



**EXPLORING THE EXPANSION OF MILITARY ROLE AND ITS IMPACT ON CIVIL-  
MILITARY RELATIONS FOR SOCIO-ECONOMIC TRANSFORMATION IN  
UGANDA**

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By David Okumu Munyua

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## **Approval of the Thesis**

# **EXPLORING THE EXPANSION OF MILITARY ROLE AND ITS IMPACT ON CIVIL- MILITARY RELATIONS FOR SOCIO-ECONOMIC TRANSFORMATION IN UGANDA**

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Doctor of Philosophy (PhD) - Business

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## **EXPLORING THE EXPANSION OF MILITARY ROLE AND ITS IMPACT ON CIVIL-MILITARY RELATIONS FOR SOCIO-ECONOMIC TRANSFORMATION IN UGANDA**

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The Uganda People's Defence Forces (UPDF) has carried out several successful counterinsurgency operations and was prepared for further duties by the early 2000s. During this period, the Uganda Police Force (UPF) and the National Agricultural Advisory Services (NAADS) faced public scrutiny due to allegations of corruption and inefficiency, which negatively affected the country's stability and agricultural development. In response, the government expanded the UPDF's role to support these institutions in providing essential services. This civilian engagement was unprecedented for the UPDF, which faced institutional resistance and accusations of “militarising” the civil service. Using a rigorous exploratory sequential mixed-methods approach, this study explores how the UPDF's expanded role influences its relationship with civil authorities and the contribution of these joint efforts to Uganda's sustainable development. The qualitative aspect of the study consisted of 40 interviews, whereas the quantitative survey gathered responses from 268 participants. These participants were selected using the Krejcie-Morgan table and were drawn from the headquarters of the agencies involved. Responses were analysed with NVivo, and survey data were processed through SPSS and various digital tools for validation. Results indicate that the government aimed to strengthen the capacity of these public institutions to deliver social services effectively with the support of the UPDF. Although initial cooperation was challenging, UPDF officers eventually integrated into these organisations through socialisation and shared organisational philosophy. 67.5% of UPF/NAADS respondents supported UPDF's involvement, and 46.5% believed the military should maintain cooperation with civilian agencies. There is a statistically significant relationship between respondents' experiences and their evaluations of the future of the interagency collaboration involving the UPDF. Additionally, the UPDF's intervention was followed by notable improvements in law enforcement and agricultural growth. However, high levels of military support could lead to overdependence, while a lack of it risks civilian victimisation. The study recommends that policymakers evaluate the most suitable model for military involvement in civilian roles, with ongoing monitoring and assessment to ensure these joint efforts effectively support sustainable development.

**Search Terms:** Civil-military relations, military role expansion, military role conception, UPDF, UPF, OWC and NAADS, Ugandan military, exploratory sequential mixed methods, socioeconomic transformation.

### **Declaration**

I declare that this thesis has been composed by me and that the work has not been submitted for any other degree or professional qualification. I confirm that the work submitted is my own, except where work that is part of jointly-authored publications has been included. My contribution to this work and those of the other authors are explicitly indicated. I confirm that appropriate credit has been given within this thesis where reference has been made to the work of others. Parts of this work have been published in the East African Journal of Interdisciplinary Studies. Reference: Munyua, D. O. & Mulero, A. W. (2025). Integrative and Collaborative Civil-Military Relations: A Comparative Assessment of Military Support to Civil Institutions in Uganda. *East African Journal of Interdisciplinary Studies*, 8(1), 226-250. <https://doi.org/10.37284/eajis.8.1.2927>.

### **AI Acknowledgment**

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## **Dedication**

To my dear family

## **Acknowledgments**

I want to credit the success of this study to the will of Almighty God; His grace and relentless blessings enabled me to navigate the most difficult situations that could have ended my studies. I am also thankful to my beloved family for their time and moral support, which kept me going even when times were tough. I feel indebted to them because I took time away from family to work on my PhD papers and redirected resources meant for family enjoyment to cover my tuition fees.

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### **List of Acronyms and Abbreviations**

19	ACCU	Anti-Corruption Coalition of Uganda
	ADF	Allied Democratic Front
	AMO	Ability, Motivation and Opportunity
	BMAU	Budget Monitoring and Accountability Unit
	CC	Chief Coordinator (OWC)
	CVF	Competing Values Framework
	CJS	Chief of Joint Staff (UPDF)
	COVID-	Coronavirus Disease (SARS-CoV-2 virus) 2019
	CSO	Civil Society Organisation
	CSO	Chief Staff Officer (OWC)
	DCC	Deputy Chief Coordinator (OWC)
	ED	Executive Director (NAADS)
	FAO	Food and Agricultural Organisation of the United Nations
	FPU	Fisheries Protection Unit
	GoU	Government of Uganda
	HR	Human Resource
	HRM	Human Resource Management

IDF	Israeli Defence Forces
IDI	In-Depth Interview
IDP	Internally Displaced Person
JCOS	Joint Chief of Staff (formerly UPDF)
KCCA	Kampala Capital City Authority
KII	Key Informant Interview
LRA	Lord's Resistance Army
MACA	Military Assistance to Civil Authority
MoIA	Ministry of Internal Affairs (Uganda)
MOOTW	Military Operations Other Than War
MoW	Ministry of Works (Uganda)
NAADS	National Agricultural Advisory Services
NECOC	National Emergency Coordination and Operations Centre
NGO	Non-Governmental Organisation
NRA	National Resistance Army
NRM	National Resistance Movement
OCAI	Organisational Culture Assessment Instrument

OWC	Operation Wealth Creation
QUAL	Qualitative
QUANT	Quantitative
SOP	Standard Operating Procedure
SOP	Standing Operating Procedure
SOP	Standing Order of Procedure (NAADS & OWC)
SPSS	Statistical Package for Social Sciences
TNI	Tentara Nasional Indonesia (Indonesia National Armed Forces)
UBOS	Uganda Bureau of Statistics
UGX	Uganda Shillings (Currency of the Republic of Uganda)
UN	United Nations
UNDP	United Nations Development Program
URA	Uganda Revenue Authority
UPDF	Uganda Peoples' Defence Forces
UPF	Uganda Police Force

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## CHAPTER 1: INTRODUCTION

The idea of a state with sovereignty and territory, marked by a clear boundary, originated from the Conference of Westphalia in 1648. Before this, there were no states but frontiers. When the concept of a state developed, it created a need for a strong authority to defend it from other external powers within the anarchic international system. Each state had to work to survive by building and funding a strong military and instruments of national power (Snyder, 1999). The military was therefore established to deter external threats, defend, and safeguard the country's state and national interests. However, improved diplomatic relations, globalisation, and other elements of national power strengthened the international system and made it less anarchic. This meant that states were less inclined to deploy military force unilaterally outside their borders, thereby avoiding international condemnation. Liberals argue that states cooperate within the international system to ensure their security. As a result, military power is rarely used compared to information and diplomatic means in handling international political issues (Nye, 2014). Nevertheless, although military power is infrequently employed, states are not about to disband their armies. The fear of unknown future threats to their survival motivates them to develop and maintain a stronger military force—one that aligns with the information age—just in case. This also involves allocating substantial resources to the military, with few immediate benefits, mainly serving as psychological reassurance against unknown threats.

Many developing nations have chosen to send troops to UN missions to keep their armies active, earn income, and support their national foreign exchange. Meanwhile, some countries have allowed their military to engage in economic development by entering industries and manufacturing sectors. For example, during the COVID-19 pandemic, the military in numerous

developed and developing nations was deployed to assist in combating the pandemic by enforcing lockdowns, treating patients, administering vaccinations, and participating in research to address pandemic-related challenges (Izadi, 2022; Jenne & Martínez, 2022; Levy, 2022; Pion-Berlin & Acácio, 2020; Vennesson et al., 2009).

In 1962, the British colonial government granted Uganda independence and transferred power to a civilian government led by the then-Prime Minister, Dr. Apollo Milton Obote. The military, which was only a battalion strong and originated from the King's African Rifles (KAR), was left to defend and protect Uganda. The British trained the KAR to enforce colonial rule in Uganda, but their allegiance to the new state was not guaranteed. The same applied to the armies in Kenya and Tanganyika. Early in 1964, the KAR in all three newly independent East African countries mutinied, demanding a pay raise and suitable promotions to match their new positions. All the heads of government in these countries had to request the British government to suppress the mutiny. The British commandos, still based in Kenya, responded and contained the mutiny with little bloodshed. However, the mutiny challenged civil authority, undermining it without British colonial power. In Tanganyika, it even led to riots and looting in the streets, indicating a breakdown of law and order in the country (Parsons, 2003). From these events, the Army learned it possessed enough capability and influence to force civilian authorities to listen to its demands and even to remove them from power.

Indeed, in 1971, the Army, led by General Idi Amin Dada, overthrew the government of Milton Obote. This coup d'état marked the start of a chaotic period in Uganda's political system. Eight years later, in 1979, Idi Amin was ousted by the Tanzanian military, supported by some Ugandan armed dissidents. The leadership structure in Uganda remained unstable after the

returnees took control of the state. A power struggle emerged among the Ugandan returnees from exile, and reaching a clear consensus on leadership proved impossible. In 1980, general elections were held, and Milton Obote was reinstated as leader. However, within approximately four years, he was again overthrown in another military coup led by General Tito Okello and a group of military officers and men. The National Resistance Army/Movement (NRA/M), which had been rebelling against the Obote government since 1981, overthrew the Tito Okello regime through a prolonged civil war on 26 January 1986 (Amaza, 1999; Karugire, 2010; Kategaya, 2006; Kutesa, 2006; Museveni, 2016; Sejjaaka, 2004).

The NRA/M government has maintained peace and stability in the country for the past three and a half decades. Numerous insurgent groups have attempted to overthrow it since 1986, including the Holy Spirit Movement, the Lord's Resistance Army/Movement, and the National Army for the Liberation of Uganda, which later merged with the Allied Democratic Forces (ADF), currently based in the Democratic Republic of Congo, along with several others. Many of these insurgents were neutralised by force, through peace negotiations, or remain active in resisting the NRM government. The NRA/M has been distinctive in its ability to sustain power for over 38 years and continues to combat those opposed to its rule. The NRA/M comprised mainly educated members holding both military and political positions. It was not until 1995 that the NRA was renamed the Uganda People's Defence Forces (UPDF) following a constitutional reform (Amaza, 1999; Day, 2011; Kategaya, 2006; Kutesa, 2006; Museveni, 2016). The constitutional overhaul involved army generals who held political roles resigning from active military service as part of efforts to professionalise the UPDF.

From 1986 to 2006, the NRA/UPDF conducted counterinsurgency operations in northern and western Uganda. The military was focused on maintaining internal security across the country. This effort demonstrated that remaining insurgent groups were pursued beyond Uganda's borders. The LRA fled to the Central African Republic (CAR), and the ADF to the Democratic Republic of Congo (DRC) (Ahere & Maina, 2013; Nicolaisen et al., 2015). The UPDF was authorised to pursue the insurgents to their refuges under diplomatic agreements with the host countries, and some success was achieved in neutralising them. In 2007, the UPDF was deployed to Somalia under the African Union Mission to Somalia (AMISOM) as a peacekeeping force that later evolved into a peace enforcement operation (AU, 2017; Freear & De Coning, 2013). This marked Uganda's first deployment of a substantial contingent outside its borders aimed at maintaining and enforcing peace. It signified that Uganda was beginning to diversify the military's roles beyond traditional national defence and security.

Meanwhile, back home, the government of Uganda had already begun assigning special roles to members of the defence forces. For example, in 2001, the President appointed General Edward Katumba Wamala as the Inspector General of the Uganda Police Force (IGP-UPF). This followed the police's inability to curb rising crime rates in Kampala metropolitan. Subsequent appointments continued to increase the number of military officers seconded to the Uganda Police Force (UPF). The media and some citizens argued that the government was gradually militarising the police. The government, on its part, contends that the UPF lacks certain competencies that require military support and that the Constitution allows for this arrangement (The Independent Editor, 2019).

In 2014, the National Agricultural Advisory Service (NAADS), under the Ministry of Agriculture, faced relentless criticism from the media, civil society organisations (CSOS), and the public due to alleged corruption, misconduct, and poor performance (ACCU, 2013, 2014; Editorial New Vision, 2010; Nabwiiso, 2013). NAADS was established by an Act of Parliament to improve farming methods nationwide, aiming to increase productivity and reduce poverty among Uganda's predominantly peasant population. The perceived failure of NAADS officials prompted the government to mobilise officers from the UPDF and deploy them to assist in the distribution and monitoring of farm seeds to farmers. These UPDF officers operate within a parallel, nationwide structure linked to the Ministry of Agriculture, known as Operation Wealth Creation (OWC). This organisation is headed by a retired General Officer, with several senior officers representing it at regional, district, and county levels. Meanwhile, NAADS, composed of technocrats, remains operational at national and regional levels, primarily providing advisory services to farmers (Freear & De Coning, 2013; Karugonjo & Jones, 2015; OWC, 2022; Rwakakamba & Lukwago, 2014). This arrangement has elicited mixed reactions from the public and civil authorities. While farmers and the general public generally welcomed the arrangement, many technocrats objected to it. These examples of military involvement in the UPF and the Ministry of Agriculture illustrate similar government structures where the UPDF is deployed to support service delivery for national stability and development.

According to the government, expanding the military's role to address socio-economic and law enforcement challenges will improve service delivery to the population. This was further justified by the successes achieved by the military when they were deployed to the UPF and the Ministry of Agriculture. However, engaging new personnel with a completely different

organisational culture to work in another organisation that is not professionally related involves nuanced practical and human resource management imperatives that impact both the individuals and their relationships at personal and institutional levels (Ashforth et al., 1998; Harig et al., 2022; Harig & Ruffa, 2022; Sluss, Ashforth, et al., 2012). It is, therefore, essential to investigate the interaction between the UPDF and its host civilian organisations and evaluate the impact of this interaction on the country's socio-economic progress. This research underscores the importance of a strong theoretical framework to guide the exploration of individual experiences and the interactions between the UPDF and the two government entities: the UPF and the Ministry of Agriculture (NAADS/OWC).

### **Problem Statement**

Like any professional military force, the UPDF is tasked with protecting the nation's territorial integrity and sovereignty. Over its history, the UPDF has achieved this by neutralising insurgent groups and pushing them across Uganda's borders. However, broadening the UPDF's duties to include roles typically handled by civilian authorities signifies a significant shift, altering the traditional scope of military operations. Currently, the UPDF operates in a dual capacity, working alongside the UPF in law enforcement- a role usually outside the military's responsibilities. Additionally, the UPDF has collaborated with NAADS, a program focused on poverty reduction and agricultural modernisation, which is vital to Uganda's economic growth.

This development presents a unique challenge, requiring UPDF personnel to quickly learn and adapt to their new roles as active participants in law enforcement and agents of socioeconomic transformation. Their involvement is crucial, as they directly support the broader aims of Uganda's stability and economic growth. This trend has sparked scholarly debate, with some authors

characterising it as the militarisation of civilian institutions (Khisa & Rwengabo, 2024; Namwase et al., 2023). Conversely, the government describes it as civil-military engagement, where the army uses its vast resources and capabilities to strengthen struggling civilian institutions, thereby enhancing their effectiveness in advancing the country's development goals and national stability.

The UPF and NAADS have faced longstanding public criticism due to issues such as inefficiencies, corruption, and general failures (ACCU, 2013, 2014; CHRI, 2006). In response to these challenges, the Ugandan government considered deploying the UPDF's support to help address these shortcomings and improve the institutions' contribution to national stability and development. The UPDF's involvement with the UPF began in 2001 when General Katumba Wamala was appointed as the first military Inspector General of Police (IGP). In 2014, in light of the difficulties faced by NAADS, the government directed the UPDF, through its supporting initiative, Operation Wealth Creation (OWC), to collaborate with NAADS to provide services to farmers. NAADS is an agency established by a parliamentary act to promote agricultural productivity and reduce poverty among subsistence farmers in Uganda's rural areas, aiming for national socioeconomic transformation (NAADS, 2022).

Ugandans, along with all residents and visitors, deserve an environment free of crime that enables them to perform their duties without security threats. Reducing poverty and modernising agriculture require strong government support policies, which are vital for driving the country's overall economic progress. The government agencies tasked with providing these essential services face significant hurdles that impede their effectiveness, clearly showing that they are not achieving their main objectives. While deploying the UPDF, a military force, to assist these agencies involves considerable risk, as the personnel may lack the necessary qualifications, it is

crucial to systematically evaluate whether the UPDF and NAADS have been effective and are contributing meaningfully to Uganda's economic development with UPDF support.

It is important to emphasise that the UPDF extends its support not only to the UPF and NAADS but also to a range of other government institutions. This collaborative trend, where military resources are mobilised to strengthen civilian sectors, seems to be gaining considerable momentum, not only within Uganda but also in neighbouring countries such as Rwanda, South Sudan, Tanzania, and beyond (Rwanda Defence Force Command and Staff College (RDFCSC), 2022).

Given the growing pattern of civil-military interaction, it becomes increasingly important to carry out a comprehensive study to deepen our understanding of civil-military relations and their impact on national development. Such research will assist in formulating effective policies in countries seeking to utilise military capabilities for socioeconomic progress. Moreover, it will explore the practical applications of military support in strengthening civilian institutions and fostering a more synergistic relationship between armed forces and civilian entities.

The Ugandan military plays a vital role in strengthening various civilian institutions across Uganda, significantly improving their ability to contribute to the country's economic growth and development. These key institutions include the Fisheries Department, which manages sustainable fishery practices; Uganda Revenue Authority (URA), responsible for tax collection and management; National Forest Authority (NFA), tasked with overseeing the nation's forest resources; and the National Environment Management Authority (NEMA), focusing on environmental protection and sustainable natural resource management. Additionally, the Directorate of Immigration and Citizenship facilitates orderly immigration processes and issues

identity documents to citizens. The Department of Disaster Preparedness and Management also coordinates responses to natural disasters and emergencies. Uganda Wildlife Authority (UWA) works to protect the country's rich biodiversity and wildlife resources.

Many of these agencies have achieved notable successes in their respective fields, positively impacting Uganda's socio-economic landscape. However, they also face significant challenges. For instance, the Fisheries Department, receiving substantial support from the UPDF, has come under intense public scrutiny and criticism for its perceived heavy-handed approach in enforcing fisheries protection laws and regulations. Critics argue that such enforcement methods may undermine military-community relationships and sustainable fishing practices (Edema, 2024; Goldfinch, 2015; Ministry of Agriculture, Animal Industry and Fisheries, 2013; Munyua, 2018; Reuss, 2020).

Involving the military in roles traditionally assigned to civilian entities is a phenomenon that extends beyond Uganda's borders. For instance, various initiatives were undertaken in Indonesia to deploy military personnel to improve agricultural productivity among subsistence farmers. Unfortunately, the methods employed by political and military leaders resulted in the militarisation of these initiatives, rather than promoting a cooperative relationship between civil authorities and the military (Djuyandi et al., 2018; Heniarti et al., 2020b; Sebastian et al., 2018).

During the COVID-19 pandemic, many countries, including Uganda, described the virus as an enemy that required military action. This approach was effective in limiting the virus's spread, helping these nations regain control over public health. The deployment of the UPDF was also justified by the challenges faced by responsible agencies, such as the Ministry of Health and the Department of Disaster Preparedness, which hampered the fight against the pandemic.

(Athumani, 2020; Gibson-Fall, 2021; Museveni, 2020; Uganda Media Centre, 2020). In Uganda, the army's role was to support the national health ministry, although for a shorter period compared to the long-term assistance provided by the UPDF to both the police and the NAADS, which has lasted over a decade.

Given these experiences, it is essential to critically assess the nature and outcomes of civil-military collaborations. Future engagements should be carefully planned, characterised by mutual respect and transparent objectives. Ultimately, this should aim to boost national economic growth and safeguard the welfare of citizens. This aligns with the United Nations Sustainable Development Goals (SDGs) for a secure and prosperous society (UN, 2025). Such evaluations will support the development of more effective and harmonious relationships between civilian institutions and military forces.

This research examines the intriguing phenomenon of military roles expanding into civilian sectors in Uganda, focusing primarily on the social and economic consequences. The study seeks to understand the perspectives of the UPDF, as well as those of its counterparts in the UPF and NAADS. Through detailed interviews and surveys, participants from the UPDF headquarters, UPF, and NAADS/Operation Wealth Creation (OWC) offer valuable insights into the expanded roles of the UPDF within policing and agriculture. The research investigates how these military contributions are viewed as vital in improving service delivery and ultimately benefiting Uganda's economy. By emphasising these dynamics, the study highlights the complex relationship between military support and civilian governance in Uganda, showing how such collaborations can enhance institutional effectiveness and promote economic growth.

## **Study Purpose**

This research examines how the expanding roles of the military influence civil-military relations within Uganda's socioeconomic development. It is driven by studies indicating that the Ugandan military's responsibilities extend beyond traditional defence duties to include civilian activities that support national progress. This trend is expected to continue, as support for such roles seems to be growing in some other African nations (Rwanda Defence Force Command and Staff College (RDFCSC), 2022). Although this arrangement might strain relations between some government agencies and the military, it also has the potential to promote development through cooperation. The study utilised two case studies: the Uganda Police Force and the National Agricultural Advisory Services/Operation Wealth Creation (OWC). It explored how military support to these civilian authorities impacts service delivery and national progress. The main aim is to develop a theoretical framework that guides the deployment of military personnel in roles beyond traditional military duties, allowing them to make practical contributions to national development. This approach seeks to foster a cooperative and effective military involvement in future civilian responsibilities.

## **Aim and Objectives**

This study explores the non-military roles assigned to the UPDF and their effects on both the UPDF and civilian institutions, with an emphasis on establishing effective civil-military balances in Uganda. To highlight this main objective, this research will concentrate on the following specific aims:

1. Explore the motivation of the government of Uganda to “pull” the UPDF into roles that are traditionally non-military.

2. To gain insights into the conceptualisation and formalisation of the involvement of the UPDF in non-military roles.
3. Explore the experiences of UPDF in the joint working environment.
4. Explore the experiences of UPF/NAADS/OWC civilian personnel in the joint working environment.
5. Explore how the UPDF should best engage with civil authorities in the event of undertaking non-military roles.
6. Establish the contribution of UPDF's support to the effectiveness of NAADS in socioeconomic transformation.
7. Establish the contribution of UPDF's support to the effectiveness of the UPF in law enforcement.

### **Nature of the Study**

This study examines the traditional civilian roles assigned to UPDF officers and their impact on civil-military relations. It aims to understand why and how the military should engage in civilian roles when civilian institutions face challenges. The research investigates the behaviours, experiences, opinions, and observations of both civilians and UPDF personnel regarding expanded military functions. It also assesses the personal attributes of those involved in these roles, whether civilian or military. Additionally, the study reviews relevant Black and Grey literature to understand the documented reasons and procedures related to this phenomenon.

The qualitative research method employs in-depth interviews to evaluate intangible parameters such as individuals' behaviours, opinions, attitudes, and experiences. It also offers further insights by analysing symbols and literature pertinent to the phenomenon under

investigation (Arije et al., 2021; Ho, 2006; Linneberg & Korsgaard, 2019; Lofgren, 2021; Teherani, 2015). Nonetheless, the qualitative approach may be valid, but it lacks in reliability. However, some themes generated from the qualitative approach could be generalised using the quantitative method in a large-N study (Claveria et al., 2016; Creswell, 2019a). Combining qualitative and quantitative research methods in a study is known as mixed-methods research. In the present study, some of the qualitative data generated are utilised within a quantitative framework, referred to as an exploratory sequential method (Creswell, 2019a; Draucker et al., 2020; Edmonds & Kennedy, 2020; Olayinka et al., 2021).

This research employs an exploratory sequential mixed-methods approach, comprising two sequential phases: qualitative and quantitative. The qualitative phase includes two stages: examining symbols and documents, and conducting in-depth interviews with a small-N sample selected from three government ministries: the NAADS of the Ministry of Agriculture, the UPF of the Ministry of Internal Affairs, and the UPDF and OWC of the Ministry of Defence. Meanwhile, the quantitative phase involves distributing a questionnaire to a large-N sample of officials from these institutions.

The qualitative approach of this research begins with a comprehensive review of Black and Grey literature related to the expanded roles assigned to the UPDF. Grey literature refers to documents that are not published through traditional commercial channels but are available within official government archives. Conversely, Black literature includes peer-reviewed documents published in standard commercial outlets. This initial phase of the qualitative approach aims to identify the conditions, protocols, procedures, and other relevant measures undertaken before the UPDF assumes its expanded roles. It will also examine the historical, symbolic, cultural, and

doctrinal aspects associated with the UPDF. The second phase involves conducting detailed, one-to-one interviews with UPDF members, civilians, and police officers working alongside UPDF personnel in their respective departments and ministries. These interviews explore participants' experiences, beliefs, attitudes, and opinions regarding the expansion of military roles. The focus is on the consequences of UPDF involvement in civilian roles for the personnel and institutions involved, as well as the impact on the relationship between the two government entities.

The quantitative approach verifies some of the psychometric factors identified through the qualitative approach to this study. The sample population consists of officers from the UPDF, UPF, and NAADS, as they are experienced in their respective agencies. They are aware of their agency's history and symbols, as well as the meanings and interpretations that have been derived from them.

The qualitative data analysis involves manual textual examination and Computer-Aided Qualitative Data Analysis (CAQDAS), specifically using NVivo software. The purpose of employing both manual and CAQDAS-based analysis is to analyse, verify, and validate the results. The process includes categorising, coding, and theming the data to extract meaning and insights from the collected textual data and interview transcripts. Quantitative data from the survey questionnaires were organised in Microsoft Excel worksheets. The current research utilised the Statistical Package for the Social Sciences (SPSS) software to analyse the data from these Excel worksheets. After analysing the qualitative and quantitative data separately, an effort was made to combine the findings from both approaches to gain further insights into the phenomenon under investigation.

**Innovation**

This study provides a comprehensive and interdisciplinary analysis of civil-military relations, emphasising the vital importance of inter-agency cooperation to utilise a broad range of capabilities for enhancing organisational effectiveness during national transformation efforts. By adopting this broader perspective, we move beyond the traditional view of military humanitarian roles—such as peacekeeping missions and search-and-rescue operations—and examine the innovative potential of military involvement in fostering economic change.

By analysing this dynamic interaction, we can develop methodologies and strategic frameworks that effectively utilise military resources and expertise. These initiatives are likely to generate valuable insights for scholars, enhancing our understanding of the complex subtleties that define civil-military relations.

This enriched understanding not only improves awareness of the subtle interactions occurring at both individual and institutional levels but also equips military officers with the versatility needed to manage their specialised roles with agility. Additionally, it encourages their seamless integration with civilian counterparts, thereby strengthening collaborative efforts that support national progress.

**Significance and Contribution to Knowledge**

These findings significantly enhance the understanding of civil-military relations, particularly regarding the increasing involvement of the military in civilian sectors. The integration of military resources and expertise into civilian domains not only improves overall effectiveness and productivity but also plays a crucial role in supporting national economic growth. By utilising military training, discipline, and logistical capabilities, these collaborations aim to optimise

operations across various industries, fostering innovative solutions and improving service delivery. This dynamic relationship benefits both military and civilian communities, creating a synergistic effect that strengthens the resilience and stability of the national economy.

