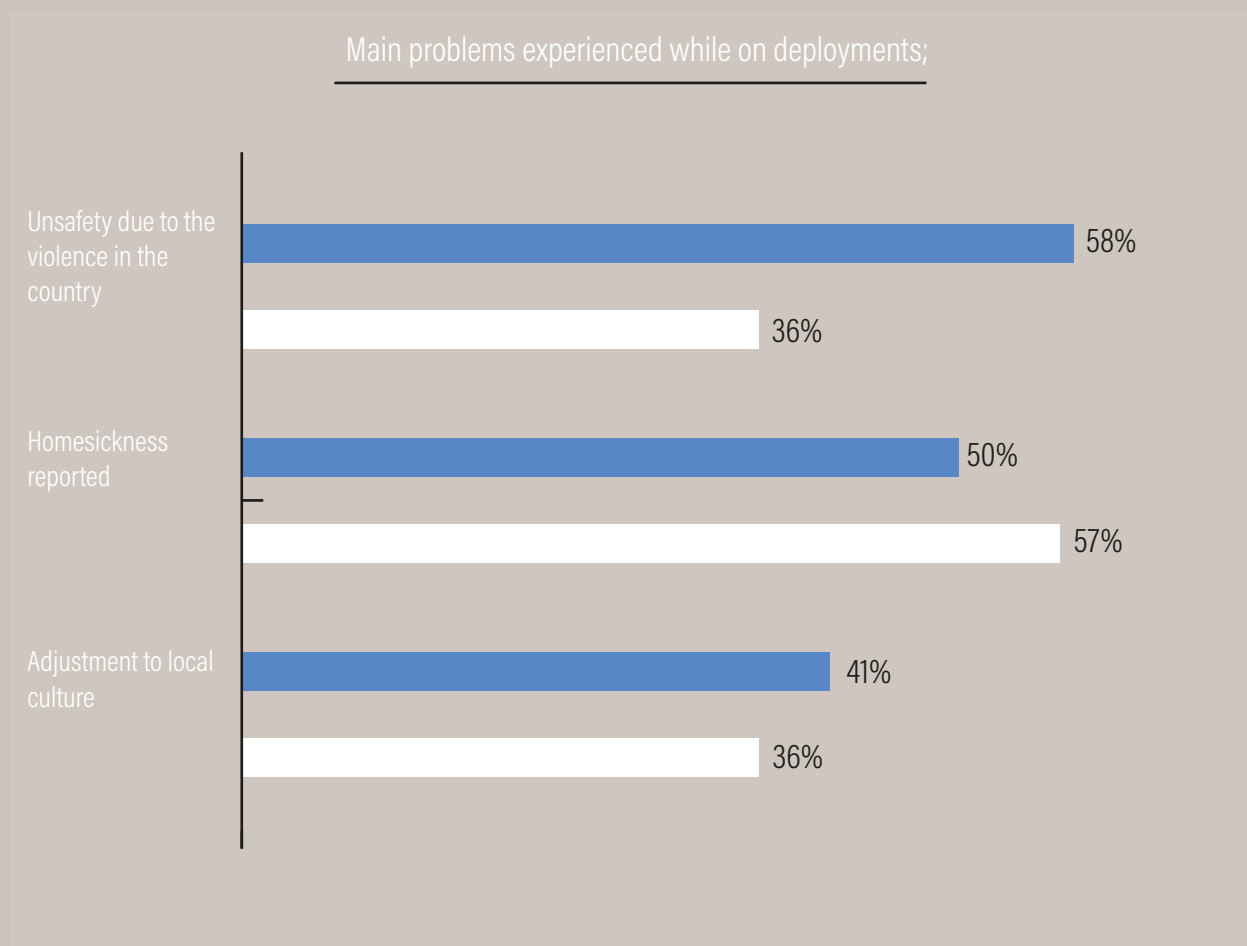
In addition, the exposure which the officer receives whilst at the mission is good for them and the country. One officer stated,

“ When officers go out, they get exposed [ and] even their level of thinking, the way they see things is different because you have gone out there. You get to meet people, you get to make networks, you share experiences, you know, it's a different experience out there. So sometimes when you go out there, then you learn how we need to improve ourselves in Uganda. (KII, Busoga North, 2022).

## Barriers

From the survey findings, there are various challenges faced by peacekeeper while on mission as presented below:

Problems faced in UN peace operations	Female	Male	Total
Driving accident	36	20	23
Health problems	14	33	30
Discomfort in the job as UN peacekeeper	14	17	17
Problems adjusting to local culture	36	41	40
Issues with payment	0	36	30
Homesickness	57	50	51
Problems with lodging/hygiene	0	3	3
Problems with food	29	38	36
Problems with peacekeepers from other countries	29	19	21
Unsafety due to violence in the country	36	58	54
Victim of a crime	7	2	3
Relationship problems with someone back home	36	8	13
Relationship problems in the host country	7	8	8
Problems observing my own religions, traditions, and culture	14	22	21
Other	14	9	10
None/No problems	7	8	8
I prefer not to say	0	2	1
I don't know	0	0	0



## Relationship challenges

Sometimes, the negative narratives, stories and experiences of women who have served at the missions are a barrier to engagement in peacekeeping missions by women. Many women claimed that they lacked the motivation to serve at the mission because of experiences and the stories and they have heard from colleagues who have served previously at the missions.

“ It is not easy, people there have those casual relationships. Sometimes they marry while there (KII, Kigezi, 2022).

Anecdotal information suggests a higher likelihood of marital woes among officers who have deployed. The challenges are attributed to the stress associated with long distance relationships, conflicts and domestic violence arising from non-disclosure of income or misappropriation of remittances as well as rumours of infidelity. It was noted that suspicions mostly arose from the proximity of officers' sleeping quarters during missions.

The outcomes of the survey indicate that 28% of the women were affected by the negative stories of those who have been on mission. The negative stories have, in return, demotivated some and affected those who have never been deployed. In fact, most of the men who have served in the mission indicated that they would not allow their wives to serve in the mission.

## Dietary Concerns

Food, both lunch and breakfast, were highlighted as a serious challenge for women and men who are deployed at the peacekeeping operations in specific missions by the AU.

“ The food was poorly cooked, no taste, no aroma in the chicken. We were not used to eating camels. some officers would cook for themselves. The money for food is deducted from our allowances. But the food wasn't worth it. For breakfast, the Nigerians and Ghanaians would not eat even a slice of bread. Many would take milk, and African tea. There is a need to improve the fried food. CIANO international should improve the food. I used to cook for myself, and others would cook for themselves. Men would hardly cook. (KII, Greater Masaka, 2022).

However, it was noted that some of these issues were isolated incidents and occurring where security concerns precluded self-catering options.

## Unfair Reduction of the Rest and Relaxation days

There were complaints of some irregularities i.e. the deduction of the rest and recuperation days in the case of an officer who was deployed at an AU mission and fell sick upon return to the home country. Respondents argued that this was unfair because the extra days were taken due to sickness.