Governments worldwide often face the temptation to deploy military forces in response to complex and overwhelming situations. However, these military actions are usually characterised by their precision and brevity, targeting specific issues that require immediate attention. In contrast, the involvement of the Ugandan military in supporting law enforcement and the National Agricultural Advisory Services reflects a more sustained commitment. This collaboration has lasted over a decade and aims not only to improve the effectiveness of these institutions but also to revitalise them as vital contributors to the nation's economic development. Through this long-term support, the UPDF aims to enhance the operational capabilities of the police and agricultural advisory services, thereby promoting stability and productivity within the community.

The findings of this study provide essential guidance for policymakers on expanding military roles in various contexts. They outline the preparations that military personnel and their host agencies must undertake to ensure successful operations. Specifically, the study clearly defines criteria for when to offer military support and when to withdraw, emphasising the significance of timing in achieving desired outcomes.

Furthermore, the effectiveness of the supported institutions is assessed using comprehensive evaluation metrics. These metrics not only measure the immediate effects of military aid but also analyse the long-term contributions of these institutions to the national economy. By establishing a framework for assessment, the study aims to ensure accountability and encourage sustainable development in regions affected by military intervention.

This study used an exploratory sequential mixed methods approach to analyse the multifaceted role of the UPDF within the frameworks of the UPF and the NAADS. It clearly explains the involved dynamics by incorporating both qualitative and quantitative research methods, thereby improving understanding of applying the mixed approach in a research study.

The findings of this research deepen existing theories of role conception and socialisation, especially concerning military personnel who navigate and adapt to unfamiliar work environments outside their traditional military duties. Additionally, this study advances the discussion on civil-military relations, extending beyond the usual focus on humanitarian interventions to include a broader range of civil responsibilities that influence social development goals.

This research notably emphasises the vital role of the UPDF in law enforcement and socio-economic development initiatives. By examining these functions, the study illustrates how military involvement uniquely affects and influences the national economy, suggesting that involving military forces in civil duties can enhance the country's stability and growth.

Nevertheless, further research is required to identify the most effective way to deploy military support in the civilian sector. It must be recognised that each type of support is different; however, creating a flexible framework to suit the various roles is crucial for researchers and policymakers. This will also enhance the effectiveness of military support in delivering essential public services and promoting national development.

## **Research Questions**

Before a researcher begins investigating a problem, the issues involved must be clearly defined. This means that the research problem requiring a solution and the aims of addressing those issues must be clearly stated. The most effective way to understand the research problem and

objectives is to frame them as concise research questions that target specific goals. These questions will guide the study and also shape how the results are presented (Creswell & Creswell, 2018).

To address the research problem and draw insights to fulfil the research aim and objectives, this research study focuses on the following specific research questions:

1. What motivates the government of Uganda to “pull” the UPDF into roles that are typically non-military?
2. How is UPDF's involvement in non-military roles conceptualised and formalised by the UPDF?
3. What are the experiences of UPDF personnel deployed in non-military roles?
4. What are civilians' (UPF/NAADS/OWC civilians) experiences of working with UPDF officers in their institutions?
5. How should the UPDF best engage with civil authorities when undertaking non-military roles?
6. What was the impact of UPDF's involvement on the effectiveness of NAADS in achieving its objectives?
7. What was the impact of UPDF's involvement on the effectiveness of the UPF in achieving its objectives?

### **Research Hypothesis**

A hypothesis is a specific conjecture, statement, or assertion about the problem under investigation. It suggests a claim that requires a study to confirm or reject based on scientific methods. Each hypothesis includes two parts: one proposing a positive (alternative- $H_a$ ) or negative (null- $H_0$ ) relationship between the components. Hypotheses are expressed as either the alternative or null hypothesis, depending on the researcher's informed prediction. The analysis results

determine whether to accept or reject the hypothesis, which may be either alternative or null. It is important to recognise that hypotheses narrow the study's focus to specific points of investigation, unlike qualitative research questions, which cover broader areas (Creswell & Hirose, 2019; Quine & Ullian, 1980; Willis, 2023).

In this study, seven hypotheses correspond to the research questions discussed earlier. The quantitative aspect of the research complements the qualitative component, thereby enhancing overall validity and reliability. Hypotheses 6 and 7 examine how the expanded roles of the UPDF contribute to improving the effectiveness of the agricultural agency (NAADS/OWC) and the Uganda Police Force (UPF) in delivering public services, as well as their role in fostering national socioeconomic transformation and stability. For these final two questions, qualitative data were gathered from secondary sources, including websites, grey literature, and relevant documents collected by the researcher during the data collection process.

The hypotheses that form the foundation of the quantitative strand of this study are as follows:

### **Hypothesis 1**

H<sub>a</sub>: Credible legal frameworks motivated the government to expand the UPDF's roles.

### **Hypothesis 2**

H<sub>a</sub>: Adaptation strategies employed by the UPDF motivated the government to expand UPDF roles.

The strategy employed by the UPDF to conceptualise and formalise the assigned roles inspired the government to continue expanding its roles.

### **Hypothesis 3**

Ha: The experience of UPDF officers is related to their perception of their civilian and police hosts.

#### **Hypothesis 4**

Ha: The experience of the Police and NAADS/OWC civilian personnel working alongside the UPDF colleagues influenced their assessment of the UPDF officers.

#### **Hypothesis 5**

Ha: There is a connection between the government's motivation to expand the UPDF's role and the participants' views on the future of civil-military relations in Uganda.

#### **Hypothesis 6**

Ha: The support of the UPDF to NAADS through OWC has contributed to the socioeconomic transformation of Uganda.

#### **Hypothesis 7**

Ha: The UPDF's support of the UPF contributed to effective law enforcement in Uganda (national stability).

## **CHAPTER 2: LITERATURE REVIEW**

This chapter aims to review relevant literature on the expansion of the military's role beyond traditional defence responsibilities and its impact on civil-military relations. Although there is extensive data on civil-military relations, few sources focus on what happens when the military becomes involved in implementing government policies usually managed by civilian institutions. This study seeks to fill that knowledge gap. The literature includes various sources such as books, journals, magazines, dissertations, book chapters, and relevant government documents, statutes, and websites. Literature on civil-military relations in Uganda is limited; most of it comes from books by Ugandan authors that are not widely available online—many are hardcopies found only in local bookshops and libraries. Using search terms like civil-military relations, expanded military role, military role conception, role theory, military human resource management, socialisation of newcomers, and sensemaking helped gather relevant materials for this chapter.

The chapter is organised to achieve the aims of this study, starting with a review of civil-military relations in Uganda to establish historical perspectives on the concept. The second section examines how military organisations are structured, including their culture, doctrine, and leadership ethos. The third section analyses different approaches to role conceptualisation, with a focus on understanding military roles. When the military is assigned a significant role, it must adapt to incorporate this new function. The fourth section discusses Human Resource Management practices and the concept of newcomer socialisation; it considers how military personnel are treated as newcomers or contingent workers within civilian institutions, given the differences in HRM practices. The fifth section reviews some related previous empirical studies, and the final

section presents the theoretical and conceptual framework before summarising the main points of the chapter.

### **Civil-Military Relations in Uganda**

This section presents the concept of civil-military relations as it applies in the Ugandan context. In theory, civil-military relations refer to the interaction between the military as an institution and the other sectors of society with which the military is involved. It is a complex and multidisciplinary subject that spans all social sciences (Baciu, 2021; Feaver, 1999; Feaver & Kohn, 2000; Sebastian et al., 2018). This section explores the concept of civil-military relations in Uganda, covering the pre-colonial, colonial, post-colonial, and contemporary periods.

Before the colonial administration was established in Uganda in 1894, the country consisted of various kingdoms and chiefdoms (kinships). Each of these traditional administrative organisations had developed its own government structures. They maintained armies to defend and safeguard their respective kingdoms and chiefdoms, as well as the native populations (Ashaba, 2021; Lunyiigo, 2015; Reid, 2018; Sejjaaka, 2004). Recruiting soldiers into the army involved less stringent criteria than selecting young, energetic individuals. Training as a soldier was not solely the responsibility of the kingdom or chiefdom; every young man in a clan was socially oriented and trained to be a soldier by the clan elders (Karugire, 2010; Lunyiigo, 2015; Reid, 2018; Sejjaaka, 2004). In other words, soldiers were also members of the community. There was no clear distinction between civilian and soldier roles, unlike when colonialists introduced the concept of separating these roles. These pre-colonial civil-military relations in Uganda draw from the convergence/concordance theory, which suggests that the military and civilians are unified (Caraley & Janowitz, 1960; Janjua, 2021; Salihu, 2019; R. Schiff, 2008). As such, everyone

participated in social activities. When war broke out, it was the responsibility of every able-bodied man, and in some cultures, even women, to pick up their weapons and defend the community and its interests. In other words, soldiering was regarded as a legitimate career for all members of society. There was no distinction between civilian and military roles.

When the British established Uganda in 1894, they had to subdue all the kingdoms and chiefdoms within its borders. The colonial administration introduced a government structure with the military as a distinct arm of the state, separate from civil authority. The military's specific roles included defending and protecting the country's territorial integrity and sovereignty, while civilian government officials handled daily administrative tasks and managed military activities. The military was not expected to engage in social activities, which were meant solely for civilian government employees (Buzan, 2007; Desch, 1998; Giddens, 2001; Mazrui, 2023; E. Schiff, 2019). To the British colonial government, the military was considered the personal property of the Royal Government in the United Kingdom (UK)—hence the name King's African Rifle (KAR) (Karugire, 2010; Mazrui, 2023; Reid, 2018; E. Schiff, 2019; Sejjaaka, 2004). The colonialists employed the separation or institutional theory of civil-military relations, which views the military as a separate arm, or more precisely, an apparatus of the state with well-defined roles (Huntington, 1957; Owens, 2017; R. Schiff, 2008; Uluçakar & Çağlar, 2017). This arrangement shifted the traditional view of no categorisation, making the military a state apparatus tasked with protecting and defending the state against external and internal threats.

The post-colonial administration failed to uphold this idea, leading the military to seize power in 1971 through President Idi Amin's coup d'état (Karugire, 2010; Thompson, 1999). As a result, the military remained loyal to the interests of the UK (The British colonial government).

However, this caused the military to become alienated from the local people in colonies such as Uganda. The colonial government kept complete military control and used it effectively to achieve its aims. Nonetheless, when Uganda gained independence on 9 October 1962, the military was handed over to the new Ugandan government without proper vetting. The new government was unable to control the colonial military, leading to a decline in civil-military relations to their lowest point (Karugire, 2010; Reid, 2018; Sejjaaka, 2004). During this period, the military was a powerful state agency that victimised civilians whenever they encountered it. Therefore, working with the military was not an option acceptable to the civilian community.

The post-colonial government in Uganda began poorly with the colonial Army, KAR. The army mutinied two years after independence, demanding promotions and higher pay. To the army, their fellow native civilians received better treatment from the colonial administrators (Parsons, 2003; Thompson, 1999). This only worsened relations between the military and civilian authorities, ultimately leading to the 1971 coup d'état. From 1971 to 1979, Uganda was effectively under military rule. Military personnel served alongside some civilian employees across all government sectors, creating an uncomfortable overlap (Carter, 2019; R. Schiff, 2008). Military officers took on roles such as ministers and provincial governors (Karugire, 2010; Sejjaaka, 2004; Thompson, 1999). For instance, Lieutenant Colonel Abdul Abdallah Nasur was appointed governor of the Central Province and later of Karamoja from 1975 to 1979 by Uganda's then-President, Idi Amin Dada (Peterson, 2021).

From the experience of those who worked under the Idi Amin regime, it was clear that there was no smooth working relationship between the military officers and their civilian counterparts. Most military officers at the time were less educated and did not fully grasp the

nature of effective government systems. All the officers did was apply military doctrine wherever they were deployed in the civilian domain. This was reinforced by the government empowering military units in the districts and integrating them into the civil and administrative structures within the districts. In other words, the military imposed its values, doctrine, and culture on the civilian community. For instance, the Mbarara district was synonymous with the Simba Battalion of the Uganda Army; the Tiger Battalion was responsible for Mubende District, the Malire Battalion for Kampala District, and so on (Fontanellaz, 2015; Karugire, 2010; Kategaya, 2006). This was a typical example of militarising government structures.

With assistance from the Tanzanian government, particularly the Tanzanian military (the Tanzania People's Defence Forces - TPDF), the Idi Amin government was overthrown and replaced by a transitional government led by a union of Ugandan exiles called the Uganda National Liberation Front (UNLF). According to UNLF leaders, Uganda's main problem was a flawed military. Consequently, many civilian leaders sought basic military training to manage and control the military when the Tanzanian forces eventually withdrew. Within the government's administrative framework, a powerful Military Commission (MC) was created, mainly comprising military officers who also held government posts. For example, Paulo Muwanga (chairman of MC), David Oyite Ojok, and Yoweri Museveni were senior government and military officials. Even then, due to poor soldier discipline, the working relationship between the military and civilians was generally strained (Amaza, 1999; Byrnes, 1990; Karugire, 2010; Kategaya, 2006; Museveni, 2016). Public mistrust of soldiers was widespread. The soldiers aimed to impose military-style work relations on everyone, a trait despised by civil authorities. The military needed

retraining and education to develop into a professional force capable of working effectively alongside civil authorities and the wider population.

It appears that President Yoweri Museveni and his colleagues recognised the importance of a disciplined and professional force subordinate to civil authority. However, achieving this proved to be a challenging task. It requires a militarily well-trained, politically informed force that is educated and strong enough to undertake patriotic and pro-people tasks. Museveni and his allies established the National Resistance Army (NRA) based on these core principles. The NRA believed in a political-military force with proper ideological training to understand Uganda's goals of decolonisation, national sovereignty, and socio-economic transformation (Amaza, 1999; Kategaya, 2006; Kutesa, 2006; Museveni, 2016). This meant that those trained as soldiers had to grasp the fundamental principles of politics and social transformation. Most NRA leaders were university-educated graduates who took on roles to teach political economy and social education to members of the force and the local community where they operated as insurgents. This approach persisted even after they assumed state power in January 1986. Indeed, some officers served as district administrators and in other non-military professional roles. Such appointments were usually given to civilian and military-political educators believed to be well-informed about the ideology behind the National Resistance Army/Movement (NRA/M) revolution (Amaza, 1999; Katirima, 2020; Kutesa, 2006; Museveni, 2016). This was the origin of the UPDF as a people's army, and it was able to work effectively with the civilian population.

After seizing state power on 26 January 1986, the NRA/M retained their doctrine and the culture of a people's army. The army served the interests of the people and the nation as a whole. Respect for civilians and good civil-military relations were sacrosanct. The army consistently

supported civilians in emergencies and worked with community leaders to address issues affecting them (Amaza, 1999; Museveni, 2016). On 8 October 1995, a new constitution was enacted, enshrining all the core beliefs of the NRA/M into law. For example, Article 208, Section 2 states that the new army, renamed from NRA to the Uganda People's Defence Forces (UPDF), shall be non-partisan, national, patriotic, professional, disciplined, productive, and subordinate to civilian authority. Article 209 of the Constitution explicitly requires the UPDF to cooperate during natural disasters and to promote harmony with civilians, in addition to being productive (Constitution of the Republic of Uganda, 1995). These articles and sections reflect the culture and doctrine of the NRA/M. The military was, in essence, an integral part of the community, and collaboration was essential. However, working together has advantages and disadvantages, depending on how the framework is implemented and the nature of the tasks involved. The civil-military relationship is also influenced by globalisation and the evolving culture of civilian and military institutions (Balthazard et al., 2006; Inglehart & Welzel, 2005; Willcoxson & Millett, 2000).

As the years go by and Uganda continues to develop, the NRA/M cadres who seized power in 1986 are decreasing in number, and new members have been recruited into both civilian and military institutions (Museveni, 2016). The doctrinal beliefs of the new members are certainly different from those of the old cadres. The rate at which NRA/M doctrinal convictions diminish is even greater in civilian institutions because their training and working environments do not prioritise the NRA/M values, as is the case in some UPDF training schools and departments. Consequently, civilians and the UPDF seem to follow different scripts in many aspects, unlike in the past when civilians and the NRA shared a common ideology. Therefore, deploying the UPDF into civilian organisations to work alongside civilians with diverse values and working ethos is

likely to cause clashes in organisational culture, doctrine, and values. These challenges will particularly affect Human Resource Management practices in both the military and civilian organisations where the UPDF has been deployed.

For example, in 2001, the President appointed General Edward Katumba Wamala as the Inspector General of Police (IGP) following reports of rising crime rates in Kampala and its surrounding areas. This marked the first time a military officer was appointed to a police role. The underlying idea was that the police's methods were inefficient, and a UPDF approach to fighting crime was needed. This also aimed to transfer the UPDF's "idea and method" to the police. However, since 2001, the number of UPDF officers deployed to the police has continued to grow (Candia, 2005; LLC, 2010; The Independent Editor, 2019). Could the police have failed to adopt the UPDF's way of conducting operations? Is the difficulty related to the training of new police officers? Could that be why a UPDF officer now oversees the police training division?

Another example where the UPDF was deployed to support was within the National Agricultural Advisory Services (NAADS). NAADS is a government agency established by an act of parliament. It was created to promote improvements in farm output by advising farmers and providing them with modern farm tools, seeds, and seedlings. However, in 2014, the agency was marred by reports of widespread corruption. The Government responded to public outcry by sending UPDF officers to oversee the distribution of farm seeds, seedlings, and implements, while NAADS was limited to an advisory role only (ACCU, 2013, 2014; Benin et al., 2011; Budget Monitoring and Accountability Unit (BMAU), 2017; Kalyesubula, 2019; OWC, 2022). In both the Police and NAADS, the working relationship between civilians and the UPDF was reportedly strained. It appears that the government has lost confidence in the capacity of civilians to perform

certain tasks, leading to the deployment of the UPDF to take over or support these institutions. Therefore, it is necessary to examine this role contradiction within the context of the UPDF's relationship with the institutions they have been assigned to support. Nonetheless, before exploring this, it is crucial to understand the concepts of culture and doctrine as they relate to the military as an institution. This understanding will aid in comprehending the current civil-military relations between the UPDF and civilian institutions.

### **Military Organisational Culture, Doctrine and Leadership**

This section reviews the concepts of organisational culture, specifically military culture, doctrine and leadership as an intervening variable. This section will explore the link between the three images (Denison & Mishra, 1995; Kier, 1995; Schubert, 2022; Wilskman, 2021). To gain insights into how they are applied in the UPDF and the other government institutions where UPDF is deployed in a supportive role. To achieve this purpose, this section reviews the concept of organisational culture with a specific focus on military culture, military doctrine and the role of leaders in shaping the ideas of culture and doctrine as applied to the military and possibly in other supported institutions.

#### ***Organisational Culture and Military Culture***

The concept of culture is multidisciplinary and multifaceted, with a nuanced definition. Sociologists, social anthropologists, business psychologists, and social psychologists have studied it to the same depth. The common themes in these studies depict culture as a framework for the existence and functioning of a social entity (Dandeker, 2000; Popa, 2022; Radcliffe-Brown, 1952). Culture is therefore considered “socially transmitted behaviour patterns that relate human communities to their ecological settings” (Keesing, 1974, p. 81). Some alternative definitions of

culture offered by other authors expand on this basic understanding. For example, social psychologist Schein posits that

“Culture is a pattern of shared basic assumptions, invented, discovered, or developed by a given group as it learns to cope with its external adaptation and internal integration that has worked well enough to be considered valid and, therefore, it is to be taught to new members of the group as the correct way to perceive, think, and feel concerning those problems reframing.” (Schein, 2004)

Sociologist Alvesson described shared assumptions as a “cohesive system of meanings and symbols guiding social interactions” (Gagliardi & Alvesson, 2003). This definition by Schein is divided into levels: artefacts, which are tangible social structures and processes; values, which are less tangible goals, strategies, and philosophies; and the unconscious level, comprising often taken-for-granted beliefs, perceptions, thoughts, and feelings (Bellot, 2011). Social scientists such as Hofstede and colleagues added heroes, rituals, and values to Schein’s list of shared assumptions. They further argued that culture manifests across superficial to deep levels and that symbols, heroes, and rituals differentiate organisational cultures, referred to as “practices” (Hofstede et al., 1990).

Having gained some understanding of what culture is, it is worth examining the organisation or institution within the context of culture, as commonly referred to in organisational culture. There is limited consensus among organisational theorists about corporate culture and whether it can be comparatively measured across organisations (Denison & Mishra, 1995; Serpa, 2016; Shahzad et al., 2012, 2013). Nevertheless, Siehl and Martin offered a helpful definition of Organisational Culture, stating that it is a “normative glue and a set of values, social ideas or beliefs that organisational members share” (Martin & Siehl, 1983). Pettigrew considered Organisational Culture from a business perspective, describing it as a “system of generally and collectively accepted meanings (symbols, heroes, rituals and values) that run a group/organisation on certain

occasions” (Pettigrew, 1979). What can be inferred from the preceding literature is that all organisations have specific cultures that differ in some way or another from other organisations. The differences in organisational cultures mean that military organisations will undoubtedly have different cultures from those of civilian organisations.

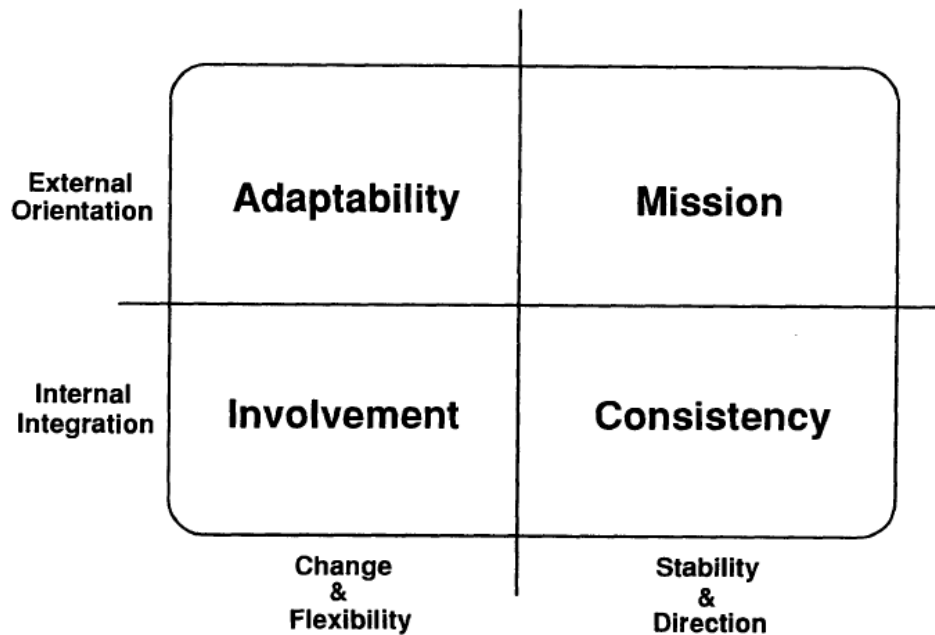
Military culture refers to the established characteristics of the military as an institution, which is formally structured and governed by specific cultural norms, and it provides identity to its members. These three factors create the dichotomy of “us vs them,” as in “we,” the military, versus “them,” civilians or other groups, thereby strengthening group cohesion (Atuel & Castro, 2018; Tajfel, 1982). Military culture encompasses the attitudes, values, goals, beliefs, and behaviours characteristic of the institution, rooted in traditions, customs, and practices, and influenced by its leadership (Field Manual 22-100, 1999). In simple terms, military culture pertains to the persistent, patterned way of thinking about the core tasks of human relations within the organisation. Culture, to an organisation, is akin to personality in an individual (James, 2000; Siegl, 2008). Consequently, culture provides the scripts for how the military approaches a given problem within its environment and how it adapts to future challenges. It also suggests that historical and cultural experiences serve as lessons to inform future actions. According to James Wilson, organisations are poorly adapted to perform tasks that are not part of their culture (James, 2000). Therefore, military leaders must pre-programme potential tasks in accordance with their organisational culture so that personnel can execute them effectively. The military, as an institution, relies on core missions bolstered by standard and standing operating procedures, as well as routine unit or formation tasks, which help reduce uncertainty and foster stability. It is also known that most professional militaries tend to resist innovations that conflict with their culture;

adaptation to such changes generally takes time (Siegl, 2008). In the case of the UPDF, it engages in roles beyond warfighting, including policing, agricultural services, and various other civilian interventions. It remains to be seen whether the UPDF culture envisioned and embraced these roles before they were introduced to personnel outside the military domain.

Denison and Mishra (1995) conducted convergence mixed-method research to achieve organisational effectiveness. They proposed a concept called culture traits, which they believed to be essential elements of corporate culture for effective performance. The traits include adaptability, mission, involvement, and consistency. These cultural traits are categorised into external orientation and internal integration. External orientation focuses on the organisation's adaptability and its mission in relation to the external environment, while internal integration emphasises involvement and creating consistency within the organisation. The authors also noted that adaptability and involvement determine the organisation's susceptibility to change, flexibility, openness, and responsiveness; according to them, these traits are strong predictors of organisational growth. Conversely, the traits of mission and consistency determine the level of integration, vision, and the organisation's orientation, which essentially indicates how stable the organisation is. They illustrated this concept in a quadrant model, as shown below (Denison & Mishra, 1995).

**Figure 1**

*Theoretical Model of Culture Traits*



*Note:* Adopted from *Toward a Theory of Organisational Culture and Effectiveness* by Denison & Mishra, 1995.

Therefore, it is vital for managers and leaders within organisations to understand these cultural traits to prevent internal instability and disorganisation of the organisation's alignment with the external environment. If instability and disruptions occur, leadership can utilise the same model to restore stability and environmental fit, thereby improving organisational effectiveness. When the UPDF is deployed to civilian government organisations, standard HR practices such as recruitment, training, and employee development may not be consistently applied. This could cause instability and misalignment with the environment for the organisation. It is the responsibility of the organisation's leaders to restore positive traits, ensure continuity, and enhance

performance. This can be easily achieved if the organisation is adaptable to changes that may impact it.

This study examines the implications of expanding the UPDF's roles to include policing and providing agricultural services to the community. Since 2001 and 2014, the UPDF has deployed personnel within the Police and the Ministry of Agriculture. Within the Police, UPDF officers work alongside police officers in their routine duties. In the Ministry of Agriculture, a parallel organisation called Operation Wealth Creation (OWC) was established alongside the National Agricultural Advisory Services (NAADS). Some core tasks of NAADS were transferred to OWC; nevertheless, the two organisations were expected to collaborate to achieve NAADS's overarching aims. The UPDF, the Police, and NAADS each have their own organisational culture; what occurs when the UPDF introduces its culture into these other organisations? Will the UPDF personnel transfer their cultural practices to the host organisations? Will the host organisations integrate the UPDF personnel into their own culture? Conversely, will a new neutral culture emerge that reflects a blend of the UPDF and the host organisations' cultures?

Organisational culture change and innovation are vital for an organisation to adapt to changing internal and external environments. Resource constraints, history, organisational leadership, and mission generally drive innovations and modifications. As previously discussed, organisations with cultures that are open to debate (flexible), capable of clearly defining their tasks, and able to operate with high levels of autonomy and minimal distractions are best at innovating and adapting to change (Bannay et al., 2020; Khan et al., 2020; Roxborough, 2000). The organisational culture of the Uganda Police and the NAADS will, therefore, influence their ability to continue performing effectively and even improve amidst interventions by the UPDF. Other

factors include best organisational practices and transformational leadership (Swilder, 1986; Wilderom & Van de Berg, 2000).

Another perspective on organisational culture is its transferability between organisations. A review of the literature suggests that the transfer of corporate culture is mainly a bidirectional process. However, the transfer tends to be more biased towards the less influential organisation. Organisational culture generally transfers through inter-organisational relationships, where sharing or imposing cultural traits results in transfer and adaptation happening simultaneously. This view is supported by dependence theory, institutional theory, and organisational development (Tinoco & Arnaud, 2013). Tinoco and Arnaud (2013) examined the relationship between the United States Department of Defence (DOD) and private military and security industries. Their findings indicate that these private military industries adopted a “sense of duty” — a core trait of DOD culture — through inter-organisational relationships, influenced by the type, strength, and duration of their engagements. The relationship between the UPDF, the Police, and the NAADS differs from that between DOD and the private military industries in the United States. The DOD acts as a customer to those private companies, whereas UPDF provides temporary assistance to host government organisations. As a result, the likelihood of bidirectional cultural transfer is higher. Nonetheless, we cannot dismiss the possibility that some of UPDF's cultural traits may transfer to the hosting organisations, owing to the military's imposing nature and doctrine.

However, it is important to recognise that a research gap exists concerning the culture of the UPDF. The only verified research on its culture pertains to civilian respect. This culture has contributed to the success of the National Resistance Army (NRA), the predecessor of the UPDF, in various activities as both an insurgent and a counterinsurgent force. The unique military culture

of the NRA/UPDF contradicts the political science theory of civilian victimisation. This same culture is practised by the UPDF in all its activities, whether military or not (operations other than war—OOTW) (Amaza, 1999; Bell, 2012; Katirima, 2020; Museveni, 2016). Further research is needed to explore the current culture of the UPDF and how much it has changed since the organisation's name was changed from the NRA.

### ***Military Doctrine and the Nexus between Culture, Doctrine & Leadership***

The term doctrine derives from the Latin word *doctrina*, meaning to teach. Therefore, doctrine can be seen as something that is taught. This aligns closely with the definition provided by the North Atlantic Treaty Organisation (NATO), which describes doctrine as the fundamental principles by which military forces direct their actions to achieve set goals or objectives (AAP-6, 1989). Corbett refers to doctrine as the soul of warfare (Corbett, 1914). For any military force to be effective, it must rely on physical factors such as Human Resources (HR) and equipment, as well as moral factors including leadership, command, management, and motivation. Additionally, it must take into account conceptual factors, such as doctrine, force development, and the principles of conducting various operations. However, the conceptual component acts as the foundation for the physical and moral elements (JDP 0-01, 2008; Robinson, 2022; Schubert, 2022). In essence, the latter two depend on and are supported by the former, highlighting the importance of doctrine within a military organisation. Military doctrine guides the application of physical factors like HR and moral components such as motivation to achieve desired objectives. Doctrine plays a crucial and integrated role in both peace and war, shaping and guiding military activities that ensure operational readiness and relevance to the state and society during peacetime (Sloan, 2012).

Unlike military orders, doctrine must be applied with judgment. This trait gives doctrine its uniqueness, highlighting its strengths and weaknesses. Doctrine needs to be updated regularly to reflect changes in circumstances, character, and the conduct of specific activities; otherwise, it risks losing its relevance to the military force (Nisser, 2021; Sloan, 2012). It is important to note that changes in doctrine originate from the tactical level, where lower-level commanders apply doctrine with judgment based on current circumstances. These commanders face challenges when transitioning from the existing doctrine to a new variant (Nisser, 2021; Sloan, 2012). However, to better understand the concept of doctrine, Professor Gooch identified six elements that drive military doctrine and its evolution: technology and its application, experiences and their influence, organisational interests, ideological orientation, national culture, and the politico-strategic conditions of the country (Gooch, 1997). These elements help clarify the study of doctrine. It should be recognised that doctrine serves as the link between thought and action. Leaders must ensure doctrine is updated as circumstances, character, and the conduct of specific activities change, or if entirely new activities are introduced (Nisser, 2021; Sloan, 2012).

The type of doctrine employed by the military as a state institution is best understood from the perspective of culture (Bove et al., 2022; Kier, 1997). According to Kier (1997), military doctrine is shaped by decisions made by civil authorities regarding how the military should be empowered within the state (internal power relations). This constitutes the external environment of the military organisation; however, it influences how the military will act. The military's organisational culture will determine how it responds to the constraints imposed by civil authority's decisions and directives. Therefore, understanding how the military will behave in a given situation

requires an assessment of its cultural characteristics and how these characteristics will influence the doctrine it develops.

It should be noted that the preferences of the military for a specific type of doctrine are internal and can best be understood through the lens of organisational culture (Kier, 1995, 1997; Pfannenstiel, 2022). The core of Kier's argument is that civilian policymakers hold their own views on how the military should operate and make decisions, which can restrict the military along a desired trajectory. However, these restrictions do not determine the military's doctrine; instead, it is how its culture responds to these restrictions that shapes the doctrine it adopts. The domestic political environment imposes constraints, and the military's culture interprets these restrictions and presents the doctrine as a means of adaptation. It is important to recognise that organisational culture influences members' actions by indicating what is expected of them. Still, it also filters members' perception of reality and imagination (Kier, 1995). In other words, culture provides the tools, not the ultimate goals, for organising action or behaviour (Pfannenstiel, 2022; Swidler, 1986).

The main point from the previous literature is that the policies enforced on the UPDF by the civil authority are seen as restrictions on the UPDF's activities. For example, when the government decided that the UPDF should assume some responsibilities of NAADS, UPDF leadership faced a significant challenge because the UPDF had no history of training agriculturists. However, the organisational culture of the UPDF interpreted this challenge, and the UPDF had to develop an appropriate doctrine to follow the directives from the civil authority. The UPDF's culture analyses and reacts to these restrictions and external environmental influences, which explains the type of doctrine it will choose.

Drawing from the balance of threat theory, one can explain the systemic causes of doctrinal innovation in the military. Militaries constantly seek to innovate doctrinally, which is driven by the complexity of the strategic issues the doctrine aims to address. During peacetime, doctrinal change is a common practice within the military due to the ongoing evolution of threats from the external environment. Typically, doctrinal institutions within the military have the responsibility to innovate and ensure the relevance of existing doctrines (Gallo, 2018). However, no change occurs to the military's culture and doctrine without the close influence of leadership.

Leaders are responsible for setting the direction (mission and goals) of their organisations, as well as shaping the culture and doctrine. This is influenced by both internal and external factors surrounding the organisations. These factors impose conditions on leaders and managers, prompting them to adjust the organisation's culture and doctrine. Leaders can shape and influence organisational culture through what they communicate to their subordinates, what they choose to celebrate, what they allocate resources to, what they consistently address in daily activities, and what actions they prefer to see seamlessly integrated into the system (Popa, 2022; Robinson, 2022; Stigile, 2016). Cultural change can also be driven by leaders through the allocation of rewards and status, as well as through established human resource practices such as recruiting, selecting, retaining, promoting, and compensating (Hill, 2015). Once cultural norms are set, military culture can be strengthened by shaping the competitive environment and creating new career progression pathways for recruits, while maintaining the organisation's core values.

However, it is worth noting that the military is one of the institutions that seems to resist innovation and change more than others. Innovations and changes that challenge core concepts, such as courage, honour, authority, control, and predictability, are most likely to encounter

resistance if they are not properly aligned with the values of those core concepts. Change becomes acceptable when the old idea is discredited by new facts, allowing the new idea to take its place (Andrew, 2015). It is the duty of the military leader to anticipate such responses and establish the environment in which innovative changes in culture and doctrine can be effectively adopted for better performance (Andrew, 2015).

The literature clearly shows that leaders are responsible for shaping both the organisational culture and doctrine within their institutions, based on the prevailing internal and external conditions. When the UPDF is deployed to assist other organisations in non-defence roles, it creates cultural and doctrinal implications for both the UPDF and the host organisations. Leaders must observe and address these implications to promote a harmonious working environment for employees of both entities. To better understand what happens within organisations and among their employees, reviewing the literature on role concepts in the next section of this chapter will be helpful.

### **Review of Military Role Conception**

In the previous section, the literature review examined culture, doctrine, and leadership within organisations. This section shifts its focus to exploring how employees interact within institutions, particularly how they perceive and fulfil their roles to achieve organisational objectives. To clarify the section's aims, the review will include definitions and concepts of role theory and related terms, as well as the connection between role conception and organisational culture. It will also discuss role theory, leadership, coworker relationships, and role conception in the military, culminating in a conclusion.

### ***Definition of Role Theory and the Related Conceptual Terms***

Role theory is a prevalent concept in sociology, psychology, and anthropology. It generally relates to three aspects: (1) patterned social behaviour, (2) identifiable components of social behaviours attributed to specific participants, and (3) expectations or what some authors refer to as scripts for these social behaviours that society considers correct and that social participants adhere to. These terms can be summarised as the role (the characteristic behaviour), the social position (the parts played by individuals), and the expectation (the scripts for social behaviour). Expectations may be seen as social norms, beliefs, preferences, or attitudes, depending on the context of consideration (Anglin et al., 2022; Biddle, 1986; Harnisch, 2011). There are five conceptual aspects of role theory stemming from sociology and social psychology, which are discussed in the following paragraphs.

#### **Functional Role Theory**

The functional role theory examines the typical behaviours of individuals occupying social positions within a stable social environment. In this conceptual framework, roles are viewed as shared normative expectations that define and explain characteristic social behaviours. The assumption is that participants or actors have been taught these norms and are expected to conform and encourage others to do the same. Functional role theory, therefore, describes the parts of the stable social system and explains why the system is effective and promotes conformity (Biddle, 1986, 1986; Ivan, 1976; Jamil et al., 2022; Klyver et al., 2020; Parsons & Shils, 1951). The limitations of the functional role theory are that roles are not necessarily tied to specific social positions, norms are not universally shared or adhered to by all actors, social systems are rarely entirely stable, and roles may involve cognitive processes beyond normative expectations.

### **Symbolic Interactionist Role Theory**

The symbolic interactionist role theory focuses on the roles of individual participants, how roles develop through social interaction, and the various cognitive processes through which social actors understand and interpret their own and others' behaviour (Duarte et al., 2021; Mead, 1934; Stürner-Siovit, 2022; Thies & Wehner, 2019). Symbolic interactionists believe that norms are related to social positions but are broad rules that provide the foundation for working out specific roles. For symbolic interactionists, roles reflect the norms, attitudes, situational demands, negotiations, and the changing definitions and identities of situations as understood by the participants, actors, or role incumbents (Biddle, 1986; Gordon & Gordon, 1982; McCall, 1982; Stryker & Serpe, 1982; Thies & Wehner, 2019; Wehner & Thies, 2014). The theory faces criticism for using vague and inapplicable definitions, for not addressing the contextual limits of the ideas' application, and for ignoring empirical research findings. Moreover, the expectations of role incumbents towards others and the influence of structural constraints are often overlooked or given less consideration. Additionally, it remains unclear whether symbolic interactionists see expectations as created by, derived from, or developing alongside roles. If the latter, what understanding exists of how expectations and behaviour interact? The theory also tends to prefer ethnography over other epistemological approaches, which attracts further criticism.

### **Structural Role Theory**

The structural role theory emphasises social structures as stable organisations of groups of individuals, referred to as social positions or statuses, that share patterned behaviours called roles. These roles are directed towards other groups within the social structure (Biddle, 1986; Burt, 1976, 1982; Mandel, 1983; Nasirpouri Shadbad & Biros, 2021; Qian et al., 2019; White et al., 1976). Structural role theorists are closely related to functional role theorists. However, the assumptions

of the former highlight the social environment rather than the individual, as in the latter. Structural role theorists benefit from presenting their arguments empirically and mathematically, which emphasises clarity and logic. Critics argue that problems arise when attempting to account for nonconforming individuals in poorly structured social systems undergoing change. Due to mathematical bias and other factors, many social scientists have moved away from the structural role theory; they contend that humans are thinking, rational beings, and that explaining their behaviour and experiences solely through mathematical arguments may be inadequate.

### **Organisational Role Theory**

The organisational role theory was developed by researchers primarily interested in roles within formal organisations. This theory concentrates on social systems that are pre-arranged, task-focused, and hierarchically organised. It contends that the concept of roles relates to well-defined social positions created by normative expectations. However, norms are not always equal and may differ among individuals depending on the organisation's designations and conditions influenced by informal groups. Since norms are constantly changing and derive from various sources, role incumbents (role-holders) often experience role conflicts and ambiguity, which they must manage against conflicting norms for their behaviour. These role conflicts and ambiguities can cause stress, requiring individuals to strive to resolve them to achieve psychological relief and to contribute to organisational development (Allen & van de Vliert, 1984; Clement et al., 2022; Duarte et al., 2021; Sluss et al., 2011; van de Vliert, 1979, 1981; van de Vliert et al., 1983; Yong et al., 2020). Critics argue that the organisational role theory's assumption overly emphasises the evolution of roles driven by non-normative scripts, often neglecting other equally vital aspects of role theory. Furthermore, it presumes that organisations are rational and stable entities; thus, any internal

conflict is merely a role conflict which, once resolved, should lead to happiness and productivity among role incumbents. However, this claim remains questionable (Biddle, 1986).

### **Cognitive Role Theory**

The cognitive role theory is rooted in cognitive social psychology, emphasising the link between role expectations and role behaviour. This theory highlights the conditions that create role expectations, develops methods for measuring these expectations, and examines their influence on social behaviour. It also considers how role incumbents perceive the expectations of others and how this perception affects their behaviours. Several subfields have emerged within the cognitive role theory, including, among others, role-playing (Gyori & Zaluczkowska, 2022; McNamara & Blumer, 1982); group norms, which describe the roles of leaders and followers (Hollander, 1985; Moreland & Levine, 1982; Rutte & Wilke, 1984; Sherif, 1936; Thakur & Chewning, 2020); anticipatory role expectations (Brewer et al., 1981; Carver & Scheier, 1981; Crafts & Rotter, 1955; Duckro et al., 1979; Kelley, 1996; Mancuso & Adams-Webber, 1982, 1982; Tschudi & Rommetveit, 1982); and role taking (Abescat, 2022; Alashoor et al., 2022; Breese et al., 2020; Eisenberg & Lennon, 1983; Enright & Lapsley, 1980; Mead, 1934; Piaget, 1926; Underwood & Moore, 1982; Yates, 2019).

According to Biddle (1986), role expectations can be viewed from three perspectives: norms, beliefs, and preferences. He argues that role incumbents learn these expectations or scripts through various experiences. These role expectations may or may not be shared with other members of the social setting, where the expectations influence behaviour and lead to the formation of role statuses. This approach to studying role expectations proposes a model for individuals' thought processes about roles. It also facilitates the integration of role theory with concepts such as attitudes, the self, and other social research ideas (Biddle, 1986). For example,

personal outcome relationships like introversion, agility, flexibility, the quest for cognition, clarity, achievement, and independence all help moderate the concept of role perception (Brief & Aldag, 1976; Draaisma et al., 2019; Kim & Seock, 2019; Zhalfa et al., 2022).

Some essential concepts used in role theory warrant understanding. They include (1) Consensus, which represents agreement on the expectations or scripts assigned to actors or role incumbents in a social system. Role incumbents are aware of their responsibilities and understand that all other individuals in the social system are obliged to support these roles as norms with sanctions. This suggests that social systems are integrated, and interactions within them are seamless when a normative consensus is established. For clarity, a social norm is defined as a standard shared by members of a social group (Andrighetto & Vriens, 2022; Kim & Seock, 2019; Kolb et al., 2001; Kolb, 1964; Sims, 1983). Preferential consensus, or consensus based on attitudes, has been found to promote social integration because it is linked to interpersonal attraction (Andrighetto & Vriens, 2022; Fishbein & Ajzen, 1972, 1975), friendship formation, and marital adjustment (White & Hatcher, 1984). (2) Conformity refers to compliance with well-structured (patterned) sets of social behaviour. These behavioural patterns are models set by society for expected conduct that role incumbents tend to mimic to conform to the wishes of the community, role senders, or other social system members. Conformity, therefore, involves studying the relationship between expectations and behaviours, and it is widely regarded across all subfields of role theory. Evidence indicates that role incumbents often conform to expectations held by others, which are attributed to them, and that these expectations guide their social conduct. (3) Role conflict occurs when other social system members do not share consensual expectations for a role incumbent's behaviour. It can also arise when actors' expectations differ and are incompatible. As

a result, the role-holder experiences conflicting pressures, stress, and strain, which they must endeavour to resolve by adopting coping mechanisms. Two or more incompatible role expectations for a behaviour can disrupt not only the individual (role incumbent) but also the social system. Consequently, the goal is to resolve these conflicts swiftly to restore harmony and stability within the social system, thereby providing peace of mind to the role incumbent. (4) Role-taking involves the actions of a person assuming the role of another individual, preceded by adequate development of the self and active participation in social interactions. It is believed that successful role-taking facilitates personal progress and effective social integration, contributing to a stable social system. It is important to note that role-taking varies from individual to individual; however, further research is necessary to confirm the assumed positive effects of role-taking on both the role incumbent and the social system.

Role theory is affected by several arguments, both from within and outside the confines of the theory's proponents. There is a need for an integrated approach to role theory, in which the assertions concern individual role incumbents and roles tied to persons within the same social system. Norms, beliefs, and preferences should be the parameters for creating and defining roles. The role theory should be able to examine the various role sectors, role functions, and self-validation in an integrated manner that can accommodate such insights to explain social behaviour more effectively than the current versions.

### ***Relationship between Role Theory and Organisational Culture***

Having examined role theory in the previous paragraphs, this subsection now investigates the concept of role-taking within an organisation and the influence of organisational culture on it. This review references the related model of culture's impact on role behaviour (Schepers & Borgh,

2020; Stone-Romero et al., 2003). However, to better understand how the model of the Effect of Culture on Role Behaviour (ECORB) was developed, it is helpful to first examine its foundational components, including script theory (Kronenfeld et al., 1977; Nguyen, 2022); role-taking model (Abescat, 2022; Katz & Khan, 1978; Yates, 2019); terror management theory (Barnes, 2021; Dang et al., 2021; Dar-Nimrod, 2022; Greenberg et al., 1997; Pyszczynski et al., 2021); and the process of acculturation (Berry, 2006; Czarnecka et al., 2020; Schwartz & Zamboanga, 2008; Valenzuela & Schwartz, 2023). Combining these fundamental components helps the reader understand the significant influence of culture on the role behaviour of individuals in a social system.

An actor, known as a role incumbent or role-holder, in a social system performs a role that society assigns and expects from them as part of that society (Abescat, 2022; Katz & Khan, 1978; Yates, 2019). However, it is impossible to assign all roles solely to role incumbents, which led to the development of the concept of scripts. Scripts are plans or structures that specify the appropriate sequence of events in a given context (Kronenfeld et al., 1977; Nguyen, 2022). These scripts do not necessarily prescribe every action, and it is expected that the role incumbent should be able to judge, based on the context, what is appropriate behaviour to fill the unspecified gaps. Scripts help the role incumbent organise and sequence the correct behaviours in particular situations, considering previous experiences. It is important to recognise that an individual's cultural background often influences these prior experiences. Different organisations have different cultures; therefore, a role incumbent from another organisation will likely have a different set of previous experiences. Such an individual will "fill gaps" differently for each script (Khan et al., 2020; Schepers & Borgh, 2020). This can lead to cultural clashes within an organisation hosting new employees or staff from another organisation. The repercussions of this are evident in

challenges related to role conflict and role ambiguity. An organisation facing these challenges is likely to display low performance, strained interpersonal relationships, and reduced work group and organisational effectiveness. Organisational leaders, as role senders (role allocators), must be aware of the anxiety they may cause among role incumbents while striving to build a cross-cultural organisation. In the present study, the Ugandan military has been deployed to work alongside the Ugandan police and the Ministry of Agriculture. Based on the preceding theoretical argument about the interaction between role incumbents from different organisational cultures, it would be of interest to explore the experiences of military officers and host institutional employees at the start of this new working arrangement and how they have managed to coexist since then.

Katz and Kahn (1966, 1978) viewed organisations as a system of roles. According to them, roles are sets of recurring, interrelated actions or behaviours of role incumbents. In organisations, role incumbents are interdependent; a focal (role) incumbent will expect and be expected to behave in a certain way based on the role sender's scripts. Other organisation members assess the focal person according to how well they act in line with the expectations of the role senders and other role incumbents. As a result, other members of the organisation, such as supervisors, peers, and subordinates—also known as role-set members—evaluate the performance of the role incumbent based on the role scripts or role expectations set by the organisation's goals and mission. Role expectations refer to the behaviours, beliefs, attitudes, and other related activities that role incumbents in focal positions within a society or organisation are expected to display or refrain from. The broad organisational context and related factors such as size, structure, technology, formal policies and procedures, and reward systems influence these expectations.

To ensure conformity with the expected role, the role sender must communicate the assigned role to the focal person through appropriate means, such as oral, written, or demonstrative methods. It is important to recognise that role senders cannot convey all details of the role; they only provide the focal incumbent with parts of it, and it is then the responsibility of the role incumbent to utilise organisational scripts to fill in the gaps. As members of the same organisation with a shared culture, some expectations are embedded in the organisational culture that the focal person is expected to know or learn from other role-set members. For example, the role sender might not inform the focal person that they must arrive at work by 8:00 a.m., take a lunch break at 1:00 p.m., or greet colleagues upon arrival. However, when the role incumbent comes from a different organisation or is a newcomer, their understanding of the sent role may differ from that of the role sender. Such discrepancies can lead to role conflict and role ambiguity, resulting in unnecessary anxiety within the organisation and negatively impacting organisational performance.

It should be noted that role senders are usually multiple to support a holistic approach to role conception. For example, for a focal incumbent, the role senders may include supervisors, peers, subordinates, family members, and other members of society, such as customers. Each role sender has expectations for the focal person to meet through appropriate role behaviour.

Another concept in the review of role conception is the received role, which refers to the focal incumbent's perception, beliefs, and cognition of the sent role. However, understanding the sent role will always be distorted because there is always "noise" in communication, combined with the personal attributes and cultural orientation of the focal person and the role sender. Therefore, the sent role will most likely differ from the received role. The personalities and interpersonal relationships between the role sender and the focal person may also influence this.

The focal person may filter out some key scripts as "noise" and ignore them, leading to a discrepancy between the sent and received roles. Other factors, such as the expectations of the role-set members, organisational and societal culture, and the perception and cognition of the focal person, all influence how the focal person interprets the received role (Dansereau et al., 1975; Draaisma et al., 2019; Ilgen & Hollenbeck, 1992; Stone-Romero et al., 2003; Zhalfa et al., 2022). Relating this theory to the current study, one would like to understand how military officers received the roles assigned to them by the new organisations and the role-set members. Was the culture of UPDF influential in shaping how roles were received? How did the officers adapt to the new working environment? Was there role conflict and role ambiguity? What role did organisational leaders play in resolving any role conflicts and ambiguities?

The Terror Management Theory (TMT) suggests that when a person does not share cultural values and beliefs with other members of a social system, they will feel threatened, leading to intense anxiety. This stress can result in strained relationships, poor performance, and disrupted social systems (Dang et al., 2021; Dar-Nimrod, 2022; Pyszczynski et al., 2021). The core idea of TMT is that humans are aware of death, which creates anxiety; they constantly try to reduce this stress; specific cultural traits are used to construct a worldview that relieves this tension; an expanded worldview provides the individual with "assurance" against death-related anxiety, such as beliefs in immortality or an afterlife; any threat that challenges this worldview creates uncertainty about the beliefs that alleviate stress, and therefore, differing worldviews can lead to low self-esteem and increased anxiety. These beliefs influence how role senders and role receivers perceive their roles, leading to differences in role conception between them. This is because individuals with different worldviews belong to different cultural contexts; thus, what is

considered acceptable in one culture may be disliked in another. A person's worldview affects whether they are perceived as valuable by members of their role set. Consequently, sharing a compatible worldview with others in an organisation can significantly help reduce anxiety. To address or lessen the effects of stress, individuals may employ strategies to buffer or mitigate tension (Dang et al., 2021; Dar-Nimrod, 2022; Pyszczynski et al., 2021; Stone-Romero et al., 2003).

In society and organisations, individuals from minority cultures face threats that cause significant anxiety. As a result, these individuals develop assimilation strategies to manage the inevitable stress caused by the majority culture. Psychological acculturation is the process through which individuals adjust their worldview to align with or adapt to the dominant worldview, influenced by the prevailing culture or changes in their own perspective (Berry, 2006; Czarnecka et al., 2020; Schwartz & Zamboanga, 2008; Valenzuela & Schwartz, 2023). According to Berry (1995, 2006), individuals facing acculturation pressures may adopt one of four strategies: (1) maintaining their own identity and cultural traits while establishing a positive relationship with the other group, resulting in an integrated group; (2) abandoning their own identity and cultural traits to foster a positive relationship with the other group, leading to assimilation; (3) preserving their own identity and cultural traits without forming a positive relationship, resulting in separation; and (4) lacking both the desire to maintain their identity and cultural traits and any wish to build a relationship with the other group, which may lead to marginalisation.

In organisations, integration and assimilation are the most common acculturation processes that promote stability. Integration occurs when role senders accept different work-related role expectations and their respective scripts. This means that the role sender does not strictly adhere

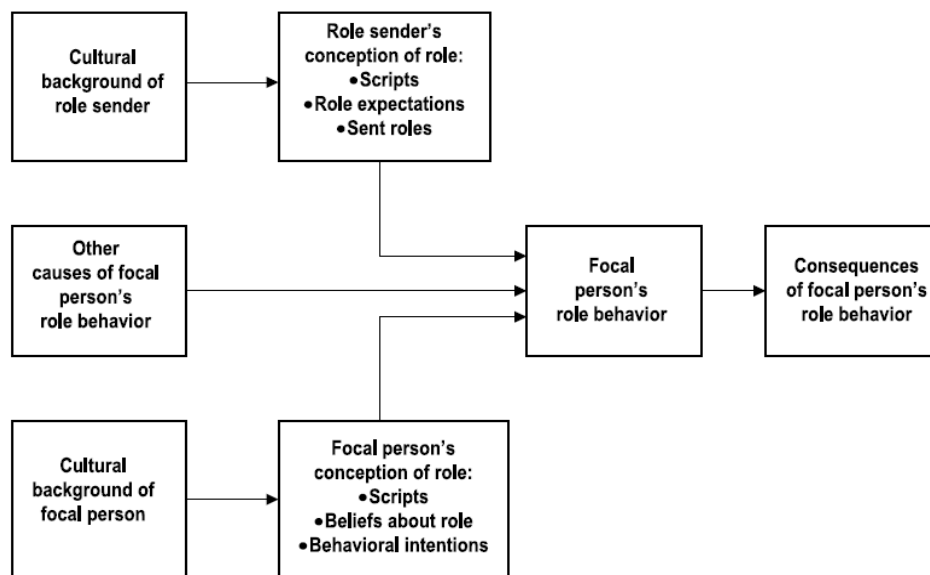
to a fixed definition of the role, allowing the role incumbent some freedom to interpret the received role based on other relevant factors, such as the individual's culture. Acculturation involving an assimilation strategy requires the focal person to actively adopt the sender's role perspective, abandoning their own cultural background or role conception. However, this approach can be harmful to both the focal person and the organisation in the long term. For example, the focal person might no longer fit into their original culture, becoming dysfunctional. The organisation and its role-set members also miss out on the benefits of diversity, as demonstrated in an integrated organisation. This does not mean that integrated organisations do not experience anxiety; indeed, they do, to the extent that it may lead to intergroup conflicts, affecting the effectiveness of the role-taking process. Nonetheless, research shows that developing friendly relationships between groups over time can reduce anxiety within the organisation. With patience and training, each group will come to understand and value the differences of the other, recognising that these differences are a natural aspect of their identity. No harm should result from members of the same organisation behaving differently, and no harm should be caused by other members of the same organisation behaving differently.