“ I got leave and exceeded the 18 days I was given for an extra 6-7 days because I had COVID-19. I informed the administrator at the UN. Instead, I was blamed for not getting back in time. The second time I got leave, I was given only 12 days. They do not want to know. The West Africans seem to have taken over the administration. The working conditions and competition is too much. There was no cordial relationship at work. There were tensions. We had to work and prove that we worked. (KII, Ssezibwa, 2022)

The case cited above seem to be an isolated one because it was not affirmed as a practice by other officers who had been deployed in various missions.

## Rankless Missions

It was noted by respondents that most missions are rankless. This means that ranks are not considered while on deployment therefore, in some cases, the junior colleagues take up leadership positions and become the bosses of their seniors while at mission and this discourages senior officers who find themselves serving below their subordinates.

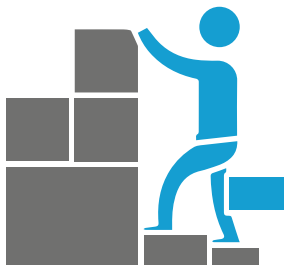
## Key Recommendations

- i. As part of targeted recruitment activities for women into peace support operations, adopt the concept of ‘Brand Ambassadors’ whose positive relationship story and experiences will be profiled and shared to motivate others to apply for deployment. In the same spirit, there must be holistic spousal guidance and counselling for officers with the aim of strengthening the relationship of deployed officers.
- ii. Picking a leaf from other countries, the UPF should sensitise and clarify on the levels and ranks for the different categories of deployment during the application process so as to mitigate the concern of rankless missions.

## Issue Area 07 - Career Value

Significance

Low



The career value issue area measures whether peace operations help the careers of police personnel. This in turn, affects whether or not men and women are likely to deploy and redeploy.



Women who have deployed may choose not to redeploy if it is not advantageous to their career prospects. Prior studies established that deployments have a potential of advancing women's careers in peacekeeping operations by providing them with opportunities for professional and personal development, recognition and appreciation, and leadership and mentoring.<sup>15</sup> However, on whether such is the case for all who have been engaged in Peace Keeping remains a preserve of the deploying country. In the sections below we present the situation in Uganda Police Force as expressed by the respondents. When asked about whether deployment advances their careers, 60% and 25% of the respondents answered in affirmative. This can be seen from the table and bar graph below.

Extent UN Deployment contributes to Career Advancement	Percent	Frequency
A Lot	25.1	109
I don't Know	5.8	25
I prefer not to say	0.7	3
Neutral	3.2	14
Not at all	1.8	8
Not Much	3.7	16
Very Much	59.7	259
	100	434

## Good Practices

The Uganda Police Force has a practice of offering 'Pre-deployment training' (PDT) and basic career guidance for those who have qualified to go for deployment. This entails provision of basic knowledge and skills to prepare the prospective recruits for the tasks ahead.

## Acquisition of new skills

Deployment to peacekeeping missions has advanced officers' careers by acquiring more skills and exposure. For example, women who have participated in the missions have been able to acquire skills in gun handling, driving, tactical operations, and negotiation skills, among others. This has motivated other officers to participate in these missions thus the 71% of the women and men who have applied to go for missions so as to have career advancement and 56% of the respondents to learn new skills.

The skills picked while on mission have been used by officers and these have helped them stand out in the execution of their duties. This has made them favourites when it comes to deployment in different offices where special technical skills are needed.

## Barriers

### Limited opportunities for career progression

Findings show that the UPF does not include the deployment to the UN peacekeeping mission as part of the criteria for promotion of police officers when they return. Almost all respondents expressed concern and questioned the policy of excluding participation in the UN mission from the promotion criteria. This discourages officers and particularly female officers from applying for deployment.

Many respondents indicated that redeployment was a challenge on return from mission. In some cases, those who held strategic leadership positions were not immediately reinstated in such position on return thus creating a big challenge for career prospects of the officers.

## Key Recommendations:

- i. UPF may consider peacekeeping experiences as one of the criteria for promotion of previously deployed officers so as to leverage on these newly acquired experiences.
- ii. UPF should revise the peace support policy to include a transparent re-deployment for members that are returning from peace keeping missions.
- iii. Respondents indicated that there should be dedicated sessions on career guidance for officers, pre and post deployment



## Issue Area 08 - Top-Down Leadership

Significance

Medium



In this issue area, we explore the impact of political will among those in influential positions (or lack thereof) on women's deployment and meaningful participation in peace operations.



From our findings while there is a commitment to increase women's representation in peace support operations, the fact that there are very few women in decision-making positions in the UPF and inadequate resourcing for the implementation of the gender strategy remains a hindrance to the realization of the UPF's commitment.

### Good Practices

#### **Commitment to increasing women's representation in peace keeping operations**

The development and endorsement of the Gender Policy, the Gender Strategy and Sexual Harassment policy is a clear testimony of the commitment of UPF leadership to women's deployment and meaningful participation in peace keeping missions. The policy framework creates an enabling environment for women; and if proposals are implemented fully, women's numbers in UPF will rise steadily. Other indicators of the leadership's good will include the IGP's participation in the secondment of women officers to peace keeping missions. Because of the challenges associated with FPU and IPOs, the IGP has seconded many women officers as Professionals.

### Barriers

#### **Inadequate resourcing of the Gender Strategy**

The limited budget allotted to the PSO and towards the Gender Strategy has hindered its operationalisation and slowed progress in achieving the 30% targets. The departure of 651 women officers in a period of three years should also be a matter for interrogation with a view to improving the working conditions in UPF, and hence making a career in the police attractive for women.

## Women's voices missing at decision making table.

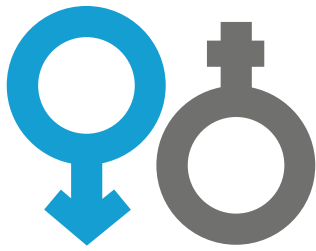
Women's limited representation in the senior leadership ranks is also a cause for concern and not in tandem with the affirmative action measures stipulated in the Gender Strategy. The absence of women's voices is a missed opportunity for setting the right tone for gender discussions and communicating women's concerns to the top leadership circles.

## Key Recommendations:

- i. UPF should increase budgetary allocations to strengthen structures and accountability mechanisms; as well as to facilitate systematic operationalisation of the Gender Strategy.
- ii. UPF should put into place deliberate actions such as mentorship programmes to prepare and create opportunities for the growth of women into leadership positions.

## Issue Area 09 - Gender Roles

Significance **High**



The gender roles cross-cutting issue area explores whether the prevalence of gender stereotypes and gender bias influences the number of women deploying and their ability to meaningfully participate in peace operations.