Figure 1 below illustrates the effects of culture on role behaviour, as modelled by Stone-Romero et al. (2003). It highlights three key aspects of how culture influences role behaviour: (1) how the role sender's culture affects their work-related scripts and their view of the focal person's role, (2) how the focal person's culture influences their work-related scripts and their understanding of the received role, and (3) how these two conceptions of role impact role behaviour. However, the model does not address the influence of culture on the antecedents of role expectations and the

inevitable feedback loops, such as how the focal person's role behaviour will affect the role sender's perception of the role.

**Figure 2**

*The Effects of Culture on Role Behaviour*



*Note.* Adopted from *the Influence of Culture on Role Conceptions and Role Behaviour in Organisations* by Stone-Romero et al., 2003.

Stone-Romero et al. (2003) explained that although not explicitly shown in their model, culture influences other organisational factors, such as power relations, decision-making processes, and human resource management practices. The impact of culture on administrative aspects is evident in the sender's understanding of the focal person's role and how they communicate role expectations to them. Culture also affects power distance and its distribution

within organisations (Atiyah, 2023; Etim, 2021; Hage & Tannenbaum, 1969; Hofstede, 1980, 1991; Hofstede et al., 1990; Stone-Romero et al., 2003; Tannenbaum, 1980).

From the Stone-Romero et al. (2003) ECORB model, it is clear that the culture of the role sender significantly contributes to the work-related scripts and how they conceptualise the focal person's role, communicate it, and respond to feedback from the focal person's behaviour. In this regard, role conception refers to the role sender's work-related scripts, the role expectations for the focal person, and how to communicate the role expectations in the sent roles. The focal person's culture also influences their role conception, which is built on cultural scripts and expectations about the appropriate role behaviour in a work-related environment. Culture, in this case, affects the individual's values, beliefs, attitudes, and emotions, thus shaping their behavioural intentions and how they will respond to feedback from the role-set members (Czarnecka et al., 2020; Hofstede, 1980, 1991; Hofstede et al., 1990; Markus & Kitayama, 1991b, 1991a; Stone-Romero et al., 2001, 2003; Zavalloni, 1980). It should also be noted that culture influences the interpersonal relationship between the role sender and the focal person. When two individuals share a common culture, the propensity to work harmoniously is higher than when they do not have a shared cultural background (Graen & Wakabayashi, 1994).

The role sender will focus more on how the focal person conforms to the assigned roles. Whatever behaviour the focal person displays, it will have consequences based on the role sender's perception. When the focal person's behaviour matches the role expectations of the role sender, it may lead to rewards such as praise, a pay rise, promotions, and other incentives. Conversely, if the focal person's behaviour falls short of those expectations, the outcome is different. A focal person who meets the role expectations will also develop new skills, earn trust, and gain the confidence

of the role sender. In future assignments, the role sender will not need to explain role expectations in detail due to past positive experiences with the focal person's attributes. If such a focal person deviates from expectations, the role sender is likely to give them the benefit of the doubt and continue to trust their goodwill. Essentially, the focal person can influence the role perception of leaders within the organisation, especially when their expertise is trusted and valued.

### ***Role Theory, Goal-Focused Leadership, and Co-workers' Nexus***

The sender's role as a leader in an organisation cannot be underrated. This subsection reviews the relationship between goal-focused leadership and the role behaviour of focal persons in an organisation. Goal-focused leadership channels followers' efforts towards the attainment of organisational goals by defining the specifics of the goals, prescribing possible means, and identifying task structure and feedback mechanisms (Colbert & Witt, 2009; Krause et al., 2018; Kyungsun, 2022; Perry et al., 2010). Supervisors, as role senders or leaders of the organisation, are responsible for clarifying their role expectations to focal persons (employees). This will enable both leaders and followers to perform better in various tasks, thereby contributing to the improvement of the organisation's overall performance (Kyungsun, 2022; Levinson et al., 1964; J. Qian et al., 2018; Rizzo et al., 1970; Xingyong et al., 2020).

Focal persons whose role expectations are not clearly defined are most likely to end up with adverse outcomes of role ambiguity, role conflict, anxiety, and confusion (Levinson et al., 1964; Qian et al., 2018; Rizzo et al., 1970; Thakur & Chewning, 2020; Yates, 2019). Supervisors or leaders ensure that subordinates understand their expected roles and receive ongoing guidance. A cordial relationship between the leader and the follower enables the free exchange of ideas, resulting in improved organisational performance. A friendly relationship here does not mean the

leader desists from administering rewards and punishments as tools for guiding and managing the followers. This is because the omission of these tools may result in organisational failures emanating from the focal persons' role ambiguity and conflict. Research has revealed that leaders who employ goal-focused leadership are less likely to omit these valuable tools and, therefore, less likely to cause role confusion in role holders (Colbert & Witt, 2009; Hinkin & Schriesheim, 2008, 2015; Kyungsun, 2022; Qian et al., 2018; Rizzo et al., 1970; Xingyong et al., 2020).

Role theory also recognises the vital part played by role-set members, such as co-workers, helping focal persons better understand their role expectations. Co-workers are essential in supporting their colleagues by reducing confusion caused by role ambiguity and role conflict. They are often more helpful than leaders in guiding and assisting focal persons with tasks in accordance with organisational policy and goals. Co-workers also help protect role holders from burnout, stress, and physical strain, while fostering creativity and enhancing performance (Chiaburu & Harrison, 2008; Halbesleben, 2006; Halbesleben & Wheeler, 2015; Marescaux et al., 2021; Pinna et al., 2020; Qian et al., 2018; Schwarzer & Leppin, 1989; Viswesvaran et al., 1999; Zhou & George, 2001).

When a focal person performs poorly, and they are aware of the failure, punishment is expected to follow; however, when the leader fails to administer punishment, the focal person will delve into uncertainty, confusion, and anxiety that will exacerbate poor performance (Bakker & Leiter, 2010; Matta et al., 2015). Employees suffering from role ambiguity are unaware of their actual role expectations and whether they contribute positively to the organisation's development (Fuller et al., 2006; Pinna et al., 2020). Therefore, a goal-focused leader must reward positive role expectations that contribute to attaining organisational goals. Rewarding positive role behaviour

is a form of supportive behaviour by the leader in recognising the contributions of the focal persons towards the purposes of the organisation, and this will attract appreciation, motivation, and positive role behaviour from the focal persons (Hinkin & Schriesheim, 2008, 2015; Jackson et al., 2012; Marescaux et al., 2021; Pinna et al., 2020; Vroom, 1964). Not rewarding positive behaviour, on the other hand, will cause demotivation, misunderstanding, and termination of further efforts to perform better in future endeavours, a condition similar to failure to administer punishment in the event of wrong behaviour (causing role ambiguity) (Milliken et al., 2003; Morrison, 2014; Morrison & Milliken, 2000). Such a condition will cause the focal person to hesitate to make decisions and feel anxious in future engagements (Rizzo et al., 1970). In other words, the role sender's lack of consistency and well-patterned behaviour becomes a source of role conflict and ambiguity for the role holders.

Therefore, organisations should endeavour to train their leadership corps to embrace a goal-focused leadership style, administer punishments and rewards unequivocally, and encourage co-worker assistance and support. This will ensure focal persons clearly understand their role expectations and contribute positively towards achieving the organisational goals (J. Qian et al., 2018). Research also suggests that rewarding co-workers' contributions in mentoring other workers should be formalised to ensure a culture is created and maintained within the organisation (Halbesleben & Wheeler, 2015; Lau & Liden, 2008).

### ***Role Theory in the Military***

Role conception in the military context refers to the shared worldviews within a single service or across all services regarding the appropriate purpose of the military as an organisation and the power held by the military in international relations. Role conception in the military is

heavily influenced by its historical experiences and the pivotal events that remain vivid in the minds of its members. The military uses this role conception to train and familiarise its role-set members, thereby establishing a stable social system. The military's role conception is not fixed; it evolves, diminishes in influence, and can become contested wholly or partially. Nonetheless, the military's role conception is never a fleeting attitude. It should also be noted that not all military organisations share the same enthusiasm or capacity to assert and define their roles, which is another area that warrants further investigation (Cusumano, 2015; Harig et al., 2022).

Role conception in the military has direct implications for national policy and direction. This is because it influences the nature and definition of the national goals and actions. The military's role conception will inevitably affect the selection of appropriate policy options and render others irrelevant. Organisational frames or the approaches organisations use to solve problems are closely linked to role conception. This is because role conception enables the organisation to understand its roles within society and strive to implement them (Can & Vieira, 2022; Harig & Ruffa, 2022; Schneider & Bos, 2019; Telecan et al., 2023; Vennesson et al., 2009).

Military role conception and organisational frames are usually observed in internal documents, manuals, publications, and correspondence. These documents are based on military doctrine. Military doctrine refers to those principles for the conduct of any military activity that is authoritative enough but must be applied with judgment. In other words, doctrines are guidelines for when and how to act in specific circumstances, but are applied when using discretionary judgment. Doctrine, therefore, is a conception of how military activities should be conducted and how the military should be structured and employed to meet the assigned roles. Doctrine is consequently dependent on role conception to define its component elements, as it is based on

shared knowledge, explanations of events, the conception of history, and the organisation's memory, lessons learned, myths, and language (Venesson et al., 2009).

Civilian authorities also influence military doctrine, shaping how the military should defend the state's interests. As a result, the military must base its conception of its role on experiences gained through interactions with civilian elites. Civil authorities may decide that the military should undertake operational or political tasks. Operational functions might not necessarily fall within the routine activities of the military, such as engaging in agricultural extension or providing medical services. Political tasks involve scenarios where the military supports the executive branch against other branches or opponents of the current government. For example, it supports a ruling political party against opposition by utilising resources designated for national service. Recognising its role in the country, the military may respond to these political directives in two ways: it may resist and refuse to carry out the orders or comply unconditionally. These responses depend on whether the military perceives itself as non-partisan and thus focuses more on its primary mission of defending the nation. Ultimately, the military's reactions to these political instructions may influence its role conception. When the military adopts ideas about non-traditional tasks, these may become integral to its role. Subsequently, the military might demand additional resources and policy changes to develop organisational structures capable of addressing these non-traditional roles. Essentially, this process can expand the military's power and influence by leveraging opportunities created when it is drawn into the political sphere, thereby affecting the civil-military balance (Feaver, 1999; Feaver & Kohn, 2000; Harig et al., 2022; Shemella, 2006; Telecan et al., 2023; Temby et al., 2018).

The section delved deep into the concept of role theory and the related sub-theories to clarify the idea of role conception in social and institutional settings. The current research explores the role conception of the Ugandan military (UPDF) when deployed to "assist" civilian institutions such as the police and the Ministry of Agriculture, and how the employees of these institutions relate to the military officers. Undoubtedly, the perceptions and beliefs of civilian institution employees had an edge over those of military officers. Further exploring the behaviour of civilian co-workers towards military officers will help identify the role support and role exchange activities between the two differently cultured organisations. It will, therefore, be interesting to establish how the leaders of these organisations managed to mitigate the challenges of role conflict and role ambiguity from straining the performance of the organisations. However, to understand the role of leaders in managing potential hotspots in the new integrated working relationship, it would be interesting to explore the concept of human resource management practices in the next section.

### **Human Resource Management Practices and Newcomer Socialisation**

The origin of the concept of Human Resource Management (HRM) dates back to the nineteenth century as coined by Frederick Taylor, a machinist, who came up with the scientific management theory focusing on the efficiency of workers in the production system (Armstrong & Taylor, 2020; Dessler, 2019; D. E. Guest, 1999; Pollard, 1974). However, a century later, HRM became a common term for organisational practices (Armstrong & Taylor, 2020; Legge, 1989). The definition of the term HRM still varies among different authors; nevertheless, the common understanding is that it concerns personnel management to maximise their potential for the benefit of the organisation, society and the personnel themselves (Armstrong & Taylor, 2020; Darby,

2006; Zhalfa et al., 2022). As a resource, humans are innovative and work diligently to underscore the objectives of the employing organisation (D. E. Guest, 1999).

After exploring the concept of role conception and its application in the military context, this section examines human resource management and practice as a concept that is influenced in organisations where employees from different organisations are brought together with organic staff members. This section, therefore, reviews relevant theories of human resource management (HRM), the principles (functions) of HRM, and how HRM is affected in merged organisations. The subsection on the socialisation of newcomers aims to explore how employees from UPDF behave as they attempt to integrate with members of the organisations to which they have been deployed. The concepts of sense-making, together with sensegiving and sensetesting, are used to examine the process through which individual military personnel integrate into the host organisation's system.

### ***Theories of Human Resource Management (HRM)***

Before exploring different approaches related to HRM, it is wise to first define the term to understand its context. HRM is defined as “a distinctive approach to employment management, which seeks to achieve competitive advantage through the strategic deployment of a highly committed and capable workforce, using an integrated array of cultural, structural and personnel techniques” (Brewster, 1999; Kleynhans et al., 2025; Legge, 1989; Salaman et al., 2005). Other authors have their own versions of the definition for HRM; for instance, “HRM is anything and everything related to the management of employment relations in an organisation” (Purcell & Boxall, 2017) or “activities to provide for and coordinate human resources of a firm” (Byars & Rue, 2015). These definitions may differ, but they share the essence of HRM. Unlike narrower

personnel management, HRM requires employees to commit to the interests and goals of the organisation, adapt to changes, ensure high-performance standards, and align organisational strategies with business objectives. These policy dimensions are driven by employees' capabilities and motivation to achieve organisational goals. HRM, therefore, is a concept that promotes effectiveness and efficiency in the workplace, and it also involves interactions among employees guided by the strategies, rules, activities, and processes of the organisation (D. E. Guest, 1999; Vanka et al., 2020). In simple terms, a theory is a set of principles used to derive meaning and interpretations from a collection of complex and disorganised facts. In other words, a theory is a group of assumptions collectively explained to clarify observed facts and forecast future events (Ghosh et al., 1990; Stoner et al., 1999). The theories discussed in this section include organisational behaviour theory, motivation theory, the AMO theory, human capital theory, institutional theory, contingency theory, and the Japanese school of thought.

### **Organisational Behaviour Theory**

The study of organisational behaviour, as a function of HR and related aspects, provides an understanding of how individuals behave within an organisation, including what they think, feel, and do. This knowledge enables the prediction, recognition, and monitoring of organisational events related to HR. The study of organisational behaviour focuses on improving firm performance, increasing job stability, and fostering creativity and effective leadership. By studying organisational behaviours, one can explain the HR policies that influence employees' efficiency and effectiveness. The core principles of this theory are threefold: First, humans are social beings who care about their interactions and are affected by others' words and actions. Second, people are concerned with equality and justice, wishing to uphold fairness and punish violators. Lastly, as organisations composed of people, firms are social entities that are influenced by and imitate others

to achieve authenticity in line with social expectations and standards (Pfeffer, 1994, 2007). In summary, the theory of organisational behaviour examines how people, groups, and structures impact behaviours within organisations, with the goal of acquiring knowledge to enhance organisational performance.

### **Motivation Theory**

Fulfilling individual needs is essential for fostering zeal and passion towards collective efforts aimed at the organisation's objectives. Organisational managers are responsible for recruiting and training professionals who can align with the organisation to attain its goals. However, to ensure that employees perform at their optimum, they need to be motivated, which requires an understanding of human nature and how motivation influences human performance. Therefore, to enhance organisational performance and achieve set objectives, managers must blend employee motivational incentives with effective management and leadership skills (Putra & Ali, 2022; Rasaki & Abioye, 2018). Research indicates that well-motivated workers are more innovative and productive and make substantial contributions towards organisational success. Conversely, less motivated workers tend to be careless about achieving the firm's aims. Motivation, therefore, acts as a critical catalyst for employee capacity development and higher organisational performance (Dewi & Wibowo, 2020; Putra & Ali, 2022; Vroom, 1964).

### **AMO (Ability, Motivation and Opportunity) Theory**

The AMO theory posits that ability, motivation, and opportunity (AMO) are the three components of a functioning system that characterises employees, ultimately leading to successful organisations. Managers utilise the AMO elements to align employees' passion and enthusiasm with the organisation's goals (AMO Theory, 2023; Lepak & Snell, 2002; Qian et al., 2019). The ability component refers to the skills, knowledge, and capability that employees possess to perform

their jobs with minimal supervision, achieved through well-designed HRM policies and practices related to recruitment, selection, training, and development that align with the organisation's goals (Tanova & Bayighomog, 2022; Townsend et al., 2019). Motivation relates to improved employee performance driven by the extra effort they devote to tasks due to incentives such as contingent rewards and enhanced performance management. Employee motivation can be fostered through better working conditions, practical tools, clear communication, feedback, and financial incentives (Tay et al., 2017). An additional key element of the AMO theory involves engaging employees via HRM practices such as delegating higher responsibilities down the organisational hierarchy. This involves providing employees with necessary information while monitoring their performance. Such HRM practices boost employees' trust in the organisation and motivate them to work towards its collective goals (Joseph, 2023; Qian et al., 2019; Tay et al., 2017).

### **Human Capital Theory**

The human capital perspective is that people are investment assets that must be developed through knowledge and skills to generate economic benefits. Greater investment in human resources fosters innovation and productivity, ultimately contributing to the organisation's success. The human capital theory suggests that formal education boosts individuals' value and, in turn, enhances their productivity (Joseph, 2023; Qian et al., 2019; Zimmerman et al., 2013). However, this assumption is challenged by research showing a weak link between the number of years spent in school and higher income (Joseph, 2023; Storm et al., 2023). Nonetheless, it is widely accepted that investing in education increases the level of cognitive capital necessary for economic productivity. The current generation must stay up-to-date with the younger generation's knowledge and skills to enable them (the younger age) to apply what they have learned to create

diverse products and develop new insights for future generations (England & Folbre, 2023; Munawar et al., 2022).

### **Institutional Theory**

The institutional theory posits that the formal structure of an organisation is derived from its internal environmental features, such as organisational culture, symbols, and normative beliefs. Organisation fields are shaped by rational myths and shared ideas within the organisation. The survival of an organisation depends on its conformity to organisational norms and organisational fields (Croucher & Rizov, 2014; Lewis et al., 2019; Townsend et al., 2019; Wood et al., 2014). Institutional theory significantly contributes to the study of the cultural cognitive dimension, regulatory, and normative aspects that generate organisational stability capable of withstanding deviant behaviours within the organisation (Lee, 2020; Najeeb, 2014). Institutionalism comprises three disciplinary perspectives: (1) sociological institutionalism, which includes instruments of individual ideas and assumptions, the nexus between observed reality, political measures, and policy goals, and culturally driven assumptions; (2) historical institutionalism, which is based on a generally higher self-identity; and (3) political institutionalism, which asserts that the process of state formation, political systems, and political parties help shape political processes and outcomes (Jiang, 2016; Lee, 2020; Lewis et al., 2019; Zeitz et al., 2009).

### **Contingency Theory**

The contingency theory is based on organisational internal and external fit. It suggests that for an organisation to achieve its goals effectively and successfully, its HRM functions must align with its internal and external environments. The external fit relates to HRM practices that enable the organisation to coordinate with its strategy and external surroundings. Meanwhile, the internal fit focuses on HRM practices that work together within the organisation to achieve the desired

outcomes (Fiedler, 1964; Harney, 2023; Qian et al., 2019; Townsend et al., 2019). Therefore, the contingency approach to studying HRM can help promote better employee behaviours by harnessing their abilities and motivation, which are in turn aligned with the organisation's strategic goals (Harney, 2023; McGrandle, 2017; Muafi & Kusumawati, 2020). It is also important to recognise that some contingency factors, such as culture, globalisation, and organisational size, directly impact human resource management functions. For example, if an organisation with a different culture operates in a new environment with its own cultural norms, HRM must gather more information to make informed decisions, adapt to changes, and balance employee behaviour with the new environment. Globalisation introduces new technologies requiring new skills that employees need to acquire, as well as a new market culture that the organisation must integrate into. Managing these changes demands adjustments in HRM practices through innovation, especially in large organisations with dedicated HR departments (Adegbite, 2019; Al Natour, 2019).

### **Japanese School**

The Japanese utilise a unique form of HRM, known as Japanese HRM, which is rooted in Japanese-style management principles (Carr & Pudelko, 2006; Pudelko, 2004, 2006; Tokoro, 2005). This management approach is based on what they call “Kaizen”, meaning “quality cycles” involving small groups of seven to ten individuals who discuss, measure, and evaluate the quality of their products. Any observed defects are rectified, records and statistics are maintained, and, when necessary, members undergo further training to improve quality and related aspects of their products. In essence, Kaizen operates on the principle of continuous improvement, involving the participation of every employee. This entails teamwork, quality management, customer care, work ethics, and just-in-time action to address observed quality issues and related problems. Consistent

with Japanese culture, group behaviour is intense, and every member of the quality cycle is responsible for the others (Pudelko, 2006; Serenko et al., 2022; Tokoro, 2005). Furthermore, Japanese HRM practices emphasise job security, participative decision-making, informal communication methods, and promotion based on seniority. Key features of Japanese HRM include lifetime employment, systematic promotion, mandatory retirement at age 55, mutual trust and loyalty between management and employees, and the embedding of national culture into the corporate culture, among others (Graen & Wakabayashi, 1994; Serenko et al., 2022; Tokoro, 2005). The core factors contributing to the success of Japanese companies are an effective and flexible management structure, a participative approach to decision-making, and a highly trained, motivated, and adaptable workforce. Japanese HRM is also reinforced by the concept of “Ikigai”, which pertains to workers’ psychological needs for fulfilment, involvement, and self-actualisation in the work environment (Oe & Yamaoka, 2020; Taylor, 2022; Watanabe, 2022).

### ***Purpose and Role of Human Resource Management***

The core idea of HRM is to ensure that organisations have enough employees with the necessary knowledge, skills, and capability to produce goods and services efficiently, supporting the organisation's objectives and goals (Aguinis et al., 2022; Arifin & Tajudeen, 2020; Dessler, 2019; D. E. Guest, 1999; Tanova & Bayighomog, 2022). Essentially, the HR department aims to connect human resource functions with organisational aims, source workers from both traditional and non-traditional labour markets, conduct cost-effective recruitment and selection processes, and develop responsive and systematic HR policies and practices within the organisation. Several roles of the HR department are widely accepted by researchers in the field of HRM. These roles include staffing, policy development, compensation and benefits management, retention, training and

development, legal employment issues, worker protection, and communication and awareness of the external environment (Armstrong & Taylor, 2020; D. E. Guest, 1999; Mahapatro, 2022).

### **Staffing and Onboarding**

Staffing involves recruiting and selecting the best professionals for the organisation. Employees must be capable of guiding the organisation towards its goals. Even in highly automated workplaces, humans are essential for managing robots. The HRM role of staffing also includes planning for the necessary staff by determining the optimal number, the knowledge and skills required, the appropriate pay scale, and the policies that govern employee interactions, including fostering multiculturalism in the workplace (Armstrong & Taylor, 2020; Mahapatro, 2022; Zimmerman et al., 2013).

After successfully recruiting and selecting the best employees, the next step is to orient them to the organisation's culture. This onboarding process is comprehensive, including team building for both new and existing employees, setting up equipment, and providing the necessary technology to maximise its impact on the new workers and ultimately the organisation's overall output (Bauer & Erdogan, 2011; Korte & Lin, 2013; Padvic, 2005; Zimmerman et al., 2013).

### **Development of Workplace Policies**

The process of generating appropriate policies at the workplace rests on the HR department, supported by the legal and executive departments. The objective of these policies is to ensure there is fairness (equality and justice) and continuity in the organisation. This is very important because it hinges on the motivation of the employees (Aguinis et al., 2022; Dessler, 2019; D. E. Guest, 1999; Mahapatro, 2022). The HR department is responsible for recognising and identifying the required policies or amendments and taking the lead in writing the necessary

guidelines. Some critical workplace policies concern employees' discipline, vacation, dress code, ethics, and internet usage, among others.

### **Compensation and Benefits**

Compensation and benefits management are crucial in the HR department because they significantly influence employees' motivation and enthusiasm. The HR team must ensure fair compensation and benefits that align with industry standards and are sufficiently attractive to draw in top talent. Rewards such as one-time funds, pay increases, and other recognitions for good performance should be administered according to the organisation's policies, ensuring fairness in their implementation (Aguinis et al., 2022; Aguinis & O'Boyle, 2014; Zhalfa et al., 2022). For example, the HR department might consider health benefits, retirement plans, share purchase schemes, holiday entitlement, sick leave policies, bonuses, and arrangements for tuition reimbursement.

### **Retention**

Finding and hiring knowledgeable and skilled professionals is very costly. It is even more expensive to lose them after they have worked with the organisation for some time. The HR department must be familiar with laws and regulations governing employees at the workplace to manage them effectively. Most employees leave the organisation due to compensation issues. However, other factors such as the nature of the job, conflicts with managers or colleagues, inability to fit with organisational culture, and poor working conditions can negatively affect employees and lead to turnover (Aguinis et al., 2022; Guo et al., 2009; Mwita et al., 2018; Zimmerman et al., 2013).

### **Training and Development**

Another way to retain employees is by providing training and development opportunities, helping them become proficient in their roles. The HR department is responsible for ensuring employees perform as expected and, where possible, motivating them to do their best to achieve organisational goals (Armstrong & Taylor, 2020; Putra & Ali, 2022). The training and development programmes designed by HRM may include on-the-job skill enhancement, communication training, team-building activities, and education on policies related to ethics and the legal aspects of the organisation.

### **Legal Affairs**

The HRM must be aware of all laws and regulations governing employment at the workplace and within the state where the organisation is based. They must also be mindful of and respect international labour laws. This is to ensure the HR department does not cause the organisation unnecessary losses due to lawsuits arising from illegal actions by HRM against an employee. Cases may stem from breaches of anti-discrimination laws, healthcare rights, minimum wage laws, workers' safety regulations, and union and labour laws (Armstrong & Taylor, 2020; Sofat, 2016; Tanova & Bayighomog, 2022). It is the HR department's responsibility to stay informed about amendments to labour laws and to communicate such changes to the entire management team of the organisation.

### **Protection of Workers**

The safety of workers is the organisation's responsibility, but it falls more heavily on the HR department. The HR department must be aware of laws and regulations related to workers' safety and ensure that other managers understand this importance (D. E. Guest, 1999; Mahapatro, 2022; Zhalfa et al., 2022; Zimmerman et al., 2013). Workers' protection issues generally relate to

safeguarding against chemical hazards, ensuring adequate heating and ventilation, reducing air pollution, and protecting employees' personal information, among other concerns.

### **Communication**

Besides effective management, the HR department must maintain efficient and professional organisational communication. Effective communication reduces employee turnover, boosts motivation, and decreases absenteeism, thereby enhancing retention. It also matters how the HR department delivers messages to employees. Poor communication styles only worsen problems rather than resolve them. It is the HRM's responsibility to choose the appropriate mode of communication for the employee, at the right time and in the right context. Communication can be delivered verbally, in writing (electronic or handwritten), or non-verbally. This is achieved at strategic, operational, and tactical levels, depending on the target audience (Nordby, 2020; Putra & Ali, 2022; Rasaki & Abioye, 2018).

### **Awareness of the External Environment**

Organisations do not exist in isolation; various external factors influence what occurs within the internal environment. It is the responsibility of the HR department to be aware of these external factors and to consider them in all decision-making processes. Most external factors are not directly controlled by HR or the entire organisational management, and they include elements such as globalisation, labour laws, healthcare costs, employee expectations, diversity and demographics in the workplace, an influx of a more educated workforce, layoffs and downsizing due to economic shocks, and the arrival of new technology that may directly affect the organisation's operations (Aguinis & O'Boyle, 2014; Armstrong & Taylor, 2020; Korte & Lin, 2013; Willcoxson & Millett, 2000).

When new employees are transferred from another organisation without prior planning by the hosting organisation, each of the roles discussed above will be affected (Horwitz et al., 2002). This is because the HR department of the hosting organisation does not directly control the terms of recruitment and selection of the “visiting” organisation. For example, in relation to the current study, the military (UPDF) has its own criteria for recruiting and selecting soldiers, which differ significantly from those of the police and the Ministry of Agriculture. Enrolling these soldiers as colleagues with police and agricultural officers will create HRM challenges due to the differences in how these institutions manage HR practices. The employees (soldiers and civilians) have different organisational cultures, so the newcomers will need to adapt, influence, assimilate, or accommodate the prevailing culture. There is also a possibility that a subculture could emerge from the merging of these two distinct cultures.

### ***Human Resource Management in the Military***

The military relies heavily on its manpower (human resources) to carry out most of its activities, such as controlling a geographical area, operating advanced equipment, and managing the workforce. However, in today’s working environment, especially in developed countries, securing the necessary workforce has become very challenging. The military must compete with the private sector and other government departments to recruit and retain young, energetic individuals. In the past, conscription was used for recruitment; this has since changed, and the military is now considered “just another job” (Moskos & Wood, 1988). Nonetheless, the military has gradually adopted the principles of HRM. Most armies have resisted dropping the terms “personnel management” and “personnel administration” that frame HRM. Earlier, these components of HRM were seen as merely operational support, but today, they are regarded as

strategic enablers that highlight the importance of human resources as a core element in the military (Sofat, 2016).

HRM in the military differs from that in other sectors, such as government and private, in terms of the details of its functions, but it also shares some commonalities. For instance, the military and the other organisations all recruit from the same labour market and operate as self-contained entities (Robbert et al., 1997). In the military, HRM has three elements: (1) personnel management process, which concerns promotion, selection, retention screening, and appraisals; (2) compensation and extrinsic rewards, which deal with incentives, allowances, special payments; (3) organisational structure, which involves hierarchical bureaucracy and the degree of self-management (Robbert et al., 1997). All three aspects must be embraced in parallel to ensure the military achieves the desired goals.

Compared to jobs in the private sector, those within the military are relatively stable. This could be due to the stringent and mostly inflexible work environment. It, therefore, never occurs to the employees that they could wake up one day and walk away from the military without any consequences. The military is solely responsible for its HR cycle, although some armies in the world have recently outsourced some activities. For example, in the US, camp security is outsourced to private security organisations, mostly made up of retired service personnel (Heinecken, 2014). The management of the camp security personnel falls outside the realm of the military's core HRM responsibility.

In the military, the HRM approach is top-down and aligned to the objectives developed at the strategic level of decision-making. This is the opposite in most corporate organisations, where the approach is bottom-up. As such, the more accurate description of the HRM in the military

would be Strategic Human Resource Management (SHRM) (Catano et al., 2000; Cooper, 2014). SHRM formulates and guides the practices and policies that generate and manage the right personnel for the military's mission (Dessler, 2019). It ensures the military organisation has skilled, competent, and motivated human capital (Cooper, 2014; Okros, 2009). Recruitment in the military is not direct employment for a job. Candidates are recruited for entry-level training. The trainers determine who goes to which assignment after the various levels of military training, education and preparation. The other non-military sectors, however, recruit for the job. Their human resources are trained at different universities and colleges worldwide (NATO, 2015; Patrichi, 2015). The military, on the other hand, must establish and maintain its training schools, colleges and training centres. An employee in the military institution is trained, sustained and retired; in all these processes, the military takes care of the complete HR cycle as an institution. Even the retired are taken care of; before retirement, the military ensures they are prepared, resettled and integrated into society (Dessler, 2019). In Uganda and some countries, after retirement, the “employees” become reservists, meaning they are still available for service should the need arise (Lomsky-Feder et al., 2008; UPDF Act, 2025).

After the rigorous recruitment and selection procedures, the new employees will embark on a well-established career progression channel. Promotions are based on strict regulations, rank by rank, and determined by a statutory commission. They are usually based on years of service, experience in the line of duty, and other related qualifications (Soeters, 2020; UPDF Act, 2025).

It is a fact that all organisations have their unique organisational culture and subcultures. The hierarchical organisation of the military shapes its culture and strengthens the command relations and the associated social values. Previously, military service was a male job and

comprised primarily of citizens of the country. Today, it has become a policy, especially at the United Nations, where women serve on equal terms with their male counterparts, and it is a requirement to include non-citizens and other minorities who offer willingly to serve as military personnel (Bosman et al., 2008; Bridgess & Horsfall, 2009; Haddad, 2010).

The hiring or outsourcing of some military functions to Private Military Companies (PMCs) brings another aspect of HRM in the military, where procurement and finance departments come together to create some flexibility in expenditures supporting the HRM function. The negative aspect of this arrangement is the weakening of the command and control system, which forms the core of the military culture (Heinecken, 2014; Soeters, 2020). The contract terms guide PMCs; any other regulations enshrined in the military laws and rules mean nothing to them.

As in some organisations, the military strictly adheres to ethical behaviours internally and externally. That is ethical behaviour towards members of the army and the other people within the surrounding environment. Transgressions such as theft, abuse, and violating the rights and property of others are punished to deter their recurrence. Commanders along the chain of command and control play a crucial role in maintaining the discipline of their forces (Schaubroek et al., 2012).

Traditionally, the military is organised in a hierarchical, pyramidal structure with command-and-control authority flowing down through the levels. There is a strict bureaucracy with a clear division of labour. The lower units and formations are subordinate to higher formations; for example, sections form a platoon, platoons form a company, companies create a battalion, and battalions form a brigade, and so forth. Lower commanders are responsible and must report directly to their immediate higher commander, never bypassing them to report to the next level up. For instance, it would be unacceptable for a platoon commander to bypass their company

commander and report directly to the battalion commander. Adhering to these rules is fundamental to military culture, a tradition that dates back to the Roman Empire era and earlier (Shenhav, 2002; Soeters, 2020; van Doom, 1975).

The functions and roles of the military are constructed in response to the threats envisioned by political elites. Enemies are those states and individuals that pose a threat against the sitting government or the country's people. The military addresses such threats through violence against the designated enemies. However, the military may sometimes be employed to address challenges beyond war-fighting. Such challenges may include responding to natural disasters, supporting civil authorities and health organisations, providing training services to civilians and other militaries, and cyber defence and protection, to mention a few. These expanded military roles often accompany demands for increased funding and authority, thereby enhancing the military's power (Brooks & Erickson, 2022; Mazzetti, 2013).

Militaries worldwide, or within specific regions, tend to conduct joint operations, which they refer to as Combined Joint Operations. The internationalisation of operations by allied military forces is another unique characteristic portrayed. Finding this kind of arrangement in government and privately owned organisations is infrequent. The negative aspect of this is the silent suppression of different strategic cultures within the militaries as they attempt to work together to achieve a common goal (Soeters, 2020). It appears that the UPDF is employing the same concept of joint operations to collaborate with other government sectors in achieving the desired goals.

### ***Contingent Workers and HRM Practices in Organisations***

The term contingent employee or worker first appeared in the U.S. and later Australia, among other countries, and was conceptualised to mean “any job in which an individual does not have an explicit or implicit contract for long-term employment” (Australian Labour Market Statistics, 2009; Characteristics of Employment in Australia, 2016; Forms of Employment in Australia, 2006; Cappelli & Keller, 2013). Some authors defined contingent workers as “self-employed individuals who sell their services to client organisations on a fixed-term or project basis (Connelly & Gallagher, 2004, 2006; Zimmerman et al., 2013). Other authors have also distinguished four forms of contingent employees: temporary staffing, independent contractors, direct hires, and seasonal workers (Connelly & Gallagher, 2004). Furthermore, depending on their understanding, many researchers use different terms to refer to contingent workers/employees. This made the term an omnibus one with synonyms such as non-standard or non-traditional employees to differentiate them from the standard or traditional employees that are directly hired as opposed to those hired for a contracted period (Broschak et al., 2008) or simply independent contractors, temporary worker, self-employed non-employee or atypical employee to signify the essence of the short term contracted employees (Burgess & Connell, 2006). Employers tend to treat contingent workers differently from directly hired employees. Most HRM practices are based on full-time or permanent employees. For instance, the two types of employees may not undergo the same onboarding, training, and career development, as well as identification with the organisation and other HRM practice programmes (Kowalski & Loretto, 2015; Okhuysen et al., 2015; Zimmerman et al., 2013).

In this research study, UPDF officers and men deployed to support civilians in various other government institutions could be considered contingent workers. This is because their terms of employment in the host organisations and the general HRM practices related to the officers differ significantly from those of standard employees. Nevertheless, if the ultimate objective is to improve the quality of work output, the shift towards integration and equality in the treatment of contingent and traditional employees is crucial. This will attract loyalty and dedication to do extra work in support of the organisational goals from both the standard and non-standard employees (Pfeffer, 1994). It is also argued that when contingent workers are employed to support standard employees, tension is likely to arise within the employee body. HR managers must thus endeavour to effectively communicate the reasons behind using contingent workers to avoid the fear of job security and other issues associated with the interaction between traditional and non-traditional employees (McKeown, 2016; McKeown & Cochrane, 2017; Zimmerman et al., 2013). The HR department should also make concerted efforts to integrate the two types of workforces to ensure the organisational goals are achieved effectively and efficiently. Some authors suggest employing the contingent workforce for peripheral tasks and ensuring the two are dependent on each other could easily integrate the two types of employees, cause a harmonious coexistence in the organisation and increase organisational commitment as opposed to compliance only among the workforce (Deakin, 2007; Hitt et al., 2005; Leighton, 2014, 2016; Leighton & Wynn, 2011; Pfeffer, 1994). Much as the contingent workforce may not be well-versed with the core of the organisation, they are usually more endowed with knowledge about public skills, job expectations, deadlines, etc., that is, industry and occupational best practices than the standard employees (Aguinis & O'Boyle, 2014; Bogenhold & Klinglmair, 2016; de Jager et al., 2016; Matusik & Hill,

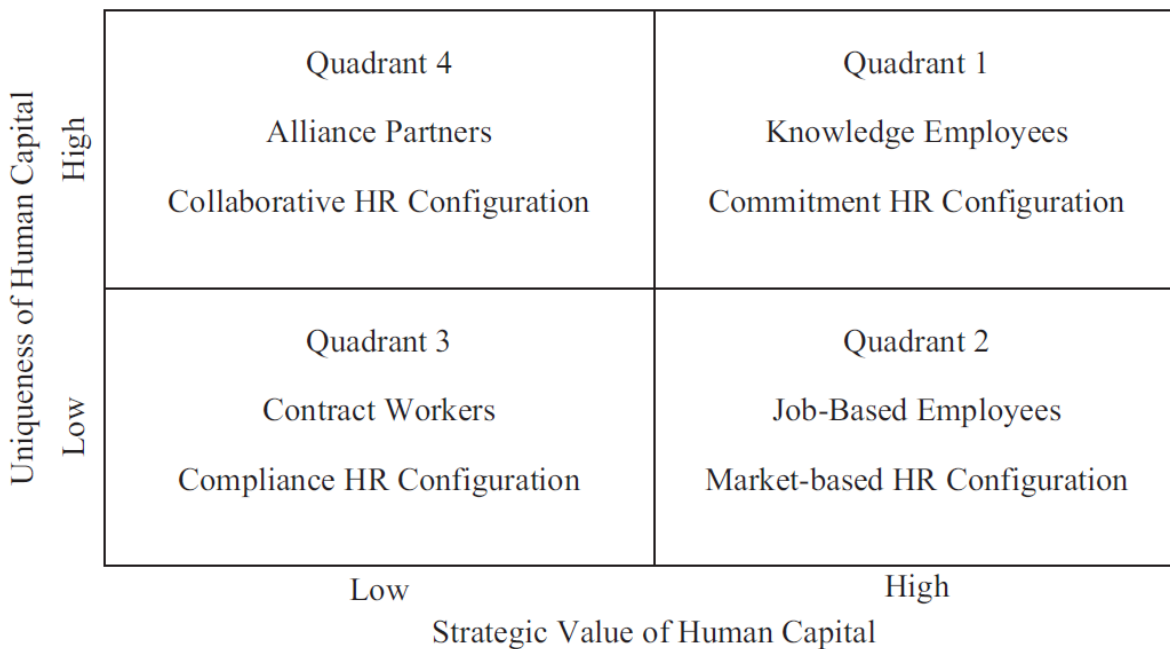
1998; McKeown, 2016; Süß & Sayah, 2013; Zimmerman et al., 2013). Ultimately, the objective should be to treat the two types of workforce fairly and equally in all HRM practices, ensuring a tension-free work environment and the effective and efficient achievement of organisational goals (Voelz, 2010).

One major challenge associated with dealing with contingent workers is the legal conditions governing the HRM of such a workforce. The contingent worker is not controlled by labour unions' laws or HRM's traditional regulatory rules, such as ethics and work safety regulations (Casale, 2011; Deakin, 2007; Okhuysen et al., 2015). This legal lacuna is both disadvantageous and advantageous. For instance, organisations cut costs by not adhering to the legal requirements for health benefits, safety insurance policies and other conventional provisions and protections designed for regular employees (Blanpain et al., 2010; Leighton & Wynn, 2011). Employers would prefer to rely on contractual laws as opposed to labour/employment laws that cover standard workers, which is a costly arrangement (Bidwell & Briscoe, 2009; Bogenhold & Klinglmair, 2016; Deakin, 2007; McKeown, 2016; McKeown & Cochrane, 2017; Shane, 2008; Stewart, 2007). The issue with the legality of the contingent workforce revolves around the opportunities and risks they face. The standard employee typically enjoys job security and assumes less financial risk compared to the non-standard employee. Contingent workers work under commercial or civil contract law, meaning they are engaged by, rather than working for, a client firm (Casale, 2011; Leighton & Wynn, 2011; Phillips & McKeown, 2012). Therefore, HR departments tend to distance themselves from non-traditional employees, leaving them under the auspices of the procurement department, yet this workforce plays an integral part in promoting strategic organisational goals (Way et al., 2010; Wynn, 2016; Zeitz et al., 2009).

The organisation's workforce is considered one of the firm's most important assets, usually referred to as human capital according to transaction cost economics, human capital, and resource-based theories (Barney, 1991; Becker, 1964; Way et al., 2010). The model depicted in Figure 3 below presents the HR architecture that conceptualises the relationship between the utility of labour and workforce internalisation versus externalisation strategies for managing human capital.

**Figure 3**

*Human Resource Architecture*



*Note.* Adopted from *Examining the Human Resource Architecture* by Lepak & Snell, 1999, 2002.

The four quadrants of the model connect the strategic characteristics of human capital, employment modes, employment relationships and the corresponding HR configuration. The value and uniqueness of the worker's knowledge and skills form the core factors for assessing the

employment modes and the customised HR practice proposed as appropriate for human capital management. For instance, in quadrant 3, the contracted workers focus on transactional terms of operation. They are paid as soon as the specified job is completed within the stipulated time limits. The HR configuration is one of compliance, which aligns with commercial or civil contract laws. This means their scope is outside the HR regulations for standard employees (Bogenhold & Klinglmair, 2016; Bovaird, 2016; Leighton, 2014; Lepak & Snell, 1999, 2002; McNeilly, 2013).

On the other hand, in quadrant 1, employees possess knowledge-based skills, high human capital, and strategic values. The corresponding HR configuration for such a workforce is one of commitment. Quadrant 4 depicts alliance partners with high uniqueness of human capital value but low strategic value. The HR configuration is collaborative, which means a kind of “sham” or “pseudo” contract exists between the contracting parties. Quadrant 2 reflects the standard workforce relations; the human capital is of low value but high strategic value. The HR configuration is that of the traditional labour market (Lepak & Snell, 1999, 2002). Based on this model, the relationship between the UPDF and other government institutions can be placed in the fourth quadrant of alliances. This is where the HR configuration is collaborative. The uniqueness of human capital is high, while the strategic value is low. However, a close examination of the nature of the work that UPDF personnel do at civilian institutions reveals some elements of knowledge and contract employees; this means that no specific quadrant fully satisfies the engagement of the UPDF in those host organisations. The best classification could, therefore, be a combination of quadrants.

Leadership is a critical element in shaping the culture of the organisation in an event where two organisations have convened to work jointly, or workers from another organisation are brought

in as contingent workers (Abbas et al., 2020; Horwitz et al., 2002; Qian et al., 2018; Qian et al., 2019). In particular, strategic and relational leadership are critical in this endeavour. Strategic leadership is required to create a vision and purpose for the organisation by developing the human capital and the commensurate competencies. Relationship leadership conducts cohesive activities, such as effective communication, aimed at building trust among employees and keeping them informed about the core activities and values of the organisation (McKeown & Cochrane, 2017; J. Qian et al., 2018; L. Y. Qian et al., 2019). These two leadership styles complement each other in achieving the objectives and creating stability in the organisation, and they can only function effectively in a well-structured organisation (McKeown & Cochrane, 2017).

### ***Newcomer Socialisation***

A contingent worker or any new employee an organisation recruits must integrate and eventually become part of the employing organisation. The process of integrating a newcomer, who is initially considered an outsider, into becoming an influential insider is referred to as newcomer socialisation (Ashforth et al., 2007; Cooper-Thomas & Anderson, 2006; Saks & Ashforth, 1997; van Maanen & Schein, 1979). This concept is fundamental for understanding how new individuals orient themselves and gradually become experienced members of the recruiting organisation. Newcomer socialisation also occurs whenever an employee is promoted, transferred to a new job location, performs the same tasks, or joins a new organisation, assuming the same job specifications. Due to globalisation, employees tend to be highly mobile, resulting in high turnover and frequent rotations; as a result, newcomer socialisation has become a significant area of study in both practice and theory. HRM practices such as recruiting, selecting, training, and developing newcomers are essential if organisations are to benefit from immediate higher performance from

new employees (Bauer et al., 2007; Bauer & Erdogan, 2011; Danielson, 2004). It is also important to note that whenever a newcomer joins the organisation, existing employees are also affected, as socialising with the newcomer requires their contribution as co-workers to ensure the newcomer fits into the organisation. The newcomer may also bring new perspectives that could influence changes in the performance of the insider workforce (Antonacopoulou & Pesqueux, 2010; Cooper-Thomas et al., 2019; Cooper-Thomas & Anderson, 2006; Klein & Heuser, 2008; Korte & Lin, 2013; Ostroff & Kozlowski, 1992; Reichers, 1987).

Social learning theory suggests that individuals learn due to their constant interaction with their environment. Therefore, the employees in an organisation understand and make sense of their job environment through interacting formally and informally with their co-workers (managers and colleagues) as part of the organisational practice (*Social Learning Theory*, 1977). Socialisation involves newcomers trying to address an uncertain environment in which they must be part. The rate of reduction in the level of uncertainty is directly proportional to the rate at which new information is shared and assimilated as part of aligning the newcomer to the organisational ethos. The source of such information is usually the corporate insiders, actions of a newcomer to proactively or curiously look for such information by creating new networks and the organisation modifying how work is done to enable newcomers to learn and adapt to the organisational practices (Harris et al., 2020; Kammeyer-Mueller et al., 2013; Reio & Callahan, 2004; Saks & Ashforth, 1997; Wanberg & Kammeyer-Mueller, 2000).

The organisation's role, in particular, is significant in ensuring that newcomers adjust quickly and effectively to the organisation's work philosophy. The organisation may use any of the following tactics to socialise the newcomers. (1) Institutionalised tactics. This is where the

organisation has structured socialisation programmes that are managed and controlled to ensure the newcomers adapt and fit into the organisation. This method of socialisation is designed to ensure that the status quo is sustained. (2) Individualised tactics. This is where the newcomer is given the leeway to seek information, take responsibility for learning, and become part of the organisation. The lack of direct control by the organisational structures makes the process appear informal. Such arrangements may be by design or omission; nevertheless, the ultimate aim is to enable the newcomer to be proactive and innovative in learning the organisational ethos (van Maanen & Schein, 1979).

The socialisation tactics encompass both institutionalised and individualised tactics. It comprises content, context and social aspects, with the latter playing a crucial part in predicting role orientation and adjustment. The social aspect of socialisation is conveyed to the newcomers through their colleagues, managers, and co-workers. The results of socialisation may include building social capital and organisational commitment, as well as turnover intentions (Harris et al., 2020; Kammeyer-Mueller et al., 2013; Korte & Lin, 2013; van Maanen & Schein, 1979).

The theory of work-role transition posits that a newcomer adjusts to a new job by concurrently undergoing both personal and role development. Personal development refers to the process undertaken by the individual newcomer to adapt to the new work environment and the role therein, which may involve acquiring new values and learning new skills. Role development refers to the process by which a newcomer adapts to new work methods, cognizant of the workmates and work objectives. The newcomer will consider replicating the established work practices and aligning them with self-determination. The organisation influences the newcomer as much as the newcomer affects the organisation by bringing in motivation and previous experiences, while the

organisation provides the newcomer with socialisation tactics and a conducive environment to facilitate role development (Ajjawi & Higgs, 2008; Nicholson, 1984; Poole, 2023; van Maanen & Schein, 1979).

Newcomers participate in social practices to enable them to learn the shared understanding of the content and context of the practices in an organisation. Organisational practices are social because they require interacting and working with others, sharing norms, and exchanging insights. These are socially established but independent ways of doing things. The social practice thus encompasses the previous experiences of newcomers as much as it imparts new practices to them, thereby creating an integrated practice philosophy that reflects the new face of the organisation (Ajjawi & Higgs, 2008; Antonacopoulou & Güttel, 2010; Danielson, 2004; Poole, 2023; Schatzki, 2001). The process of socialisation takes place through the newcomer participating in practices that occur within a specific learning context (Harris et al., 2020). The newcomer is thus capable of conforming to the learned practice (replication) but also adapting the practice to suit themselves (determination) (Nicholson, 1984; Poole, 2023).

### ***Newcomer Sensemaking, Sensegiving and Sensetesting***

The sense-making theory aims to integrate the cognitive processes of newcomers with the contextual influences that affect social practices (Smerek, 2011; Weick et al., 2005). Newcomers encounter new roles and working environments that they have to interpret and derive the context for their actions (Louis, 1980; Weick et al., 2005). Surprises trigger the sense-making process, as do contrasts and unmet expectations (Louis, 1980). Therefore, for newcomers to make sense of the new working environment, they must be part of the organisational practices that enable them to understand within the stipulated context (Lave & Wenger, 1991; Maitlis & Christianson, 2014).

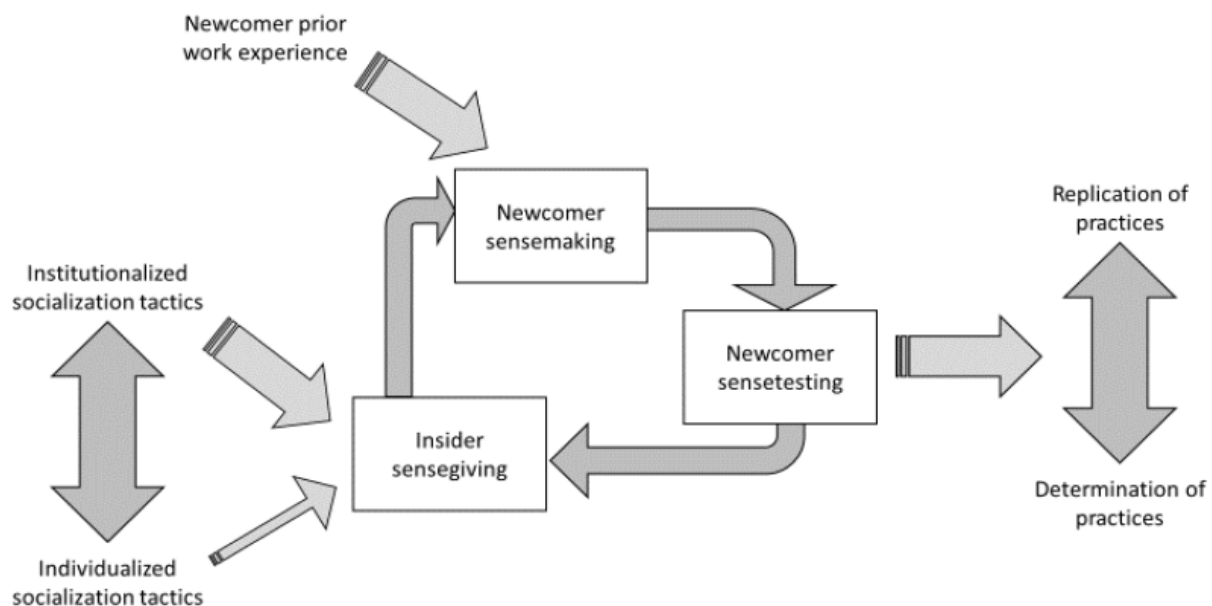
There are three activities encapsulated in the process of sensemaking: (1) Creation, which is the process of forming the first impression of the sense of the situation, thus allowing for (2) interpretation, but also establishing the foundation for (3) action or enactment. This iterative process continues until the newcomer has established a coherent and reliable understanding of the work environment. The process of sensemaking (creation, interpretation, and enactment) may be designed to replicate existing practice or, either by design or by unintended means, to establish practice norms for newcomers to interpret (make sense of) and enact within their context. Continuous updates of the process are necessary to integrate new experiences and develop a fresh and reliable understanding for subsequent enactment (Smerek, 2011).