A total of 44% of women and 49% of men are aware of a gender equity policy, 33% of women and 43% of men are aware of a gender focal point, 33% of women and 42% of men are aware of a gender mainstreaming policy, 33% of women and 38% of men are aware of a gender advisor and 22% of women and 40% of men are aware of a gender division. Below is a list of established structures by the Uganda Police Force in the bid to strengthen the gender agenda in the institution.

Gender provisions awareness	Female	Male	Total
Gender coach	16	19	18
Gender focal point	33	43	39
Gender advisor	33	38	36
Gender division	22	40	32
Gender toolkit	7	13	10
Gender mainstreaming policy	33	42	38
Gender equality policy/plan	44	49	47
None of These	12	10	11
Other	0	3	1
I don't know	11	5	8
I prefer not to say	1	1	1

Source: Survey data 2022

In terms of training on gender related matters, the situation is as presented below: 58% of the respondents say they have had general gender trainings with 61% of men and 54% of women having had them. 59% of men and 48% of women have had training and prevention of sexual exploitation and abuse whereas 44% of men and 35% of women say they have had specialized gender training such as general gender training and prevention of sexual violence or civilian protection among others.

Details are in the table below;

General Gender Trainings By Police Force At Recruitment	FEMALE	MALE	TOTAL
Training on the prevention of sexual exploitation and abuse	48	59	54
General gender training	54	61	58
Gender training for leadership	32	31	32
Specialized gender training	35	44	40
Institutional harassment training	20	28	24
None of the above	22	16	19
Other	3	0	1
I don't know	1	0	0
I prefer not to say	1	0	1

Source: Survey data 2022

In addition to the General trainings, there are other in-service trainings that happen. From our findings, 86% of men and 75% of women have had training on sexual exploitation and abuse while 71% of men and 75% of women have had general gender trainings and 54% of men and 50% of women have had specialized gender training such as prevention of sexual violence or civilian protection. During the duration of deployments, 72% of men and 67% of women have had training on sexual exploitation and abuse while 62% of men and 50% of women have had general gender trainings.

Other in-service Trainings		Female	Male	Total
Gender pre-deployment trainings	Training on the prevention of sexual exploitation and abuse	75	86	84
	General gender training	75	71	72
	Gender training for leadership	42	49	48
	Specialized gender training	50	54	53
	Institutional harassment training	21	37	33
	None of these above	4	5	5
	Other	8	1	3
Deployment training	Training on the prevention of sexual exploitation and abuse	67	72	71
	General gender training	50	62	60
	Gender training for leadership	38	45	43
	Specialized gender training	42	51	49
	Institutional harassment training	17	38	33
	None of these above	8	2	4
	Other	8	2	4
	I don't know	0	1	1
Not applicable	17	9	11	

Source: Survey data 2022

## Good Practices

The provisions within UPF's Gender Policy and Strategy seeks to address historical imbalances that have been fuelled by patriarchal norms and gender stereotypes. The affirmative action measures and policies on recruitment, training, deployment all seek to create an enabling environment for women and break the stereotypes that have projected policing as unsuitable for women.

## Barriers

Despite the existence of progressive policies, there is still **evidence of stereotypical views** within the UPF. This is demonstrated by the absence of women officers in combat roles and FPU's; and the limited representation of women in senior leadership ranks; and the emphasis of qualifications that traditionally favour men.

Also, **the levels of awareness for some of these critical policies is low**. Despite having been in existence for over twenty (20) years, 29% of women say they have ever heard of United Nations Security Council Resolution 1325 while 46% of the men have heard of it. With such limited levels of awareness, the gender agenda becomes hard to implement or realise.

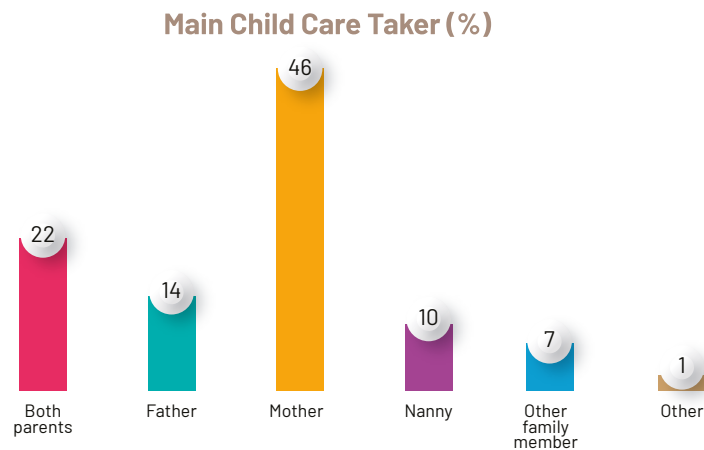
Within the community, there are still **negative attitudes towards women in the police**. Women are discouraged from joining the police which is still considered a man's job; and deploying for combat roles which are considered too risky.

**Conflict between family and work life** appears to be a greater problem for women than for men. As indicated in previous sections, women have also been discouraged from deployment on account of societal expectations of women as the primary carers at the household level.

“ Yes, we try as much as we can to make sure that women are incorporated. The challenge again is that even the desire to push women, sometimes they are hesitant because one, the fear of losing their families. Personally, right now if I was given an offer to go and serve in a mission, actually I was given, they sent me an advert and I told them I could not. Why? Because I am looking at my family. I am willing to serve but here at home. If there is any job I am looking for, it is here for me to serve from home. So, I told them that no, family is priority. I am willing to serve but on these terms. So, I think the family is a great issue for me or I should say for most female because they want to, they fear to lose, fear of losing your family, is one, then the fear of break up. (KII, Kiira, 2022).

The graph below shows that women are the main care givers in the household meaning that they shoulder most of the nurturing and care responsibilities, a key barrier to the recruitment in peace operations.

Graph showing responses on the main child caregiver



Source: MOWIP Survey UPF 2022.

An implicit bias that women fear, and are not fit for, or capable of executing combat roles may have negative implications for their selection and deployment.

“Well like I am still going back to that social construction, gender roles. Many women get affected so much in times of war. War affects women differently. So much as they have given them that platform, there are some of them who are still hesitant to go for certain type of peace operations. That is one; then also their other roles like parenting. Sometimes it becomes very difficult at a time of choice because of their condition. Maybe someone is pregnant and misses a chance, such female issues that come around. And then the other area is of course competition from their male counterparts (KII, Greater Bushenyi, 2022)”

“In the times of interviews, there are those who are not capable of driving, those who are not capable of shooting, those who cannot manage some operations. So that is also a setback that if they are to use that then most of them would fall off” (KII, Rwizi, 2022)

## Key Recommendation:

- i. The UPF should debunk the widely-held negative gender stereotype about women serving in security forces and peace keeping missions, starting with gender equality training for all its officers; and through community outreaches targeting the wider community.
- ii. Other measures indicated earlier include operationalisation of the family friendly policies that have been proposed to promote work-life balance; and mentorship programme for women officers.
- iii. There is also need for more sensitizations and trainings to debunk the misunderstandings around women empowerment by both men and women as well as put in place clear monitoring and evaluation mechanisms if the Women, Peace and Security Agenda is to be realised.

## Issue Area 10 - Social Exclusion

Significance

Low



The social exclusion issue area explores issues of marginalization and harrassment, among others. These barriers prevent women from deploying or participating meaningfully in peace operations.



The issue area also looks at structural, religious and cultural violence and how this combines to affect cohesion. Even though 49% of the officers who had been at peacekeeping missions argued that all people were treated equally, there were pockets of respondents that explained that they were socially excluded based on either their rank, ethnicity, country of origin among others while at the Peacekeeping missions as seen in the table below.

Groups treated with less respect	Female	Male	Total
Supervisors	0	3	3
Mission leadership	0	2	1
International civilians in the mission	0	7	5
Local national staff	7	15	13
Local civilians	29	20	21
Young/junior staff	7	7	7
Elderly/Senior staff	0	5	4
Women	29	7	11
Men	0	0	0
People from ethnic/racial minorities	14	3	5
People from ethnic/racial majority	0	3	3
People from developed countries	0	2	1
People from developing countries	21	8	11
People with disabilities	7	5	5
None/ everyone is treated with respect	36	53	49
I don't know	14	5	7
Other	0	2	1

In addition, 50% of women have witnessed or experienced a colleague make insensitive jokes about women as compared to 36% of men, while 47% of men have witnessed or experienced a

colleague make insensitive jokes about nationality compared to 21% of women.

See more details below:

Witnessed or experienced insensitive jokes on	Female	Male	Total
Women	50	36	39
Men	21	23	23
Nationality	21	47	42
Race/ethnicity	14	38	33
Age/rank	0	36	30
Physical appearance	21	20	21
Socio-economic class	14	22	21
Sexual orientation	14	13	13
Religion	14	30	27
Never	50	23	28
I prefer not to say	0	6	5
I don't know	0	2	1
Other	0	0	0

Further to that it was observed that there are incidences where officers experienced other forms of discrimination while on mission, such included posting pictures of colleagues without consent or referring to colleagues by something else other than their titles. It also includes an intrusion into others' privacy manifested through criticizing of colleagues or other behaviour that made them feel uncomfortable as evidenced in the table below. Last but not least

Aspects witnessed or experienced on deployment	Female	Male	Total
Unwanted texts or messages from any colleagues	36	24	26
Pictures of you or a colleague posted on the internet by colleagues without consent	14	22	21
A colleague refers to someone by something other than their name or title	21	27	26
A colleague criticizing a colleague for not fulfilling their family obligations	7	29	25
Other behavior that made you feel uncomfortable	29	18	20
None of these	36	38	38
I don't know	0	5	4



# Good Practices

## Policy

The UPF Peace Support Operations Policy stipulates that:

- All peace support processes and procedures shall be void of any content that may be prejudicial to exclude women. It shall promote non-discriminatory and adequate representation of qualified women in peace support operations.
- Special capacity building and bridging programs shall be developed and implemented to strengthen the ability of the Department of Peace Support Operations to deploy women in peace support operations.
- A focal point person for gender main streaming is deployed in the Department of Peace Support Operations to advise and assist in the realization and implementation of policy on women deployment in peace support operations.

The UPF also has a policy on sexual harassment and has established reporting mechanisms to reduce victimisation.

At the same time, while on mission, 39% of males and 43% of females say that uniforms always accommodated religious beliefs, 20% of males and 29% of females said they sometimes did while 30% of males and 14% of females said they never did.

## Barriers

The assessment found out that a number of individual female Police Officers have been excluded from peacekeeping operations, mostly due to limited access to information on available opportunities, especially those based in upcountry work stations and religious or cultural basis. Men are equally affected by the latter. From the survey results 14% of female and 22% of male felt socially excluded because they found problems observing their own religion, traditions and culture while in the host country.

Respondents also alluded to favouritism and particularly the practice of deploying some people repeatedly as opposed to ensuring that other people are given the same opportunity. Male respondents in particular raised the issue of unfair selection processes as some of the factors contributing to exclusion; while women respondents alluded to Sexual Exploitation and Assault.

## Key Recommendation:

- i. As earlier indicated – UPF should review its information channels to ensure that every officer accesses comprehensive and timely information on deployment opportunities.
- ii. UPF, as earlier suggested, should consider digitalising and decentralisation of preliminary interview processes to minimise bias and exclusion based on different backgrounds.
- iii. Finally, as stipulated in an earlier report, it is of great importance that all concerned address social exclusion in peacekeeping operations by promoting inclusive and participatory approaches that respect and protect the rights and needs of all groups and individuals involved.<sup>15</sup>

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<sup>15</sup> Social exclusion and conflict: analysis and policy implications. Frances Stewart. UNESCO. 2008. [Online]. Available: <http://bitlyws/FTkl>

## Contextualizing the Results & Clarification on the Gap Between Perceptions of Personnel and Key Decision Makers

During our validation meeting with key leaders from the UPF, the following issues were also presented. There are a few gaps between the perceptions of personnel and decision-makers regarding the main barriers for women and the results of the assessment.

Key decision makers were mostly in agreement with the findings except for the 'bias' unfair selection process, and perceived discrimination cited under issue area 3 (deployment criteria). While respondents argued that gender differences are not taken into account during selection processes, the decision makers deferred and explained that affirmative action is applied in favour of women candidates in order to achieve the 30% quota. The decision makers reported that there are even instances where the pass mark is lowered for women to enable them qualify.

Speaking about the hostile training environment and demands including the need for women to cut off their hair, it was argued that at inception in 1906, the UPF was mainly for the men. And for a man to also qualify, they had to have a certain height, chest but with time, the good practices have come to soften the criteria. Therefore, on the fact that the training is tough. The leaders agreed and explained that this is done in order to prepare to overcome or to escape from danger they confront when deployed. It was therefore their view that if women are not subjected to such training, they will be disadvantaging them. It was further explained that the requirement to cut off hair is to enable the trainee officers to have the trainings without any struggle of maintenance. One participant shared that during the last training, they let the women go with the hair but they came back and they cut it willingly by themselves because of the struggle to maintain it during that period. Finally, in relation to the facilities, the leadership owned up and informed the research team that the UPF is working hard to improve the facilities and also put up child friendly services and facilities for women who have children, breast feeding mothers to come with their maids as an incentive for more women to join the UPF.

The decision makers also took issue with allegations of corruption and Sexual Exploitation and Assault during the selection process that have purportedly discouraged women applicants. It was clarified that the AMS exercise is largely managed by an external team from the UN headquarters, which eliminates opportunities for corruption. This resonates with the findings from the survey where The vast majority (91%) of respondents (93% of women and 89% of men) say they have never exchanged a favor to try to deploy to a UN mission. 10% of men say they have exchanged a favor to try to deploy to a UN mission while 4% say they have not. However, it was noted that bribery is rampant in the Ugandan society and it is probable that some candidates may have attempted to use this avenue to increase their chances for

deployment. Complainants were therefore encouraged to report any such incidents, and the culprits through the established channels. These include the women's welfare desk and the professional standards unit.