Other authors proposed two complementary processes to sensemaking. (1) Sensegiving, which is enacted by others, considered insiders, in the organisation, to stimulate the process of sensemaking and meaning development for newcomers and other organisational staff about the preferred definition or redefinition of organisational reality (Gioia & Chittipeddi, 1991). In other words, organisational insiders will be sensegiving, while newcomers (and other organisational members) will be sensemaking. The two processes are potentially complementary, each depending on the other for completeness. For instance, in socialisation, insiders' sensegiving behaviours shape newcomers' sensemaking (Ajjawi & Higgs, 2008; Gioia & Chittipeddi, 1991; Harris et al., 2020; Korte & Lin, 2013; Poole, 2023). Therefore, how insiders behave towards newcomers will determine the nature of the organisation's status quo or its inclination towards innovation (Harris et al., 2020; Jones, 1986; van Maanen & Schein, 1979). The second process is (2) sense testing. This is considered an intervening cognitive concept for testing assumptions and understandings of sensemaking before or after enactment. The success or failure of such testing informs learning and

future undertakings (Argyris & Schön, 1978; Danielson, 2004). Figure 2 below illustrates the socialisation model, conceptualised by Harris et al. (2020) as comprising sense-making, sense-giving, and sense-testing.

**Figure 4**

*The Process of Socialisation by Sensemaking, Sensegiving and Sensetesting*



*Note.* Adopted from *Reclaiming the Social in Socialisation* by Harris et al., 2020

The process of socialising newcomers involves getting the newcomers engaged in replication and determination. The inputs include prior work experience, which serves as a significant source of sensemaking for newcomers. In contrast, others consist of socialisation tactics (institutionalised or individualised) made available by the organisation through insiders. The institutionalised tactics are a controlled framework that requires the insiders to be sensitive to the

specific learning practices of the newcomers. In contrast, the individualised tactics restrict sensegiving by insiders to a bare minimum (smaller arrow), thus allowing newcomers to explore the required organisational practice innovatively. These processes of sensemaking, sensegiving and sensetesting are iterative, as depicted by the central arrows. Ultimately, the outcome reflects how newcomers conduct organisational practices along a continuum, ranging from replication to determination, with possibilities of practices falling between the two extremes (Harris et al., 2020).

In conclusion, this section highlights that newcomer socialisation is an iterative process of sensemaking that enables the full participation of newcomers in the organisation's activities. The insiders of the organisation play a critical role in shaping not only the desired behaviour for the newcomers through sensegiving, but also the organisation's status. The insiders “sensegive” by being actively available or not for sensetesting. These iterative processes enable newcomers to replicate or determine the practice to adopt or adapt (Harris et al., 2020).

## **Empirical Review**

This section reviews the various studies conducted on the ‘expanded roles’ of the military, including tasks traditionally within the spheres of civilians and the implications of such a phenomenon on civil-military relations in the country. For each research study reviewed, the section examines the main arguments presented by the author(s), the investigative methods employed, the findings and their discussions, and notes on the study's limitations, to identify opportunities for advancing knowledge creation in the field of study.

**Leonard C. Sebastian, Emirza Adi Syailendra and Keoni Indrabayu Marzuki (2018)**

Leonard C. Sebastian and his colleagues studied the relationship between Indonesian civilians, mainly in the face of political elites and the military. The study was based on a qualitative analysis of the literature on civil-military relations, with a specific focus on Indonesia. The Authors demonstrate that the military had dominated the political and public service sectors prior to President Suharto's regime. However, by 1998, President Joko Widodo overturned what the Suharto regime termed the 'New Order', during which the military oversight was emphasised. During this period, emphasis was placed on making the military more professional and accountable to civilian authority. Sebastian et al. contend that the Widodo regime used political patronage to favour senior military officers in return for building a solid power base. They also argued that to address the challenges of inefficient and ineffective national policy implementation at the local authority level by bureaucratic civil servants, President Widodo decided to expand the military's role to include the government's national policy implementation. This irregular action was facilitated by loopholes in the legal framework governing the army's employment in non-defence-related engagements. This phenomenon led to a novel civil-military relationship driven by what the authors called 'need-based and transactional fusionism', in which the Indonesian Military (TNI) gained substantial authority instead of remaining subordinate to civilian rule (Sebastian et al., 2018).

The authors use the term 'fusionism' to describe the 'merging' of military activities with those of civilians. Hence, the argument that the relationship between the TNI and the civilians is a fusion of two types: need-based and transactional. Sebastian et al. used the term 'need-based fusionism' to mean military involvement in civil activities if, and only if, the civilian elites show that it is critical to include the military, given the national policy implementation challenges. For

instance, civilian institutions in Indonesia have signed several memoranda of understanding with the TNI, among which are those related to food self-sufficiency, where the military supports and monitors farmers involved in the policy. This approach focuses on top-to-bottom policy implementation, favouring the military culture of hierarchical command structure. The downside to this kind of civil-military cooperation is that the military supersedes the civilian oversight role. The memorandum of understanding (MoU) may state that the military will play a supporting role. However, as the work commences, civilians will inevitably cede authority to the ever-imposing military officers, who will not hesitate to use verbal threats and intimidation to meet the designated deadlines (Sebastian et al., 2018).

‘Transactional fusionism’ depicts the voluntary decision by the military to participate in non-defence-related policy implementation owing to personal or institutional desires. In this case, the relationship between the military and civilians is perceived to be equal, as both sides benefit from the fusion; hence, the name transactional. President Widodo became the military’s hero, gaining their unconditional support, and, in return, the military regained its position as the national guardian. Interacting with the civilian population almost daily cemented the relationship between the two state institutions. Some militaries must conduct expensive community outreach to establish relationships with the general population, and here, the TNI is gaining at the expense of the state (Sebastian et al., 2018).

Nevertheless, in Indonesia, the military and the police are legally considered apolitical. They do not have voting rights and are not to associate with any political party. Additionally, civilian criminal law does not apply to them, as they are governed by specific statutes that regulate their conduct. Once retired, military officers are categorised as civilians, meaning that military

laws do not apply to them; yet, they still hold immense authority as former officers. Sebastian et al. (2018) argued that this is likely to affect the dispensation of democracy in Indonesia. Additionally, the TNI has now incorporated support for national development policy into its core roles in the country (Sebastian et al., 2018).

The authors concluded that the lack of enabling laws to govern military involvement in civilian national policy implementation would undermine civilian control and authority over the military. Besides, it will encourage the civil authority to over-depend on the TNI for any policy to be effectively implemented, and there is no guarantee that the TNI will not overstep its mandate to take over the political space of Indonesia. The authors also alluded to the impact of this new civil-military relations on the TNI's training, modernisation, and effectiveness in implementing the constitutional role of national security and defence, as its resources are used for secondary (non-defence) roles (Sebastian et al., 2018).

In addition to using documentary analysis to develop this article, the authors also sought to gather credible facts to support their arguments. The downside of this method is that it does not effectively include the practitioners' views (Creswell, 2019b; Creswell & Hirose, 2019; Morse, 2020). Conducting purposive interviews could have addressed this challenge. Sebastian et al. (2018) focused on the activities of the TNI while interacting with civilians. However, they did not delve deeper to study the influence of culture in this civil-military interaction (Boëne, 2018). In Indonesia, it appears that the military maintains its structures when implementing non-defence policies, which is not necessarily the case in Uganda. For instance, UPDF officers working with the police were integrated into the police structures and even wore police uniforms. This means they must understand the roles of the police and be socialised to fit within the police working

system. However, the Sebastian et al. (2018) study does not cover the concepts of role conception and socialisation of newcomers (military officers) into the civilian job system.

**Dini Dewi Heniarti, Oentoneng Wahjoe, Anita Pushpawati, Liya Sukma Muliya, Husni Syawali, Rahmadani Putri, Iip Saripudin and Novianto (2019)**

Dini D. Heniarti and his colleagues conducted a research study to assess the utility of the Indonesian military (TNI) in counter-terrorism, which is a criminal act and, therefore, a role that should be for the Indonesian police. This is a policy on legal affairs-focused research study that employed what the authors called the judicial normative approach. This qualitative approach involved analysing legal principles, basic legal concepts, rules, norms and legal processes in Indonesia (Heniarti et al., 2020b).

The findings of Heniarti et al. (2020) suggest that the lack of a universal definition of terrorism has negatively affected the legal justification for using the TNI to combat terrorism. As a result, the Indonesian government adopted the framework of Military Assistance to Civil Authority (MACA) to legitimise the TNI's role in policing. The TNI has advanced operational capabilities that the police lack, such as sophisticated intelligence systems, greater firepower, and superior tactical mobility. Consequently, the TNI's involvement in law enforcement is mainly shaped by political decisions. It is regulated by the legal framework of MACA, a form of Military Operations Other Than War (MOOTW).

The lack of a proper legal framework for using the TNI to combat terrorism complicates the legal process when prosecuting terrorists who have been captured alive and must go through due process. Traditional law enforcement procedures require thorough investigations and legal proceedings based on appropriate legal provisions. However, because terrorists often engage in hostage-taking, indiscriminate attacks, and other forms of violence against the population, it

becomes difficult for the police, both physically and legally, to effectively combat them; therefore, military involvement becomes necessary (Henianti et al., 2020b).

Henianti et al. (2020) thus recommend formulating the necessary legal framework for employing the TNI to combat terrorism and ensure proper coordination with other state institutions (intelligence, police, and judiciary) involved in this law enforcement role. MACA is a generic military doctrine that requires further refinement to align with the laws governing internal operations against terrorist threats. The military may also have to undergo specific training, if not joint training with the police, to enable them to coordinate and combat terrorism effectively.

Henianti and colleagues relied solely on document analysis to conduct the reviewed study, thereby missing the advantages of using a mixed-method approach. The employment of the military in roles other than war-fighting involves several intervening variables, including politico-diplomatic, economic, and historical social dynamics, as well as legal aspects. The authors could have added more credible knowledge had they considered the other factors that could lead to the utility of the TNI in combating terrorism. For instance, as an ally of the U.S., Indonesia could have been influenced by their diplomatic relationship to consider using the TNI to join the U.S. in its global counter-terrorism efforts.

### **Abel Esterhuyse (2019)**

Abel Esterhuyse's insightful article, "The Domestic Deployment of the Military in a Democratic South Africa: Time for a Debate," explores the nuanced and evolving role of the South African National Defence Force (SANDF) within the context of internal security operations. Esterhuyse presents a compelling argument regarding the growing reliance on the SANDF for domestic deployments, framing this trend as a strategic quandary. In an era marked by shrinking

defence budgets and diminishing military capabilities, the SANDF confronts complex internal threats that increasingly blur the boundaries delineating traditional policing functions from national defence responsibilities (Esterhuyse, 2019).

Drawing upon a comprehensive historical context of South Africa's internal military engagements—from the apartheid era to contemporary challenges—Esterhuyse advocates for a rigorous reassessment of defence policy. He underscores the critical importance of recalibrating force development strategies, revising command structures, and reallocating resources to accommodate the military's evolving role in routine domestic operations. The article is firmly rooted in institutional and strategic theory, illuminating the inherent tensions between adhering to democratic principles and effectively addressing the multifaceted security needs of a post-apartheid society.

Esterhuyse's analysis remains increasingly relevant amid contemporary debates on civil-military relations, as it raises significant concerns about the risks associated with embedding military forces into domestic governance without adequate oversight or robust policy frameworks. While the piece is rich in historical context and operational insights, it could benefit from a more expansive inclusion of civil society perspectives as well as a nuanced examination of the ethical implications of military involvement in law enforcement activities.

For scholars investigating the intersections of militarisation and governance, Esterhuyse's article serves as an invaluable case study within the South African context. It not only bolsters ongoing discussions about managing interagency conflict but also emphasises the delicate balance between civilian authority and military power. This thought-provoking work encourages further

reflection on the complexities and challenges of ensuring security in a democratic society, offering a foundational exploration of how military engagement can impact the very fabric of governance and public trust.

**Florian Opillard, Angelique Palle and Lea Michelis (2020)**

Florian Opillard, Angelique Palle, and Lea Michelis (2020) conducted a research study to explore the political discourse and strategic employment of the military in France and other European countries in combating the COVID-19 pandemic. The state referred to the fight against the pandemic as a 'war' effort, thus necessitating the military's involvement. In France, the President referred to the 'war' effort as Operation Resilience and tasked the military to execute it accordingly. This phenomenon drives the military away from its traditional role of actual combat missions, which are primarily expeditionary.

The authors based their research on the conceptual framework of risk in geography and land-use planning geopolitics to analyse the military's involvement in non-traditional military operations, focusing on France as a case study and comparing it to other European countries. The study draws on empirical data from military involvement between March and April 2020, specifically focusing on the type of mission, the frequency of the mission, the number of military personnel involved, and the location of the mission, among other empirical figures. This was supported by speech and other document analyses, a mixed research method the authors referred to as 'quantitative and qualitative cartography' (Opillard et al., 2020).

The authors concluded that studying the spatial distribution of viral infections and the corresponding military deployment highlights the effort to connect the military's utility to societal vulnerabilities. This is likely to modify the military's role within society. The findings of this study

further suggest a broader use of the military in responding to extreme environmental disasters, which are regarded as a universal enemy that transcends borders (Opillard et al., 2020).

This research highlights the new role the military is adapting to worldwide (Opillard et al., 2020), but does not delve deeper to explain how this phenomenon occurs. It also alluded to the new military role's impact on its relationship with the civil authorities and society.

**Christoph Harig, Nicole Jenne and Chiara Ruffa (2022)**

Harig and his colleagues carried out a research study to link the numerous security-related investigations on the growing and complex military roles to civil-military relations. Specifically, the authors examined how the diverse and multifaceted military operational tasks impact the armed forces, civilian elites, and society as a whole. They argued that a deeper understanding of these impacts could be achieved through the operational experiences of the military. Of particular interest to the authors is how routine military activities influence the balances, logic, and mechanisms of civil-military relations (Harig et al., 2022). Harig et al. (2022) support their work with conceptual, theoretical, and empirical research. They claimed that today's armed forces undertake various missions, including community support, law enforcement, peacekeeping, civil engineering, humanitarian aid, disaster response, and public healthcare, among others. Their goal was to gain further insights into the relationship between military missions and roles in society and politics. The concept of military role, which the authors define as the shared views on the purpose of the military, plays a crucial role in shaping the ever-changing relationship between the military, the state, and society at large. These multidimensional and multifaceted military operations have a direct impact on the armed forces as institutions and on individual military personnel. The armed forces must prepare to adapt to missions beyond traditional combat operations. The authors further argued that both combat and non-combat missions influence the relationship between the military

and the civil population. Internal operations, in particular, affect the civil-military relationship within the country as the military becomes involved in domestic political dynamics.

Harig et al. (2022) specifically focused on operational experiences and role conception as their analytical tools. According to them, the operational experiences of the military are crucial in shaping the preferences of the military. Positive experiences motivate the military to favour such undertakings rather than negative ones. In traditional civilian operations, the military would highlight those experiences where it gained civilian prestige and budget support. Over time, the operational experiences of the military would shape its identity, culture, and doctrine (professional ideals). This, in turn, influences civil-military relations by shaping the understanding of the military, civilian elites, and society at large regarding the multifaceted role of the military.

The authors assert that role conception, as an analytical tool, is contingent on the historical operational experiences of the military. Militaries with internal operational experiences would value and consider internal involvement of the military as their rightful purpose in society and, therefore, one of their cardinal roles. This phenomenon inevitably affects civil-military relations by shaping the perceptions of the military's role in society among both political elites and the general public. Role conception as a tool helps scholars make sense of operational experiences of the military and how such experiences affect the military's role conception and shape civil-military relations. In practice, the civilian authorities determine what the military does, meaning civilians shape the role conception of the military. Besides, the military's history, narratives and memory play a more significant influence in determining the role conception they will adopt. Each time the military adapts to a new role conception, civilians also adjust accordingly, thus reshaping the civil-military equilibrium. For instance, if the military plays a crucial role in implementing civilian

government policy, civilians will become dependent on the military for such services, which in turn affects how civilians interact with the military. The armed forces will have more substantial bargaining power and draw more state resources, which may ultimately result in the military amassing more political power, leading to a destabilisation of the civil-military relations equilibrium (Harig et al., 2022).

The authors recognised that role conception is not the only factor influencing civil-military relations; other intervening variables include history, culture, resources, recruitment procedures, and considerations. However, they chose to focus solely on role conception and operational experience. They also mention the concept of sensemaking in passing without exploring in greater depth how the military interprets its operational experiences to conceptualise its role in society (Harig et al., 2022).

#### **Christoph Harig and Chiara Ruffa (2022)**

Harig and Ruffa (2022) examined what they called the ‘pulling’ of the military into roles that are traditionally outside their defence responsibilities, with potentially problematic implications. They classified the types of ‘pulling’ into political and operational categories. Political pulling occurs when the state authorities coerce the military into politically partisan activities, such as involvement in conflicts between opposing political parties. The way the military responds to such a call reflects its perception of its role in the country as a non-partisan government institution. Operational pulling occurs when civilian elites involve the military in tasks that government civil servants typically perform. This type of pulling suggests granting the military more powers to implement other non-defence-related policies, thereby enabling them to demand additional resources.

Harig and Ruffa (2022) employed a qualitative research approach based on an inductive method, using case studies of purposively selected countries: France (2015-2019) to depict operational pulling and Brazil (2010-2020) to illustrate how operational pulling eventually evolved into political pulling.

The authors examine how the ‘pulling’ actually occurs to create a framework for explaining the phenomenon, outlining the guiding principles of the military’s response and the subsequent effects on civil-military relations. They propose three possible phases of pulling. (1) Political elites initiate operational or political pulling. (2) The military’s response varies along a spectrum from complete rejection to full acceptance. Here, the military’s reaction is influenced by their perception of their role within the country and how they believe they should act in such situations, especially concerning the civilian population. (3) In the final phase, the military adapts to new roles as its role conception shifts due to ongoing pulling, leading it to take on new tasks. This is typically reflected in changes to core training manuals and doctrines, and will influence how the military responds to similar incidents in the future. In 2019, the Army Chief of Staff acknowledged the policing role that the French military was assuming, as part of its role conception and in preparing its troops to undertake (Harig & Ruffa, 2022).

In France, there is strong civilian oversight of the military. The French military is known as the ‘big silent one’ because it maintains a non-partisan stance. Their role concept is ‘contained assertiveness’—to stay silent, remain within military bounds, and avoid involvement in internal politics. However, between 2015 and 2016, the military became operational, mobilising to carry out counter-terrorism operations. Over 13,000 troops were deployed internally in Operation Sentinel to support the domestic security system, which the gendarmerie had previously managed.

This shift was initiated by President Hollande and continued under President Macron. Legal frameworks were established to permit this change in the military's role. Initially, the military reacted with scepticism to this shift, as the new role differed from the standard of external combat missions. Nonetheless, political backing for the military's budget and the removal of caps on recruiting new troops allowed the military to adapt to this new role (Harig & Ruffa, 2022).

In Brazil, the national constitution permits the military to support the police in maintaining law and order, provided that the police authorities extend an invitation. The military cannot initiate such an operational pull on its own accord. This law was modified to protect soldiers against crimes committed during law enforcement duties. Besides, in the early 2000s, the Brazilian armed forces conducted peacekeeping operations in Haiti. This operational pull led them to modify their training and doctrine, as the military adapted to the new role conception that benefited them. The arguments between the military leaders and the political elites eventually led the military to make demands that drew them into internal political deployments. For instance, President Temer initiated 'federal intervention' and appointed General Braga Netto, responsible for state public security, a political appointment. The appointment of the general signalled the military's role as the national guardian, and it was, rightly, the military's job to secure the people from insecurity. The generals eventually became more influential in politics than they had been in any previous year before the end of the military regime (Harig & Ruffa, 2022).

Harig and Ruffa (2022) concluded that 'accepting new roles and changes in role conception does not have to be problematic in the sense of threatening democracy or civilian control'. They further argue that if the military's involvement in operational pulling makes them more popular,

the political elites would increase such pulling and may incentivise the politicians to try out political pulling as well.

The authors limited their study to selected countries, specifically France and Brazil (Harig & Ruffa, 2022). Other cases may reflect a different scenario. Pulling will always occur where there are legal loopholes, and the political elites see the opportunity to further their political interests by involving one of the most trusted state institutions. For instance, during the COVID-19 pandemic, most governments declared the virus an enemy of the people, and the state pulled the military to participate in the fight against the invisible enemy (Gibson-Fall, 2021; ‘Military Crisis Responses to COVID-19’, 2021; Opillard et al., 2020). The authors also limited their study to what they called ‘pulling’ and role conception of the military; nevertheless, they acknowledged other forms of civil-military interactions than those mentioned in their study (Harig & Ruffa, 2022). For instance, the authors remained silent about the concepts of sensemaking and socialisation within the military institution and among individual soldiers as they interact with civil authorities and society.

#### **Risa Brooks and Michael Erickson (2022)**

Risa Brooks and Michael Erickson (2022) examine the military’s reluctance to engage in what it perceives as ‘unconventional’ missions, even when lawful instructions are issued for their execution. The authors focus on the U.S. as a case study to investigate why U.S. military leadership often disputes certain political decisions in order to carry out specific missions and what consequences such actions have on civil-military relations.

The authors did a historical analysis of the military’s response to the political direction to conduct humanitarian assistance in the 1990s, the ‘war on drugs’ of the 1980s and the expanded counterinsurgency operations in Afghanistan. In each case, the military showed some resistance and tactfully deployed political pressure and constraints, shaping actions to influence civilian

decision-making calculus and selectively implementing policies and strategies to signify their dissent. Examples of the categories of the tactics used by the military to dissent from political decisions include appealing to public opinion by making public statements, building coalitions with influential interest and advocacy groups in the society to project their dissent, exacting influence through interagency organisations, delay tactics in implementing the political decision through for example long procurement processes, advising the civilian authority against undertaking the mission, and using legal avenues to refuse to implement the decisions (Brooks & Erickson, 2022).

There are several reasons why the military would choose to dissent from political decisions; four of them are considered by the authors: (1) role conception of the military. The military has a normative role conception that it sees as its societal purpose. It would execute only what it considers appropriate behaviour and reject any actions contradicting its identity and values. (2) When there is consensus between the military and the civilian authorities on the magnitude of the threat posed, there will be a harmonious civil-military relationship, and the mission will be undertaken willingly. However, the opposite is true when the two disagree. (3) Militaries usually dislike uncertainties that can be avoided; they would prioritise and focus on their autonomy and securing their budgets. Any mission that contravenes their interests and encroaches on the normative budget would meet strong dissent. (4) The military would also oppose any mission requiring it to draw new strategies, plans, doctrines, weapons and tactics that are totally against the established institutional culture, narratives and the lessons learnt from previous experiences (Brooks & Erickson, 2022).

This research draws the attention of scholars to the phenomenon of military dissent in political decisions, the choices the military makes, and the circumstances under which the military would dissent against undertaking certain operations. The authors concluded that the actions of military dissent could potentially jeopardise the philosophy of civilian control of the military, which has long been established in the U.S. (Brooks & Erickson, 2022).

The authors acknowledged that it is unclear why and when the military chooses to dissent against certain civilian decisions and not others, as well as which specific tactics of dissent would be employed in a stipulated civilian decision (Brooks & Erickson, 2022). All types of military dissent would change the civil-military equilibrium between the military, the political elites, and society. However, the authors did not specify what happens when civilian authorities detect military dissent or when the military projects dissent only during civilian decision-making. The Brooks and Erickson research focused only on the U.S. The findings may be applicable in other democracies, but they are certainly not applicable in countries with distinct democratic cultures and social values.

### **Gerőcs Tamás (2025)**

Gerőcs Tamás's article presents a compelling argument that underscores the evolving role of the military in Mali, Burkina Faso, and Niger. It posits that these armed forces are transitioning from their traditional status as mere instruments of coercion to becoming influential actors in the realm of development. This transformation signifies more than just a functional shift; it represents a profound reimagining of sovereignty and governance amidst the complex socio-political dynamics prevalent in the Sahel region (Gerőcs, 2025).

In contextualising the formation of the Confederation of Sahel States, Tamás situates this development within a broader historical and geopolitical framework. He asserts that military-led

governments in these countries are actively striving to reclaim their autonomy from external influences, specifically those of Western powers and the Economic Community of West African States (ECOWAS). In doing so, they position themselves as trailblazers in the movement towards a decolonial order, challenging the residual impacts of colonialism on their governance structures.

Drawing on developmental state theory and postcolonial analysis, Tamás deftly interprets this militarised approach to governance as a nuanced combination of continuity and radical departure from historical state-building efforts. The article effectively confronts and challenges the conventional dichotomy that tends to separate military and civilian roles, emphasising instead the interconnectedness of these spheres in contemporary governance dynamics.

While the article offers vital insights and presents a sophisticated, non-linear perspective on civil-military relations, it also exhibits some critical shortcomings. For instance, while it clearly articulates the strategic motivations underpinning military developmentalism, it neglects to adequately address the social and ethical ramifications that arise from the marginalisation of civilian institutions and grassroots voices in the governance process. Despite this oversight, Tamás's work markedly emphasises the military's historical and enduring influence in shaping postcolonial states, prompting essential inquiries for scholars engaged with themes such as governance, interagency relations, institutional legitimacy, and innovative approaches to peacebuilding.

From this vantage point, the article initiates significant discourse regarding the complexities of power and authority in the Sahel region, inspiring a re-evaluation of agency and representation within these transformative contexts. This examination forms the backbone for the conceptual framework of the current study, which leverages theories of role conception,

sensemaking, and the socialisation of newcomers discussed earlier. These theories will be further elaborated upon in the succeeding section, providing a robust foundation for the research's analytical approach.

### **Theoretical and Conceptual Framework**

This section focuses on the theories that support the formulation of the conceptual framework and ends with the conceptual framework itself. The approaches discussed in the preceding paragraphs are concerned. This section synthesises the theoretical framework before presenting the author's conceptual framework.

#### ***Synthesis of the Theoretical Framework***

This research draws on sociology, psychology, anthropology, and political science as an integrated field of study. The relevant theories considered in this study are the role theory, the socialisation of newcomers' theory and the theory of sensemaking. As a review, the role theory concerns participants' social behaviour patterns, the components of those behaviours and the expectations that are understood to be the correct social behaviours by and within the organisation. That is the role or behaviour of the focal person, the task, job, or social position performed, and the organisation's expectations or social scripts relative to the position. Social expectations refer to the social or organisational norms, belief systems, preferences, and society's attitudes regarding an individual's social position (Biddle, 1986). Understood within the framework of corporate culture, role theory suggests that a role holder, within a social system, partakes in a position assigned by the organisation with clear expectations/scripts and with the ultimate goal of achieving the organisation's desired mission (Abescat, 2022; Katz & Khan, 1978; Yates, 2019). According

to Katz and Kahn (1978), an organisation is a system of roles; roles are interrelated sets of behaviours executed by focal persons (role players) with clear organisational expectations and the role players' expectations. To achieve conformity with the organisation's expectations, the leadership and other members of the organisation (role senders and role-sets) must effectively communicate the organisation's desires and goals to the focal persons. Any misunderstanding of the sent role or received role by the focal person, who is a newcomer, would create discrepancies (anxiety, role conflict and role ambiguity), thus affecting the output of the organisation (Dang et al., 2021; Dar-Nimrod, 2022; Draaisma et al., 2019; Katz & Khan, 1978; Zhalfa et al., 2022). Individuals who are cultural minorities in organisations will experience integration, assimilation, separation, or marginalisation, depending on how they choose to work with other role sets within the organisation employing them (Berry, 2006; Czarnecka et al., 2020; Valenzuela & Schwartz, 2023). The organisational leadership's responsibility is to manage the human capital by rewarding the desired behaviours accordingly to underscore the organisational goals (Marescaux et al., 2021; Pinna et al., 2020; Vroom, 1964).