The decision makers also argued that the allegations of corruption and bias are sometimes made by disgruntled candidates who are not selected. On average 4000 applicants compete for 20 slots, which has made the selection process highly competitive. As much as UPF would like the number of slots increased, there is no likelihood of ever meeting the demand satisfactorily. There was consensus however on the need to increase transparency of the processes by availing more information on UN's eligibility and selection criteria.

It was clarified that while the qualification criteria of eight (8) years is deemed by some applicants as 'unfair,' officers deployed to UN missions require a certain amount of experience which can only be gained from serving in the Police Force for a duration of time. The IPOs in particular require experience since they are mainly deployed to mentor and advise the local police. However, UPF also considers deployment to AU/UN missions as recognition of long and dedicated service. It is anticipated that the possibility of benefitting from such opportunities will incentivise newly recruited officers to remain with the UPF.

The decision makers contested assertions about the prohibitive financial costs associated with interviews for deployment. While acknowledging UPF's inability to meet the attendant costs of the large numbers of applicants, the leadership also noted that some of the costs were 'self-imposed.' It was mentioned that some applicants hire four-wheel manual vehicles for driving practice, as well as pistols from private security companies to practice range shooting.

Commenting on the increase in marriage breakdowns especially when the female officers go for missions, a female key decision maker argued that it is just a perception by men that women become unruly in her voice, "men with inferiority complexes would feel anxious if their wives returned home with large sums of money and would behave oddly to even routine situations. They kept alleging that ladies become impolite following their missions. Such men would not want to send their spouses on missions". In response, it was explained that most times the women who behave that way misunderstand emancipation. It was proposed that "...women need induction so that emancipation shouldn't over be misinterpreted and interpreted..." (Aswa region, validation Participant, 12th April 2023). This view resonates with an earlier finding in a situational analysis report on the implementation of UNSCR 1325 in Uganda (Nkabala et al, 2022).

Speaking about the Financial Constraints, it was noted during the validation that while the police leadership acknowledges the fact that they have no capacity to transport, feed and accommodate all participants who turn up for the interviews, some costs are self-imposed. As noted earlier, other costs pointed to included hire for four-wheel manual vehicles for practice, and hire of pistols from private security companies for practice of range shooting. One officer noted that that the Police cannot take care of such self-imposed costs and advised that if you do not possess the skills why go for the interview? The participant during a validation

meeting used the analogy of a waitress preparing for a job interview. In her voice: “A waitress cannot run to a nearby hotel to start learning if she really has the skills for the advertised job” (Validation Meeting 12th April 2023).

Commenting on the matter of senior officers choosing not to go for deployment because most of the missions are non-ranked, it was clarified that, when people apply and go for missions, they are already aware that such missions are none ranked that is why even during interviews, ranks are not considered. However, the police leadership wondered why UN doesn't consider categorizing all missions based on Rank yet during the deployment, people work in their uniforms as categorized in ranks. Nonetheless, the leadership committed that they will sensitise the officers to know more about Rank-less deployment so that they are able to know what the mission requires and not to be surprised on mission seeing a junior officer heading a senior officer.

The UPF leadership informed the research team that the current numbers of women officers being trained at Kabalye is very high out of the 1300 general officers. They also committed that they will strengthen the affirmative action to increase the number of female officers by putting in place various efforts such as going to schools and institutions of higher learning so as to encourage students and other people to join the force.

Commenting about the attitude of female Police Officers, it was explained that the Police Management has tried its best to appoint female officers in high-ranking offices but some of them are not interested. This ties in with the negative attitude of the female officers as earlier observed by the research team. An example was given that when they appoint DPCs, or even RPCs, women refuse, they shy away from the responsibility. It is therefore not surprising to find that the UPF has so far had few female officers in such positions.

## Increasing Women's Participation in the UN Peacekeeping Missions

Respondents were asked about what they thought was needed to increase women participation in the UN Peacekeeping missions. Many of the UPF decision makers present showed awareness of this low participation of women in Peace Keeping missions. They also agreed that Increasing women participation was both structural and cultural in nature. In their view, dealing with these cultural barriers goes a long way in enhancing women participation. The deliberate plan involves the UPF and having a willing team of the women who would like to be deployed. During the meeting, it was agreed that there is need to take a multipronged approach in order to improve on women's participation based on different fronts as proposed below:

### a) Training

The police leadership agreed that there is need for adequate training and retooling women

to enrich them with the needed skills that are important for deployment such as the use of manual cars and the ability to operate guns. As a sign of commitment and determination, the leadership pledged to seek for funding to enable them establish a fully-fledged internationally accredited Peace Keeping Training School. However, they strongly encouraged officers to acquire the required travel documents and the permit since such are personal documents.

## **b) The Gender Agenda**

The Uganda Police Force leadership is also aware of the need for gender equality. They noted that many efforts have been put in place to improve on the situation. They also noted that having a women's affairs department is a step they have taken in the right direction therefore, the gender agenda of the Uganda Police Force is existent, but needs to be enhanced or even put into practice. They noted that their drawback is the societal, cultural and systemic circumstances within which the women officers operate. They pledged to incentivise the forces so as to make it attractive to potential new recruits and comfortable for those that are already members.

## **c) Strategic Planning**

The Police leadership also observed that as soon as the report is passed and adopted, they will retreat to study and agree on how best to respond to most of the draw backs. Part of their strategy will include benchmarking from other countries such as Ghana, Nigeria and Rwanda that are doing so well in the engagement of women in Peace Keeping Operations. During the validation, it was also mentioned that the UPF leadership will come up with a strategic plan to guide their plan of action on increased recruitment of women for the UN Peace Missions. Part of the training will also include capacity building on resilience, financial literacy and mindfulness awareness psychosocial support training.

## **Conclusion**

From the data as presented above, it is clear that the Uganda Police Force is comparatively doing well in as far as their involvement in Peace Keeping Operations is concerned. From the findings, the research team has made some recommendations which if adopted will change the landscape of Peace Keeping in Uganda.

# Recommendations to Leverage Opportunities and Overcome Barriers

The study has established many different good practices and key barriers to women's participation in Peace Keeping missions. The most critical among them are summarised below

## Key Good Practices:

**Good practice n°1: Established Policies:** The UPF has instituted policy measures aimed at increasing women's participation and engagement in peace keeping missions. Key among these are the gender equality strategy, peace support policy, sexual harassment policy, and affirmative action measures in the Gender Equality Strategy regarding the recruitment and deployment of women. These include the 30% quota; and an additional 2% mark awarded to women candidates who meet the pass mark for peace keeping missions.