In the context of the military, the process of conceiving roles refers to the shared worldviews within the institution and its branches as to the appropriate purpose of the army and its corresponding power in the international system. History, operational experience, memories, and military culture significantly contribute to the conception of its role. The doctrine and training modules determine how the military conceives its roles as much as the military role conception affects them—a mutually supportive framework. The relationship between role conception, doctrine, and training modules in the military is iterative, with each component influencing the other. Changes in role conception in the military also directly impact national policy and objectives

because role conception is contingent upon the country's social context (Can & Vieira, 2022; Harig et al., 2022; Telecan et al., 2023; Vennesson et al., 2009). Therefore, the military's role in supporting and exchanging roles with civil authorities will affect the equilibrium of civil-military relations.

Human resource management (HRM) is concerned with the physiological, social, and psychological aspects of human capital, which are the most crucial assets of an organisation. HRM is thus responsible for ensuring that the human capital is tuned (developed and skilled) to achieve the organisation's ends. Therefore, to understand the interactions between military personnel and civilians in institutions where the two work together, it is vital to study the socialisation and integration process of military personnel as newcomers into the civilian job sphere. It is worth noting that military personnel are not considered permanent employees in the civilian job sphere; they are part of a contingent workforce with specific job specifications (A. Lee, 2020; McKeown & Cochrane, 2017; L. Y. Qian et al., 2019; Zimmerman et al., 2013).

Newcomer socialisation integrates a hitherto organisational outsider (for example, a contingent workforce or recruit) to become an influential insider (Ashforth et al., 2007; Cooper-Thomas et al., 2019; Cooper-Thomas & Anderson, 2006). HRM practices, such as recruiting, selecting, training, and developing newcomers, play a significant role in the integration process of newcomers. The HRM, the organisation's leadership, and coworkers ensure that the newcomer is integrated into the organisation. The interaction between the organisation's employees and newcomers fosters the socialisation of newcomers (Akers & Jennings, 2015; Bauer & Erdogan, 2011; Cooper-Thomas et al., 2019; Pinna et al., 2020). The rate of uncertainty reduction in the newcomer's mind is directly proportional to the rate at which information from other role sets,

mainly insiders, is shared and internalised by the newcomer (Harris et al., 2020). The socialisation process may be achieved through institutional or individual tactics; the former involves the institution having formal orientation structures for newcomers, while the latter involves newcomers using their own initiatives to align themselves with the organisational ethos (van Maanen & Schein, 1979). The newcomers in an organisation undergo a work-role transition that requires them to develop themselves by adapting to the new work environment and acquiring new values and skills. They will also have to adopt the latest work methods through replication or self-determination in role development (Nicholson, 1984). In essence, the newcomer will attempt to make sense of every bit of the job to become an insider.

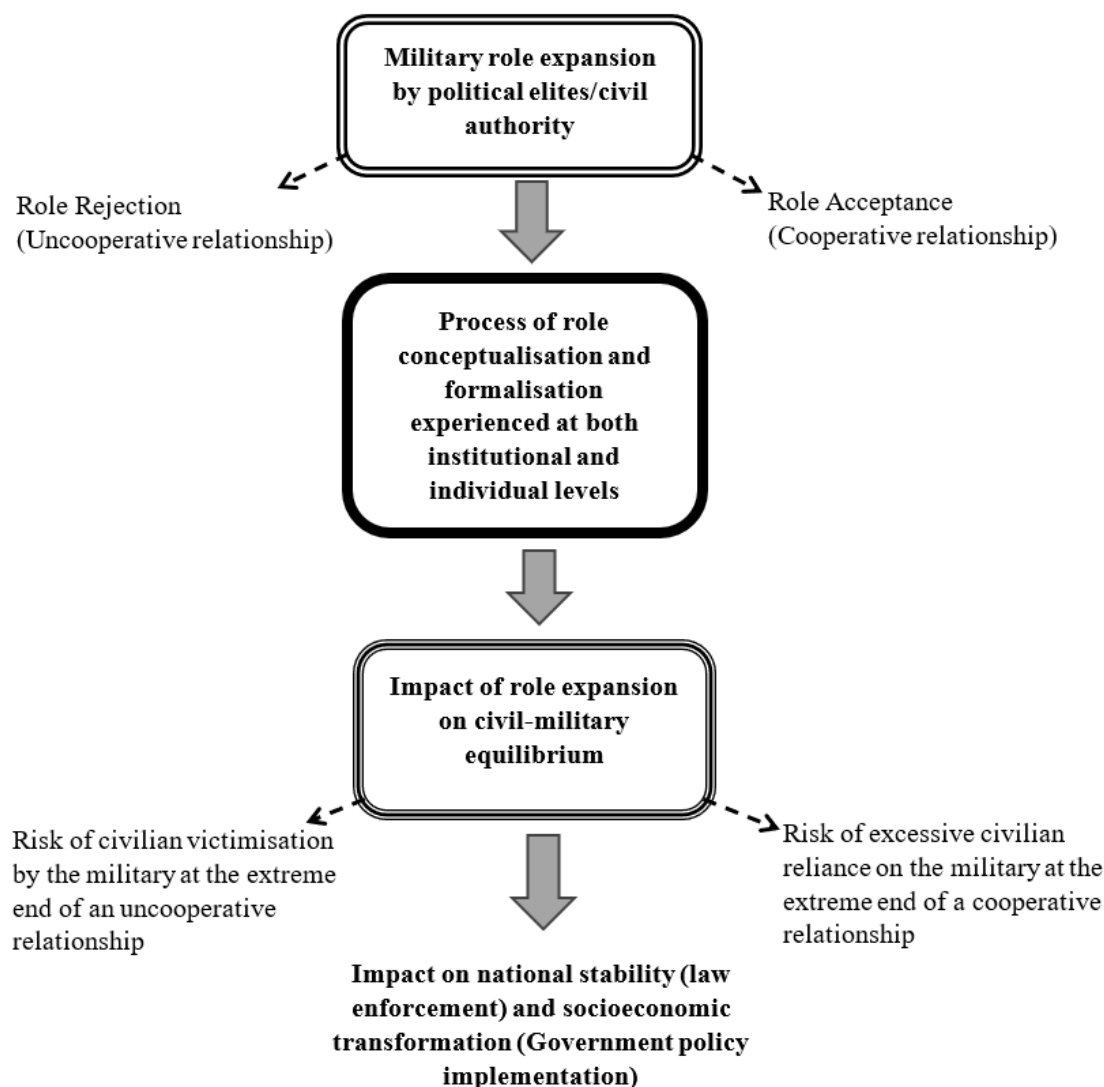
Sensemaking or sense-making is a cognitive process that takes place within the mental faculty of newcomers as they attempt to build an understanding of the social practices (roles) they experience in their new work environment to shape their future actions (Maitlis & Christianson, 2014; Smerek, 2011; Weick et al., 2005). The newcomer is confronted by anxiety, surprises, and unexpected activities when reporting for a new job with new workmates. To resolve this anxiety, the newcomer will try to make sense of the new environment by creating a sense of the situation, interpreting it, and taking the necessary action to conform to the new role's ethos (Smerek, 2011). Insiders' sense, given by their communications or activities, stimulates the process of 'sensemaking' in the newcomer. The newcomer will derive meaning and understand the sense given by 'sensetesting' their assumptions to confirm or deny the appropriate behaviour in a given role condition. Sensetesting is, therefore, orchestrated through replication or determination by the focal person (Argyris & Schön, 1978; Danielson, 2004; Harris et al., 2020).

Role theory explains how role conception occurs in society and organisations. The process of role conception is iterative; any new role assignment or role modification by the role givers (leaders or managers) will trigger a repeat of the process for the focal persons and the institution as a whole. A newcomer to an organisation must undergo the process of socialisation or orientation to integrate into the new organisation. This is the responsibility of both leaders and coworkers. The newcomer, too, must make an effort to be part of the organisation. This means the individual undergoes the process of sensemaking and sense testing after receiving the necessary stimuli from the sensegivers. Therefore, when the political elites in Uganda decide to assign extra roles (non-military roles) to the UPDF, the UPDF, as an institution, and the individual military personnel undergo this complex process of role conception, resulting in modifications in the relationship between the UPDF and the civilian institutions and individuals. The presence of the UPDF in civilian organisations creates modifications in the organisational culture of the agencies. This new culture or sub-culture creates an organisational climate that determines how the organisations adapt to working with unique employees from another government institution (Denison, 1996; Denison & Mishra, 1995).

### ***The Conceptual Framework***

**Figure 5**

*The Author's Conceptual Framework for Military Role Expansion and Civil-Military Relations' Impact on Stability and Socio-economic Development*



*Note.* Source: the author's conception.

### **Explanation of the Conceptual Framework**

When the political elites decide to expand the army's role to include 'support' to civil authority and society, there are three stages or phases through which the relationship between civilians and the national military can be explored. In each stage, action and feedback are exchanged iteratively between the originator of the action and the recipient.

In Stage 1 (Double-lined box), the civil authorities, usually with strict direction from the political leadership, direct or contract the military to undertake tasks outside the traditional military role. The military may engage in operational, political, socio-cultural or economic roles to implement specific government policies. Where there are problems with the supporting legal framework, state authorities may use an executive order or the securitisation argument to justify the expansion of the military role. In contrast, critics may use the view of militarisation of social challenges to criticise the government's move to expand the military's role (Levy, 2022). Strategic and relational leadership orchestrate such government policies; the former sets the goals to be achieved, while the latter implements the guidelines by using HRM practices to manage the personnel and their productivity. The military's reaction to expanding its role occurs on a spectrum ranging from total rejection (Uncooperative) to unconditional acceptance/obedience (Cooperative) (Brooks & Erickson, 2022). However, there are situations where the military will accept some elements of the assigned roles and reject others. That is why the reaction is a continuum, ranging from partial to complete acceptance of the expanded role.

In the second stage (Single-bold-lined box), the role conception process is initiated and completed. The military role conception process is driven by the army's and the hosting civilian institution's human resource management (HRM) practices. This affects how things are done in both military and civilian institutions, as the two must work together to accommodate each other. Specific effects will primarily be evident in the doctrine and training of the military, and to some extent, within the civilian organisation. The military's conception of an expanded role is a process influenced by its culture, history, memories, and operational experiences (Harig et al., 2022). The role conception process takes two forms: the first is at the institutional level, while the second is

at the individual level of military personnel. At the institutional level, the military receives direction to undertake an extraordinary role in addition to or separate from its traditional role. It will then undergo an adaptation process to internalise and co-opt the new position, developing a new role conception (Harig & Ruffa, 2022). However, this process at the institutional level is superficial; a lot more takes place at the individual level.

The individuals within the organisation (military and civilian) interact closely, thus experiencing each other. The military personnel will have to undergo socialisation in the new organisation as newcomers. That means the civilian authorities and the military personnel's workmates will send roles to the soldiers, who in turn will receive the roles as scripts or expectations of the organisation from the co-workers as focal persons (Antonacopoulou & Güttel, 2010; Korte & Lin, 2013). At the cognitive level, the soldier is given a sense of what is to be done (sensegiving). They must make sense of the job (sensemaking) and test the validity of their performance in the position (sensetesting) as they cross-reference it with the sense-givers (Maitlis & Christianson, 2014; Smerek, 2011). These processes affect the civil-military equilibrium, as discussed in the third stage (Triple-lined box).

Any modification in the conception of the army's role due to expanded roles will directly impact the equilibrium of civil-military relations. This occurs in a continuum ranging from close cooperation to no cooperation. Depending on the state leadership's decision and direction, the military's engagement may be purely humanitarian, transactional, or a combination of both (Djuyandi et al., 2019; Heniarti et al., 2020a). The relationship equilibrium is assessed based on factors such as dependency on military support, undermining civilians' authority (civilian

victimisation), or a fusion of the two institutions where the military takes over the designated institutional role and civilians are victimised.

The interaction between the UPDF and the supported institution will determine whether the institutions, UPF or NAADS/OWC, become more effective and achieve their objectives in line with the government's aims. A harmonious relationship between the UPDF and the supported institution is likely to foster an effective and productive interagency organisation. Conversely, the opposite will lead to a failed interagency that cannot be effective. Therefore, the ability of the supported institution to deliver national security (law enforcement) and socioeconomic development (government policy implementation) depends on the nature of the interaction between the army and civilians within the supported agency or organisation.

All stages include feedback mechanisms for commissioning leadership through organisational leaders. This feedback helps leaders at various levels make necessary adjustments to ensure the project's success, depending on whether they accept or reject the initiative. Accepting the initiative will likely foster a harmonious and productive relationship, whereas rejecting it may have the opposite effect.

## **Summary**

Civil-military relations in Uganda underwent significant changes with shifts in government. From the colonial government to the current NRM government, the Ugandan military shifted from being the personal property of the colonial government to being a pro-people one. The NRA and the UPDF have also changed in culture and doctrine, although the latter originated from the former. Similarly, civil-military relations during the NRA era underwent significant changes during the UPDF period (Bell, 2012; Gibson-Fall, 2021; Owens, 2017). It is therefore

essential that a study be conducted to determine the nature of current civil-military relations in Uganda and gain insights that support the development of the concept of civil-military relations, particularly in the Ugandan context.

The military significantly differs from the organisational culture, doctrine, and other values and attitudes of civilian institutions. These differences suggest that a clash of cultures is likely to occur in the workplace when the military workforce integrates with the civilian workforce. The literature suggests that the military is likely to dominate activities at the workplace, even when clear rules of procedure are in place (Djuyandi et al., 2019; Heniarti et al., 2020a; Sebastian et al., 2018). Therefore, it is interesting to study the relationship between the UPDF and civilian institutions to gain insight into the nature of the culture, doctrine, values, and attitudes that exist in those institutions where the UPDF has been deployed to support civil authorities.

The concept of role theory suggests that role holders must understand what society or organisations expect of them and play the assigned roles as per the scripts developed (Biddle, 1986). When new roles are assigned to new role players, the role players have a duty to learn the expectations of the role senders to fulfil the desired goals of the organisation/society (Clement et al., 2022; Qian et al., 2019). The UPDF workforce assumes new roles as military officers when deployed to support civil authorities in civilian institutions. They have to learn and take on new roles as part of their role conception. The process of role conception is a systematic one that every individual soldier and the UPDF as an institution have to adapt. At the institutional level, this may be reflected in changes in culture, doctrine and training modules (Harig et al., 2022; Harig & Ruffa, 2022; Stone-Romero et al., 2003). This study aims to investigate how the UPDF is changing and adapting to these new roles through the process of role conceptions.

Human Resource Management (HRM) practices in the military differ significantly from those in civilian institutions, especially at the recruiting and selection stages. The military recruits for training, while civilians recruit for direct employment (Arifin & Tajudeen, 2020; Soeters, 2020). When military officers join civilians in civilian institutions, they expect to receive training before assuming their new role. It is unclear whether such a process occurs at the institutions where the UPDF is deployed to offer support to the civilian institutions. Additionally, military personnel are often contingent workers who are frequently subject to contractual terms of management, rather than the institutional HRM department (Way et al., 2010; Zimmerman et al., 2013). This study will shed light on the nature of HRM in the institutions where the UPDF personnel have been deployed.

Besides being contingent workers, military personnel must undergo orientation and sensemaking to understand the working environment and fit into the internal and external context of the organisations they support. The literature on sensemaking suggests that individual workers experience significant anxiety before ultimately adapting to the new role (Maitlis & Christianson, 2014; Smerek, 2011; Weick et al., 2005). Could the same be said for UPDF personnel when they are seconded to civilian institutions? This research aims to investigate how UPDF personnel engage in sensemaking and sense testing when they are ‘sense given’ by the institutions they support.

This chapter on the literature review has illuminated several key concepts that indicate significant knowledge gaps regarding the expansion of military roles to encompass responsibilities traditionally held by civilian sectors. Such an expansion of military functions inevitably influences the dynamics between civilians and military personnel, impacting their interactions at both

institutional and individual levels. These shifts may lead to changes in public perceptions, trust, and cooperative efforts between the two groups. The current study aims to systematically address the identified gaps by conducting a thorough investigation, thereby contributing to the existing body of knowledge in related fields of inquiry. By doing so, it aims to foster a deeper understanding of the implications of this transition and its broader societal effects.

### CHAPTER 3: RESEARCH METHOD

Chapter three concentrates on the methodology of this research. This study examines the phenomenon of military role expansion and its impact on civil-military relations, with a focus on fostering national socioeconomic progress in Uganda. When the challenges of combating insurgency in Uganda diminished around 2001, the Ugandan government chose to deploy the Uganda People's Defence Forces (UPDF) to assist other government ministries, departments, and agencies (MDAs) to improve their effectiveness and efficiency by utilising the capabilities of the UPDF. Although generally successful, this initiative received mixed reactions from the public, with critics describing it as the militarisation of government institutions. The study examines the UPDF's role in supporting two institutions deliberately selected for their different models. Support to the Uganda Police Force (UPF) is based on an integrative model where UPDF officers integrate with police officers to enhance police effectiveness jointly. Support to the National Agricultural Advisory Services (NAADS) follows a liaison model, with UPDF officers operating through a parallel organisation called Operation Wealth Creation (OWC), which collaborates via liaison officers and meets only during field visits and conferences. The study argues that these working arrangements between the military and MDAs influence overall civil-military relations in Uganda, which could impact various aspects of national growth and development.

This study is set to address the following questions:

1. What motivates the government of Uganda to “pull” the UPDF into roles that are typically non-military?
2. How is UPDF's involvement in non-military roles conceptualised and formalised by the UPDF?

3. What are the experiences of UPDF personnel deployed in non-military roles?
4. What are civilians' (UPF/NAADS/OWC civilians) experiences of working with UPDF officers in their institutions?
5. How should the UPDF best engage with civil authorities when undertaking non-military roles?
6. What was the impact of UPDF's involvement on the effectiveness of NAADS in achieving its objectives?
7. What was the impact of UPDF's involvement on the effectiveness of the UPF in achieving its objectives?

And the supporting hypotheses:

### **Hypothesis 1**

H<sub>a</sub>: Credible legal frameworks motivated the government to expand the UPDF's roles.

### **Hypothesis 2**

H<sub>a</sub>: Adaptation strategies employed by the UPDF motivated the government to expand UPDF roles.

The strategy employed by the UPDF to conceptualise and formalise the assigned roles inspired the government to continue expanding its roles.

### **Hypothesis 3**

H<sub>a</sub>: The experience of UPDF officers is related to their perception of their civilian and police hosts.

### **Hypothesis 4**

H<sub>a</sub>: The experience of the Police and NAADS/OWC civilian personnel working alongside the UPDF colleagues influenced their assessment of the UPDF officers.

### **Hypothesis 5**

H<sub>a</sub>: There is a connection between the government's motivation to expand the UPDF's role and the participants' views on the future of civil-military relations in Uganda.

### **Hypothesis 6**

H<sub>a</sub>: The support of the UPDF to NAADS through OWC has contributed to the socioeconomic transformation of Uganda.

### **Hypothesis 7**

H<sub>a</sub>: The UPDF's support of the UPF contributed to effective law enforcement in Uganda (national stability).

This chapter outlines the research approach and design employed, provides a description of the study population, and describes the sampling technique used to select participants. It also gives a detailed explanation of the materials and instruments, the study procedures, and the ethical assurances for the study. The final sections of the chapter address data collection, data analysis techniques, and a concise summary of the chapter's key points.

### **Research Approach and Design**

This section of Chapter Three describes the approach and design used for the research study. To achieve this, the research approach is explained, starting with an overview of research paradigms and then detailing the approach employed in the study. A theoretical background is provided, followed by an explanation of the chosen research design, which ensures the study meets its objectives as discussed in Chapter 1.

### ***Research Approach***

The approach used for conducting the research study is informed by an understanding of the entire research process, guided by the researcher's perspective. It refers to the plans and procedures used for conducting research, encompassing assumptions and conceptions of the research content and context, as well as the methods used for data collection, analysis, and interpretation. However, before embarking on any research work, it is essential to understand the philosophical underpinnings that guide the approach, a concept known as the research paradigm.

Three concepts — epistemology, ontology, and methodology — are cardinal in explaining the concept of a research paradigm. Epistemology is a Greek word, “episteme”, meaning knowledge or understanding. Epistemology is thus the philosophy of knowing knowledge; that is, how we come to know or understand something (Trochim, 2000). Ontology is the nature of reality, our understanding of reality, being, and the relations between them. Methodology is the practice of gaining knowledge. Epistemology is closely linked with ontology and methodology in its depiction of the philosophy of knowing reality. In epistemology, we seek to understand the relationship between the knower and the known; in other words, how do we know what we know as knowledge? The positivist paradigm contends that the reality, which is the object of study, is independent of the knower (researcher). They argue that the concept of knowledge is out there, and all a knower has to do is discover and verify it through observations and or measurements of the phenomena. This is a deterministic philosophy where every effect or outcome is assumed to have originated from a cause. The positivist paradigm posits that knowledge is conjectural; the research process begins by making claims that can be supported or rejected using empirical data, evidence, or rational considerations. To them, research intends to develop factual statements that

can explain a phenomenon based on the relationship between variables. Objectivity is an essential element of all inquiry, suggesting that the methods and conclusions of research are subjected to examination for bias, validity and reliability (Krauss, 2015; Turyahikayo, 2021).

The naturalist or constructivist paradigm has a different perspective. To them, knowledge is derived through meaning linked to study phenomena, generated by the interaction between the subject of study and the knower. This research process affects both the knower and the subject of study, and the knowledge gained is context and time-dependent (Krauss, 2015; Petty & Krosnick, 1994). The constructivist paradigm believes humans construct meanings as they interact with the world. In other words, humans will always strive to understand reality, drawing on their previous experiences and social perspectives. Interacting with the human community in a social setting will generate data from which the researcher derives meaning (Al Ababneh, 2020). The positivist paradigm focuses on objective information derived from the use of quantitative epistemology. The constructivist paradigm concerns subjective information generated through qualitative epistemology. Understanding these two philosophical paradigms regarding the nature of reality is vital for designing and conducting research successfully (Guba & Lincoln, 1994).

The realism philosophical paradigm is a belief system that embraces positivist and constructivist worldviews (Creswell, 2019a; Krauss, 2015). It contends that a single reality has multiple perceptions. That reality extends beyond the self or conscious state, and it is impossible to discover or comprehend it in its entirety. In other words, there are differences between reality and people's perception of reality. The researcher's knowledge of reality is primarily shaped by social conditioning. This means we cannot know reality without involving a social actor in the process of deriving that knowledge (Bisman, 2010). The realist research paradigm considers it

appropriate to use both qualitative and quantitative methodologies in the same study. The researcher is free to choose statistical analysis procedures, case studies, and unstructured and semi-structured in-depth interviews as needed, given the research problem under consideration and guided by available knowledge. The world is never absolute; the truth is what works during investigation. In other words, in searching for *the what* and *the how*, the researcher must focus on the intended consequences—there must be a purpose and rationale for harnessing the paradigms of positivism and constructivism. This belief system underlies the multiple methods (Bisman, 2010; Creswell, 2019a; Morgan, 2017).

Creswell (2019a) argues that quantitative, qualitative, and mixed methods approaches are not discrete, categorical, or rigid entities. To him, quantitative and qualitative methods fall at the extreme ends of the spectrum, with the mixed method occupying a middle position, drawing strength from both extremes. The quantitative approach derives meaning from numerical figures, whereas the qualitative approach relies on textual analysis. The mixed-methods approach to inquiry draws on both quantitative and qualitative data. The underlying philosophical assumption of the mixed methods approach is that combining qualitative and quantitative approaches provides a more comprehensive understanding and knowledge than using either component approach alone.

In the current study, the research problem concerns drawing meaning from expanding the military's role to include what traditionally falls within the domain of civil authority, which the author contends is likely to affect the harmonious relationship between civilians and the military. Studying such a phenomenon requires examining the facts within the social context of the two government institutions to derive knowledge and meaning. To understand the reality of such a complex problem, the study has to harness the advantages of the realist paradigm (mixed methods

approach). This approach advocates for using one of the positivist (quantitative approach) or constructivist paradigms (qualitative approach) to enhance or develop the other, thus offsetting their tangential weaknesses and affording a holistic understanding of the phenomenon (Almalki, 2016; Creswell & Hirose, 2019; Tashakkori & Teddlie, 2021).

### ***Research Design***

A research design is a specific type of inquiry employed within quantitative, qualitative or mixed methods approaches to guide or afford research procedures. Some scholars refer to this process as a research inquiry strategy (Creswell, 2019a; Edmonds & Kennedy, 2020; Sahin & Ozturk, 2019). This Subsection will review the three approaches and the corresponding designs before stating the selected strategy for the current study, along with the relevant rationale and justification. Nevertheless, first, a review of the steps involved in designing an inquiry.

The overriding purpose of research is to find a solution or an explanation for a “gap” between the ideal and natural conditions. This concept is consistent across all research fields, whether scientific or otherwise. Therefore, investigations aim to uncover, reveal, interpret, or update knowledge regarding a particular phenomenon (Alhadeff-Jones, 2013). Four generic steps are involved in conducting research designs, as discussed in the following paragraphs.

Step 1 is to clearly describe the “gap” or problem that requires bridging to reveal the need for research. The researcher has to emphasise the nature and limits of the problem or questions under consideration. This will also warrant describing and evaluating the problem's background, purpose, relevance, and significance to decision-makers within the policy framework (Pride & Ferrel, 2010).

Step 2 guides the planning of the investigation, harnessing the information and other resources required to complete the research process. During this step, the researcher must develop strategies for approaching the problem under inquiry. The strategy will involve outlining the techniques for collecting critical information, guided by the principle of answering the investigation's objectives (AcqNotes, 2021).

In step 3, the researcher dedicates time to collecting the necessary information from the field of study. The process of data collection may involve conducting interviews, administering survey questionnaires, and facilitating focus group discussions. The investigator must design the questions objectively to generate the required responses from the participants. The researcher is logically guided by the assumptions and prejudices that inform the problem statement (Cassel & Symon, 2004).

The last and most significant step involves evaluating and reporting the findings, followed by the investigator's conclusion and recommendations. During step 4, the data generated from the previous step is processed and analysed to conclude the study's findings. When the research reaches this point, the objectives are primarily answered or interpreted as necessary (Creswell & Clark, 2017). The following section explains the research approach.

### ***Research Approach***

A research approach functions as the fundamental blueprint guiding a researcher through each stage of their study, from formulating research questions to the complex processes of data collection and analysis. It reflects the philosophical foundations of the research endeavour, shaped by the researcher's beliefs and assumptions about how knowledge is built and understood. In essence, there are three main categories of research approaches: quantitative, qualitative, and

mixed methods, each rooted in distinct epistemological perspectives and methodological traditions (Bryman, 2006; Creswell & Clark, 2017).

Quantitative approaches emphasise the value of numerical data, aiming for objectivity through statistical analysis. This method is effective at producing measurable results that can be applied to larger populations. Conversely, qualitative approaches focus on exploring meaning, context, and interpretation. Using tools such as in-depth interviews, focus groups, and thematic analysis, qualitative research reveals the subtle experiences and perceptions of individuals, providing a rich and detailed understanding of complex social phenomena. Mixed methods research, as its name suggests, skilfully combines both quantitative and qualitative approaches, enabling researchers to leverage the advantages of each (Edmonds & Kennedy, 2020; Field, 2024). This integration provides a more comprehensive perspective, particularly when a single method cannot fully capture the entire picture.