**Good practice n°2: Established Infrastructure:** (a) The UPF has a fully-fledged and functional Department of Gender and Women Affairs that takes care of the concerns of women. (b). The UPF has established a Peace Operations department to support all officers who are eligible and desire to participate in peace keeping missions. The department is responsible for recruitment, pre-deployment screening and selection, training of selected IPOs and FPU, pre-departure preparations, support during operations and post-deployment reintegration into the regular Force.

**Good practice n°3: Preparatory Training by the department of Peace Support Operations:** The police officers engage in 'mock' training, which precedes the UN screening process, includes Pre-SAAT and Pre-AMS (Assessment for Mission Service) and has been endorsed by both male and female officers as critical for deployment.

## Key Barriers:

**Barrier n°1: Household constraints** [Issue Area 4]. This was the highest scored and ranked barrier with 56% denoting that it significantly inhibits women participation in peace operations. Women's gender roles and specifically production, reproduction, nurturing and care roles remain the biggest barrier to women's participation in peacekeeping missions.

**Barrier n°2: Deployment criteria :** [Issue Area 2]. Most female officers do not possess all the requisite skills and requirements for field missions. Many do not have the required skills to drive manual cars and lack the driving license, which has been dubbed as a 'men's field' in a largely patriarchal society work to the disadvantage of female police officers. Others lack the capacity to operate heavy duty vehicles and artillery and other technical skills in

ICT and conflict analysis. Since the UPF deploys only skilled officers, including those with the capacity to shoot and operate artilleries especially for the FPU, women without these skills are naturally disadvantaged.

**Barrier n°3: Deployment selection.** [Issue Area 3]. The selection practices are unfair to women in that entire process is lengthy, cumbersome, expensive and out of reach for female officers. In addition to lodging and travel costs to Kampala where the selection is often conducted, the interview process is costly in that applicants have to pay between \$530-\$2,100. Further, female offices in remote areas are often left out because of limited access to timely information on opportunities.

**Barrier n°4: Gender roles.** [Issue Area 9]: particularly culture, stereotypes, norms and bias that impede women deployment and their ability to meaningfully participate in peace operations. The family responsibilities as derived from the dictates of culture, socio-cultural norms, practices, and gender stereotypes particularly that women cannot meaningfully participate in a 'men's world' but are primarily suited for nurturing and caregiving tasks at the household level are behind these 'disempowering' practices.

**Barrier n°5 Eligible Pool.** [Issue Area 1]. Overall, there are limited numbers of women police officers from which the eligible pool of women can be drawn. The percentage of women in the UPF has dropped from 25% to 19% and female officers are gradually and progressively quitting the Force. Yet, it is still an uphill task to attract new recruits into the force.

## Key Recommendations to Overcome the Barriers

**Recommendation n°1: In line with household constraints** [Issue Area 4], this study recommends that the UPF should ensure that reforms and established requirements to promote gender equality are consistently and systematically implemented by increasing budgetary allocations for the specific focus areas outlined in the strategy; and the structures responsible for driving the gender equality agenda. This includes developing a holistic support structure for women participating in peace keeping missions.

**Recommendation n°2: The recommendation on deployment criteria** [Issue Area 2] is that the Uganda Police Force with the support from government and other funding agencies establishes an adequately resourced Peace Support Operations Training Centre with the capacity to retool, adequately prepare particularly officers by providing world-class training for peacekeeping teams.

**Recommendation n°3: The recommendation on deployment selection** [Issue Area 3] is that the UPF should explore new and different approaches to interview and selection processes including digital/ virtual mechanisms and decentralisation to the different regions of the



country to reduce costs and enable greater participation, in addition to review and improving its communication strategy to reach police regions across the country and relay information on opportunities for deployment in a timely, transparent and comprehensive manner.

**Recommendation n°4: To navigate the 'unfavourable' gender roles** [Issue Area 9] the UPF should develop a clear and coherent strategy to counter the negative gender stereotypes about women serving in security and peace keeping missions, and this can be realised through community outreach sessions that targets the wider community, and training to debunk the misunderstandings of women empowerment by both men and women.

**Recommendation n°5: The recommendation on eligible pool** [Issue Area 1] is that the Uganda Police Force should ensure that the reforms and requirements that aim at the promotion of gender equality are consistently and systematically implemented, increasing budgetary allocations to the structures that are responsible for driving the gender equality; development of an outreach strategy that motivates and attracts women to the force; holding gender equality training sessions to counter the gender bias.

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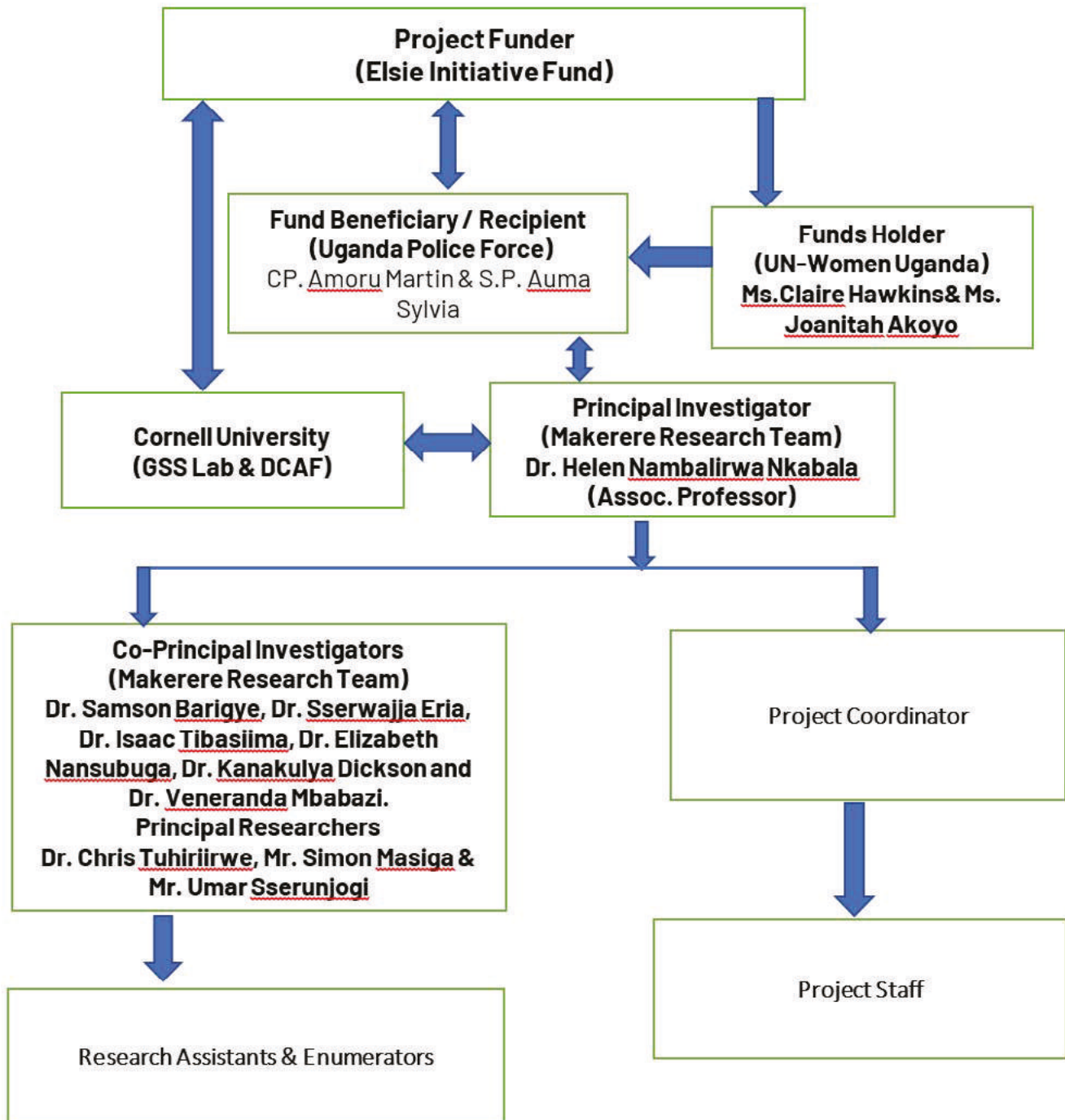
## Appendix 1: Research Team

No.	Name	Qualification	Responsibility
1.	Dr. Helen Nambalirwa Nkabala. (Assoc. Professor)	PhD	Principal Investigator/Director Rotary Peace Centre
2.	Dr. Barigye Samson	PhD	Co-Principal Investigator
3.	Dr. Kanakulya Dickson	PhD	Principal Researcher
4.	Dr. Elizabeth Nansubuga	PhD	Principal Researcher
5.	Dr. Tibasiima Isaac	PhD	Principal Researcher
6.	Dr. Eria Serwajja	PhD	Principal Researcher
7.	Rev. Simon Masiga	PhD. Cand	Principal Researcher
8.	Dr. Chris Tuhirirwe	PhD	Principal Researcher
9.	Mr. Sserunjogi Umar	M.A	Principal Researcher
10.	Paul Bulibabuti	B.A Development Economics	Research Assistant
11.	Mugoya Denis	Bachelor of Development studies	Research Assistant
12.	Mulondo John	BA. Education	Research Assistant
13.	Ojii Vincent	Masters in Public administration & Management.	Research Assistant
14.	Kamwiine Juliet	BSWASA	Research Assistant
15.	Kabugyeya Phionah	BA Geographical Sciences (Cand.)	Research Assistant
16.	Nalubega Recheal	B. Development Studies	Research Assistant
17.	Asiimwe Patience	Bachelor of Laws	Research Assistant
18.	Nampiima Cathy	BA Community & Organizational Psychology	Research Assistant
19.	Nabakka Evelyne	Bachelor of Ethics and Human rights	Research Assistant
20.	Rwamafa Caroline Shiela	Bachelor of Ethics and Development studies.	Research Assistant
21.	Bako Marylin	Phd. Cand	Research Assistant
22.	Seera Loreen	Bachelor in Mass Communication	Research Assistant
23.	Babirye Leah	Bachelor of Arts	Research Assistant
24.	Kansangaki Richard	Bachelor of Science in Counselling Psychology.	Research Assistant
25.	Sumba Annet	MA. Peace and Conflict Studies Bachelor of Arts in Ethics and Human rights.	Research Assistant
26.	Mugerwa Joseph	Bachelor of Software Engineering (Cand.)	Research Assistant
27.	Kiggundu Mohammed	Bachelor of Arts in Adult & Community Education.	Research Assistant
28.	Ms. Nabatanzi Gloria Kinene	B.A in Social Sciences	Project coordinator
29.	Muhwezi Julius	BSc. Statistics	Data and statistics assistant
30.	Mubiru Daniel	CPA, BA Business Administration	Accounts assistants.
31.	Gibril Matovu	BA Industrial Art, Photography & Design	Social Media and Communications assistant

## Appendix 2. Project Implementation Organogram

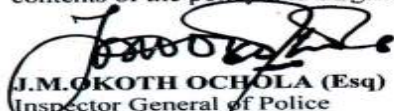
Project title: Barrier assessment on impediments to Uganda Police Women’s participation in UN Peace Support Operations.

**Funding Organization:** Elsie Initiative Fund



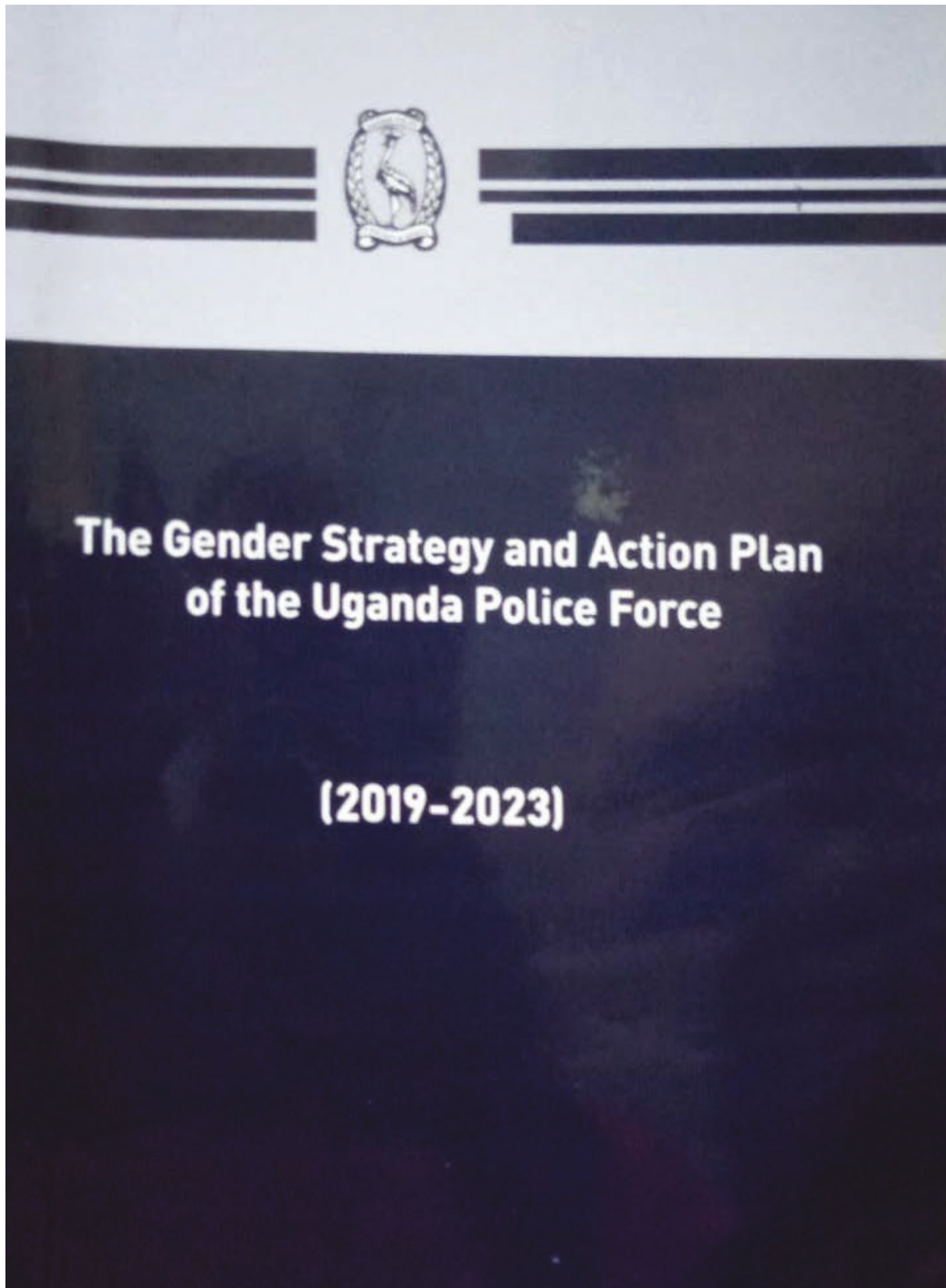
## Appendix 3: Peace Support Operations Policy

It is the responsibility of all officers deployed or appointed under international arrangements to ensure that they fully understand the contents of the policy and be guided by it.

  
**J.M. OKOTH OCHOLA (Esq)**  
Inspector General of Police  
Uganda Police Force.  
Signed 26/09/2019

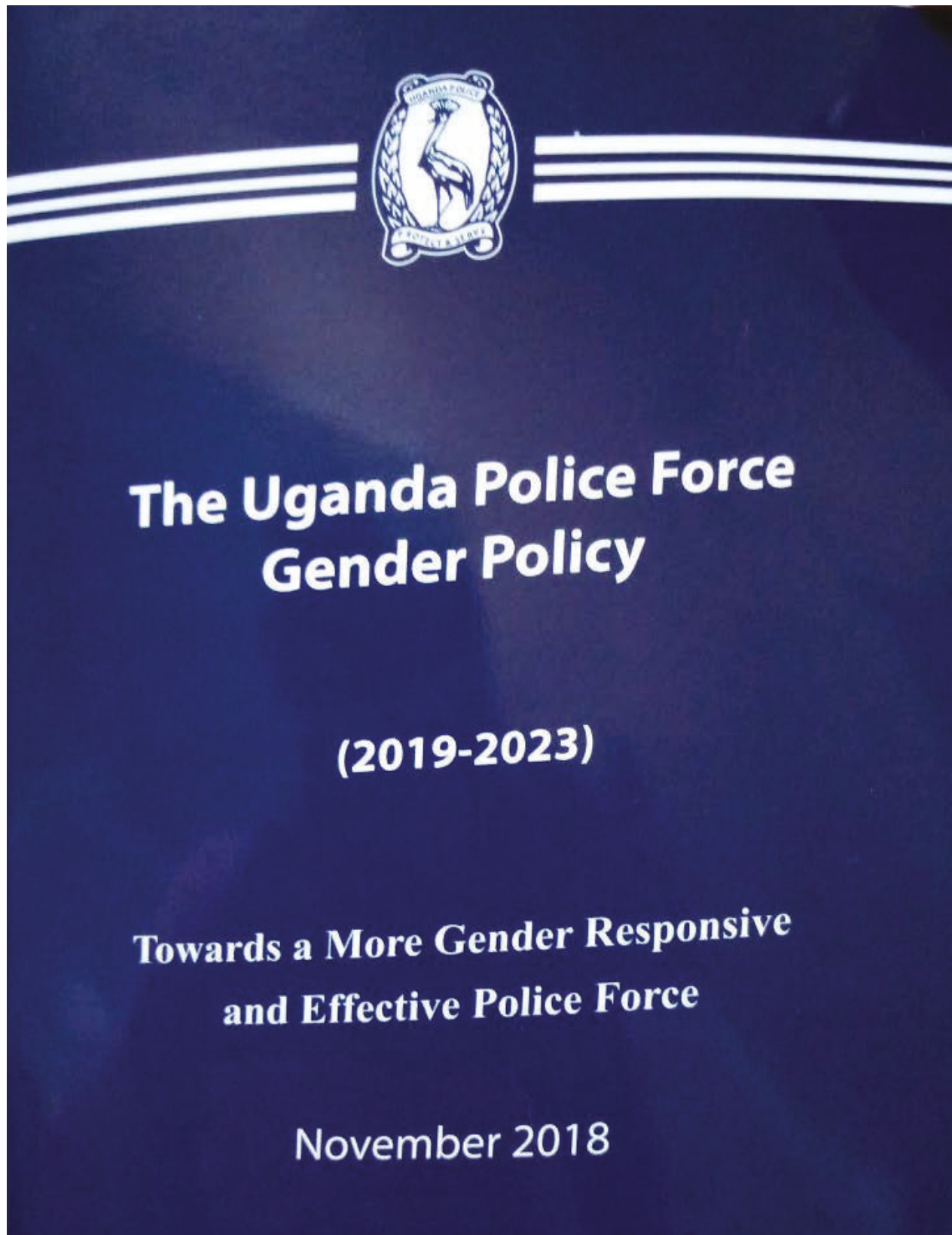
*Uganda police force peace support operations policy , 2019* 

## Appendix 4: The Gender Strategy Action Plan of the Uganda Police Force 2019-2023





## Appendix 5: The Uganda Police Force Gender Policy 2019-2023



## Appendix 6: The Uganda Police Force Gender Policy



### The Uganda Police Force Gender Policy (2019-2023)

the UPF is committed to working towards an end to violence, particularly against women and girls.

The UPF is cognizant that this Gender Policy will provide a guiding framework to the Police Force in its responsibility to fulfill the principle of non-discrimination and the fair and equal treatment of all in the exercise of its institutional mandate and contribute to gender responsive policing in Uganda. In the medium to long term, a more gender responsive UPF will contribute to greater access to justice for women and girls, and a society in which there is greater respect for human rights and rule of law in Uganda.

A handwritten signature in blue ink, appearing to read 'J.M. Okoth Ochola'.

**J.M. Okoth Ochola Esq.**  
**The Inspector General of Police,**  
**Uganda Police Force**



*Towards a More Gender Responsive and Effective Police Force*





# Uganda Police Force

## 2023 Report on Results of the Measuring Opportunities for Women in Peace Operations (MOWIP) Assessment

This research was funded by the Elsie Initiative Fund (EIF). For information on the EIF's generous contributors, please visit the UNDP [Multi-partner Trust Fund portal](#) – Contributors tab.

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