The nature of the problem significantly influences the choice of research approach, the type of data required, and the researcher's overall philosophical stance. For example, consider a study aimed at assessing the effectiveness of military training programmes in post-conflict areas; a quantitative method would likely be used to evaluate performance results and training efficiency statistically (Babbie, 2021; Field, 2024). Conversely, if the goal is to explore the lived experiences of soldiers as they re-enter civilian life, a qualitative approach would be more suitable, as it highlights the emotional and psychological subtleties that quantitative data might overlook (Babbie, 2021; Maxwell, 2021).

Ultimately, the chosen research approach does more than determine the methods of evidence collection and interpretation; it also significantly influences how findings are presented,

assessed, and utilised in real-world contexts. The following subsections will further examine and clarify the distinct characteristics and implications of the various research approaches outlined above.

The **quantitative research approach** is the oldest and has dominated the research world for some time, predating the emergence of the other two approaches. Several strategies are used in the quantitative approach. These include accurate experimental and less rigorous quasi-experimental designs. The experimental designs concern studies that test hypotheses by reaching valid and reliable conclusions drawn from analysing the relationship between independent and dependent variables. Knowledge resides in the difference in observations made before and after treatment. The non-experimental component may be a case study or a correlational design. These designs are typically descriptive; unlike experimental designs, valid and reliable conclusions can be drawn from measuring the subject once (Edmonds & Kennedy, 2020; Fetters et al., 2013; Field, 2024; Sahin & Ozturk, 2019).

The **qualitative research approach** is the second oldest, after the quantitative approach. It explores human interactions to address social problems by harnessing what people say or do to draw insights. The interaction with humans in a study design involves making observations and conducting interviews. Three basic designs are used in the qualitative approach: grounded theory, ethnography and phenomenology. Grounded theory is a design that generates theory by analysing and consolidating the experiences of a larger number of research participants in an inquiry about a given situation in their society (Brink et al., 2006; Maxwell, 2021; Miller, 2015; Vajjhala, 2015). Ethnographic research studies the culture of an entire social group by making observations. The immersed researcher interacts with community members as they collect data for later interpretation

in the study process. It is impossible to declare the end of an ethnographic study because culture is highly transient, reflecting the nature of a normative society (Hunt & Shoaps, 2018; Zilber, 2020). Phenomenological design is a type of investigation where the researcher attempts to describe a social phenomenon based on the participants' lived experiences that also reflect the experiences of the broader sample population. The interviews with participants are the primary source of data used to interpret and draw conclusions (Brinkmann & Friesen, 2018; Creswell, 2019a; Linneberg & Korsgaard, 2019; Lofgren, 2021; Neubauer et al., 2019; Zahavi & Martiny, 2019).

The **mixed-methods approach integrates qualitative and quantitative data within a** single research study. The quantitative approach generates numerical figures from closed-ended, predetermined responses, while the qualitative approach is based on open-ended, textual responses. The strength of mixed methods design lies in harnessing, strengthening and offsetting the weaknesses of quantitative and qualitative designs (Creswell & Clark, 2017; Tashakkori & Teddlie, 2015). There are several ways to integrate qualitative and quantitative databases in a mixed-methods approach, each forming a separate, standalone research design. Convergent parallel mixed methods is a design where the researcher combines the simultaneously collected data from the quantitative and qualitative approaches to gain comprehensive insights into the research problem. Explanatory sequential mixed methods is a design that uses qualitative methods to explain previously collected and analysed quantitative data and findings. This is called “explanatory” because the findings of the quantitative approach are further explained using data from the qualitative approach. The process is sequential, beginning with the quantitative method and then proceeding to the qualitative method. The “exploratory sequential mixed methods” is the

reverse of the “explanatory sequential mixed methods” design. In this design, the researcher begins with the qualitative phase to “explore” the participants' views. The data is analysed, and the generated information builds the second quantitative phase. The data from the qualitative phase can inform the development of instruments or identify specific variables for the quantitative phase (Creswell & Hirose, 2019; Krauss, 2015; Petty & Krosnick, 1994). This exploratory sequential mixed-methods design aims to address a research problem by identifying themes from an area less well understood, thereby setting the stage for further investigations and conclusions (Börü, 2018).

The current study uses the “**exploratory sequential mixed methods**” as the study design. This exploratory research aims to gain insights from participants' experiences through in-depth and key-informant interviews. This qualitative phase is the gist of this study. After analysing the interview data, the researcher selects some key variables that form the questionnaire survey instrument for the quantitative phase. The rationale here is to use the quantitative approach to enhance the results from the qualitative phase and generalise them to the larger population. The literature supports this argument by stating that mixed methods designs favour both inductive and deductive conclusions. Pre-mature drawing of conclusions is avoided, and the researcher remains context-sensitive throughout the research process. Another advantage of this design is that it allows the researcher to immerse themselves in the research process and gain expertise in both qualitative and quantitative approaches (Creswell & Clark, 2017; Meissner et al., 2011).

### **Population and Sample of the Research Study**

The cardinal purpose of research, particularly social research, is to draw insights from a phenomenon under investigation. Researchers are interested in events and processes that cannot be logically explained, hence the need for inquiry to fix the gaps. Conducting an investigation

requires studying the source of the phenomenon, that is, the event or process (Taherdoost, 2016; Tansey, 2009). Such a source is the population under investigation. In research, the population refers to the whole set of individuals or entities selected for study because they exhibit a less-understood phenomenon. This is also the sample frame. However, because the population could be so large and therefore complex to manage and sometimes too expensive, researchers pick a sample, a portion of the study population, to represent the whole population. Studying the sample population enables the researcher to make critically evaluated inferences that can be generalised, with confidence, to the larger population (Onwuegbuzie & Collins, 2017; Schreuder et al., 2001).

Since the sample represents the larger population, it must adhere to scientific selection principles for accurate representation. The nature of the study design determines the selection of the sample. The design of the study dictates the protocol to be used to determine the type and size of the sample to be used. Research that aims to generalise the findings to the broader population would proffer a quantitative design where the sampling protocol is based on random selection or probability sampling. In this sampling method, every individual or entity has an equal chance of being selected to represent the larger population. On the other hand, research that explores a given phenomenon by seeking depth and detail in understanding would favour a qualitative design, where the sample size is often smaller and may be based on non-random selection criteria. Other criteria, such as location, workplace position, and experience, would be preferable (Schreuder et al., 2001; Tansey, 2009).

This thesis examines population sampling, with a specific focus on the mixed methods design, where qualitative and quantitative approaches are employed sequentially to support one another and gain a deeper understanding of the phenomenon under investigation. The current

research study examines the expanding roles of the military in the civilian sector and their implications for socioeconomic development and stability in Uganda. As the title suggests, this exploratory research aims to gather more profound and detailed information from the population sample. This paper will explain the concept of the population under investigation, the sampling method employed, and provide supporting reasons for the selection method and the preferred sample size.

### ***The Population***

The population refers to all the individuals or entities that are the subject of the inquiry. The population must be adequate to justify rigour and effectively meet the objectives of the inquiry (Taherdoost, 2016). This inquiry concerns three categories of individuals: the Uganda People's Defence Forces (UPDF), which falls under the military category, the Uganda Police Force (UPF) personnel, and the employees of the National Agricultural Advisory Services (NAADS), which constitutes the civilian category. For this research, UPF officers are considered civilians, and the UPF is regarded as a civilian government institution. The population does not include the personnel in the three Organisations. In the case of the UPF and the NAADS, it includes only those individuals at the organisations' headquarters working jointly with the UPDF officers. While in the UPDF, it concerns those Officers responsible for the secondment of UPDF personnel to other government institutions. The following discussions consider each of the three categories of the population, starting with the UPDF, UPF, and NAADS, in that order.

#### **The Uganda People's Defence Forces (UPDF)**

The UPDF is Uganda's national military. Initially, the UPDF was called the National Resistance Army (NRA). The NRA was an insurgent force that came to power after fighting a

five-year protracted civil war from 1981 to 86. After victory on 26 January 1986, the NRA continued as a counterinsurgent force, pacifying the country after defeating the former government forces that became insurgents. The national military remained the NRA until the constitutional reform of 1995, which renamed the NRA the UPDF.

The NRA had a strong history of working closely with the civilian population. They believed in Chairman MAO's philosophy of the relationship between fish and water, where the army is the fish while the civilians are the water (Mao, 1938; Zhu, 1994). In other words, the army is because of the civilians. The spirit of this philosophy is captured in Articles 208 and 209 of the Uganda National Constitution. Article 209 (b), in particular, provides for the UPDF to support civil authority in emergencies (Constitution of the Republic of Uganda, 1995; UPDF Act, 2025).

By 2001, counterinsurgency operations within Uganda's borders had been reduced; by 2006, they had ceased. In the following years, the UPDF shifted its operations to peacekeeping in Somalia and counterinsurgency operations in South Sudan, the Central African Republic (CAR) and the Democratic Republic of Congo (DRC) (Ahere & Maina, 2013). That meant the UPDF personnel who remained within Uganda had less active roles. As the tempo of counterinsurgency had reduced in the country, the government of Uganda had already started engaging the military in other government institutions. For instance, by 2001, General Katumba Wamala was appointed the Inspector General of the UPF, following an upsurge of criminality in metropolitan Kampala (Candia, 2005). Since then, more Generals and other UPDF officers have been posted to support the police in law-and-order enforcement (Kamusiime, 2019; The Independent Editor, 2019). The UPDF also supports the NAADS agency in implementing the government policy on poverty reduction through improving the quality of agricultural inputs and mechanisation. The UPDF

organised and code-named the support Operation Wealth Creation (OWC). OWC works closely with NAADS, which provides technical guidance and support. OWC plays a practical role in distributing seeds and other agricultural inputs to farmers, in addition to providing limited assistance in marketing (Kalyesubula, 2019; NAADS, 2023; OWC, 2022). These two expanded roles are in addition to several others that fall within law-and-order enforcement and government policy implementation. In this research, the other roles of transactional and humanitarian interactions are viewed as integral to the military's daily tasks.

At the UPDF Headquarters, the offices responsible for seconding officers to other government institutions are those of the Chief of Joint Staff (CJS), the Joint Staff-Human Resource Management (JS-HRM), the Joint Staff-Political Commissariat (JS-PC) and the Directorate of Civil-Military Cooperation (DCIMIC). The officers in these offices hold essential information regarding the posting of officers to other government ministries, departments and agencies (MDAs) (Senior Command and Staff College - Kimaka, 2018; UPDF Directorate of Doctrine, 2023; UPDF Joint Services Headquarters, 2021). Therefore, as part of the current research undertaking's objectives, this study will seek to interface with the leaders and staff officers of these departments for in-depth and critical information.

### **The Uganda Police Force (UPF)**

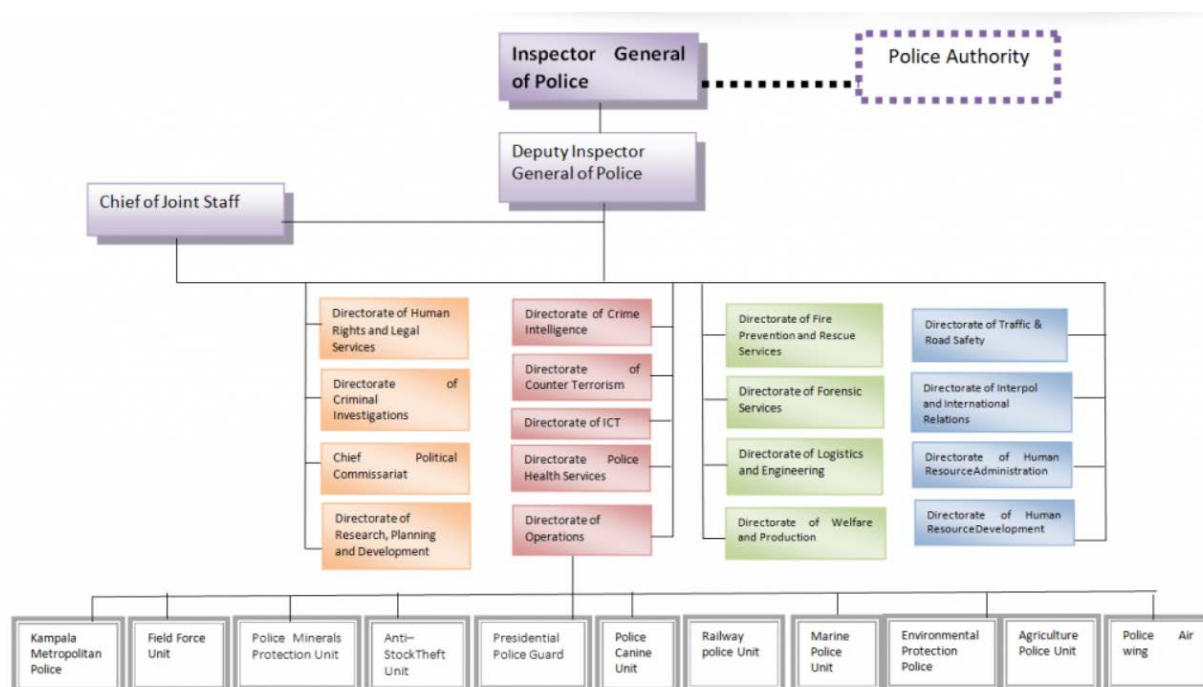
The UPF is the constitutionally mandated institution responsible for enforcing law and order in Uganda. Despite several changes in the country's presidency, the National Police underwent only normative changes, unlike the National Army, which underwent fundamental changes. The Uganda Police was created by the colonial government in 1894 with the same mandate as it has today. The 1995 constitution, as amended, provides for the existence and operations of the Uganda Police Force (UPF) under Articles 211, 212 and 213. Article 212 (d), in

particular, allows the UPF to cooperate with civilian authorities and other security organs where applicable (Constitution of the Republic of Uganda, 1995; The Police Act, 1994). This provision enables the UPF to solicit support from other security organs and state institutions as needed. However, it is unclear how that support should be structured and legally framed to ensure a harmonious working relationship between the Police and the supporting institution.

Currently, the UPF is under the Ministry of Internal Affairs (MoIA), and the top three leaders — the Minister, the State Minister, and the Permanent Secretary — are all UPDF Generals (Ministry of Internal Affairs, 2025). Within the UPF structure, as shown in Figure 6 below, the UPDF officers lead the following departments: the Deputy Inspector General (D/IGP), the Chief of Joint Staff (CoJS), the Directorate of Human Resource and Administration (DHR&A), the Directorate of Human Resource Development (DHRD), the Directorate of Crime Intelligence, and the Directorate of Criminal Investigations. This study aims to examine the relationship between the military and police personnel in these departments within the UPF headquarters, where UPDF and UPF officers work together. It is important to note that UPDF officers deployed to support the UPF wear police uniforms and occupy standard offices within the police structure. This setup is significantly different from that for Operation Wealth Creation (OWC), which is led by the UPDF, and the National Agricultural Advisory Services (NAADS), headed by civilian technocrats. Both agencies work side by side, but the military did not fully join the ranks of the NAADS officials, as is the case in the UPF, except through the deployment or exchange of liaison officers.

**Figure 6**

*The Organogram of the Uganda Police Force (UPF)*



*Note.* Adopted from *Police Structure* by the UPF, 2023.

### **National Agricultural Advisory Services/Operation Wealth Creation (NAADS/OWC)**

An Act of the Parliament of Uganda created the National Agricultural Advisory Services (NAADS) in 2001. Its mandate is to implement the government policy on modernising Agriculture by improving seed quality to alleviate poverty among the predominantly peasant communities (NAADS, 2023). From 2007 to 2013, NAADS faced significant criticism from the public, media, and beneficiaries due to allegations of rampant corruption. The Government responded by deploying the UPDF under Operation Wealth Creation (OWC) to support the NAADS in implementing the government's socio-economic transformation policy. Due to this intervention

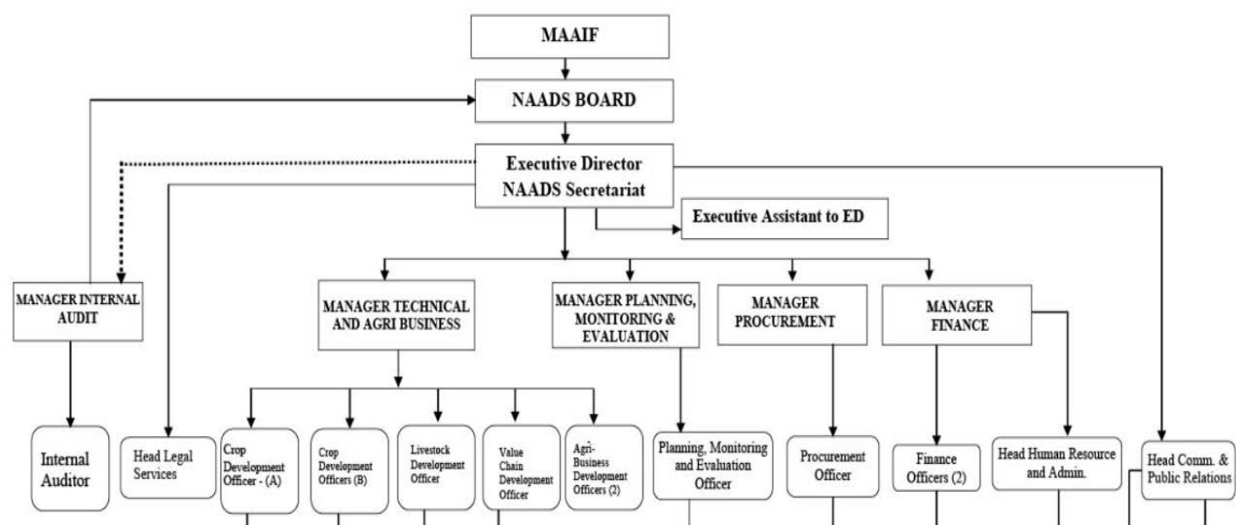
by the UPDF, some of NAADS' mandates were transferred to the UPDF under the OWC. The current NAADS' roles include supporting and managing farm inputs, promoting strategic commodity interventions, developing farm chains, and providing access to farm financing. NAADS conducts these roles at the Strategic level. OWC falls directly under the President's Office, the authority that created it. Its roles are farmer mobilisation, distribution of farm inputs, facilitation of agricultural technology adaptation, infrastructure development, and community-based entrepreneurial development (Kalyesubula, 2019; OWC, 2022; Wambete, 2023). OWC operates at the operational and tactical levels when implementing this government policy. This working arrangement detached NAADS officials from directly interfacing with farmers, except during joint field inspections with OWC officers.

The OWC officers have an organisational structure that operates directly with the farmers. The NAADS officials give technical advice, organise the farm inputs, and leave them to the OWC to distribute to the farmers. The OWC plays a crucial role in ensuring that government policies achieve their desired objectives. The NAADS officials are technical agricultural officers who are well-qualified in the discipline of farming. The OWC officers are not necessarily qualified agriculturalists, although many grew up as subsistence farmers with unique farming experiences. This means the OWC officers rely on the NAADS officials for technical knowledge. In contrast, NAADS officials rely on OWC officials to implement the correct farming practices for farmers. The farmers had a bad experience working directly with the NAADS officials, and the UPDF changed. This meant that the farmers trusted the military officers more than they trusted the technocrats.

The NAADS Secretariat is organised as shown in Figure 7 below. An Executive Director (ED), who also acts as the Secretary to the NAADS governing Board, leads the agency. The ED is supported by several technical assistants and mid-level managers in carrying out the various functions of NAADS as an agency (NAADS, 2023). The NAADS Board and the ED are responsible to the Minister for Agriculture, Animal Industries, and Fisheries (MAAIF) and to Parliament, which established it.

**Figure 7**

*The National Agricultural Advisory Services (NAADS) Organisation Structure*



*Note.* Adopted from the *NAADS Organogram* by NAADS, 2023.

The OWC, on the other hand, reports directly to the President. It is organised differently from the NAADS, following a typical military staff structure. The Head of the OWC is the Chief Coordinator (CC), a retired four-star General. Below the CC are the Deputy CC (a three-star General) and the Chief Staff Officer (CSO). Several staff directorates, covering Personnel and

Administration (HR), Operations and Training, Planning and Strategy, Communications, Finance, and Civil-Military Cooperation, support the CC through the CSO. While in the field, several Senior UPDF Officers implement the NAADS policy at regional, district, and county levels (OWC, 2022). Some directorates are headed by or supported by technical civilian staff.

### ***Sampling Technique***

It is cumbersome and costly to subject the entire population to an inquiry. Carefully selecting a representative sample provides a fair inference about the population regarding the subject under investigation. The chosen representative for the population is the sample. There are two sampling methods: random or probabilistic, and non-random or non-probabilistic sampling techniques. The former involves giving the entire population an equal chance of selection; this is known as design-based sampling. The latter relies on criteria such as geographical location, position, experience, convenience, cost-effectiveness, and other key factors to determine the sample population; this approach is known as purposive sampling. Purposive sampling can be single-phased or multi-phased, where the sample may be clustered or stratified into categories depending on the inquiry's objectives (Schreuder et al., 2001; Tansey, 2009).

The current study explores the implications of involving the military in non-military roles on civil-military relations in Uganda. This research is particularly interested in law-and-order enforcement and the government's implementation of agricultural policy. These two areas mean that purposive sampling is stratified to cover the UPF for law and order and the NAADS/OWC for the policy implementation sector. This inquiry requires purposive sampling to explore the nature of the interaction between the military and civilians in the two sectors. Convenience sampling, combined with purposive sampling, will be used to identify respondents for the interview and the

subsequent survey questionnaire, based on their availability and willingness to participate. Due to the exploratory nature of this research, it is crucial to minimise randomness as much as possible to prevent losing valuable, informative interviews. The purpose is to corroborate the information from the literature, establish the thinking of the key informants, and make inferences (Schreuder et al., 2001). The design of the interview questions plays a crucial role in this inquiry, ensuring that maximum information is gathered from the key informants and other interviewees (Schreuder et al., 2001; Tansey, 2009).

### **Sample Size**

In all research works, the sampling technique determines the sample size. A multi-stage sampling technique, incorporating purposive, stratified, and convenience sampling, was used to determine the required sample size. This method of sampling was preferred because the study focuses on policy matters that are designed and disseminated by strategic planners at the headquarters of the three government agencies (UPDF/OWC, UPF and NAADS). In the purposive sampling, the study selected the UPF and NAADS/OWC roles to represent the law and order and agricultural policy implementation sectors, as these roles were assigned to the UPDF in addition to their normative defence and security roles. The total number of officers at the UPDF General Headquarters responsible for coordinating and seconding officers to roles other than traditional military tasks is 89. This comprises personnel from the offices of the CJS, JS-HRM, and JS-PC & DCIMIC (UPDF Joint Services Headquarters, 2021). At UPF headquarters, 46 UPDF officers are working closely with 72 police officers, totalling 118 personnel, which includes officers from the offices of the DIGP, CoJS, DHR&A, DHRD, Directorate of Crime Intelligence, and Directorate of Criminal Investigations (UPF, 2023). While at OWC/NAADS, the number of civilians at the NAADS Headquarters is 56, and the UPDF officers at the OWC Headquarters are 56, making 112

persons (NAADS, 2023; OWC, 2022). The combined study population for this research is N = 319.

For the qualitative research phase, 45 participants were designated for in-depth and key informant interviews. Fifteen (15) Management-level officials from the UPDF, UPF, and NAADS were designated for these interviews. The study purposively selected six (6) participants for key informant interviews (KII) from the top management, comprising the strategic level planners. Nine (9) participants for in-depth interview (IDI) from the middle management level, consisting of department heads and staff officers assisting the heads of departments. The figure of 15 interviewees per institution is expected to achieve saturation. The literature review suggests that between 6 and 12 interviews are adequate for saturation (Guest, Bunce & Johnson, 2006).

Using Krejcie and Morgan's formula (Krejcie & Morgan, 1970; Uakarn et al., 2021) to determine the sample size for the quantitative phase, the calculations for the required sample sizes for the three categories are presented below. The formula for calculating sample size is:

$$n = \frac{x^2 Npq}{(e^2(N - 1) + x^2 pq)}$$

Where:

$n$  = sample size

$e$  = margin of error (usually 0.05 for 95% confidence)

$p$  = proportion of population (usually 0.5 for maximum sample size)

$N$  = population size.

$x^2$  = chi-square value for 1 degree of freedom at the desired confidence level (usually is 3.841 for 95% confidence).

$q = 1 - p$

The source is Robert V. Krejcie and Early W. Morgan's 1970 paper "Determining Sample Size for Research Activities." A table of estimated sample sizes, calculated using the formula provided, is included in **Appendix 1**.

**Sample size for UPDF Headquarters:**

$$n = \frac{3.841^2(89)(0.6)(1 - 0.6)}{(0.05^2(89 - 1) + 3.841^2 0.6(1 - 0.06))}$$

$$n = 72$$

**Sample size for UPF Headquarters:**

$$n = \frac{3.841^2(118)(0.6)(1 - 0.6)}{(0.05^2(118 - 1) + 3.841^2 0.6(1 - 0.06))}$$

$$n = 90$$

**Sample size for OWC/NAADS Headquarters:**

$$n = \frac{3.841^2(112)(0.6)(1 - 0.6)}{(0.05^2(112 - 1) + 3.841^2 0.6(1 - 0.06))}$$

$$n = 87$$

These figures are closely related to Krejcie and Morgan's Minimum Sample Determination for finite population table in **Appendix I** and are further confirmed using Calculator.net's web-based sample size calculator at Calculator.net (Calculator.net, 2023; Krejcie & Morgan, 1970). It is worth noting that in quantitative analysis, the closer the sample size is to the population size, the more reliable the results are. A larger sample size enhances the precision of the statistical significance of the results, indicating greater robustness and reliability in the findings (J. Cohen, 1992; Groves et al., 2011; Kish, 1965; Sullivan, 2018; Uakarn et al., 2021; Vennesson et al., 2009). The estimated minimum sample size for a population of 319 is 249; however, in this study, the

number of returned and correctly verified questionnaires is 268. This larger sample size is advantageous; it enhances the statistical significance of the results.

**Table 1**

*Sample Size for the Qualitative and Quantitative Phases of the Research*

<b>Respondents and Participants</b>	<b>Total Sample Size</b>	<b>UPDF</b>	<b>UPF</b>	<b>OWC/NAADS</b>	<b>Research Design</b>
<b>Top Managers</b>	27	9	9	9	KII
<b>Mid Managers</b>	18	6	6	6	IDI
<b>Employees Survey</b>	249	72	90	87	Survey Questionnaire

*Note.* The source is the Author, 2023.

The respondents and participants were selected using a non-probabilistic sampling technique, specifically the purposive and quota methods. In the qualitative phase of the study, top and middle-level managers from all three institutions—UPDF, UPF, and OWC/NAADS—were deliberately chosen. However, the percentage ratio of top to mid-level managers was specified through stratified sampling, with 60% allocated to top-level managers and 40% to mid-level managers. The quantitative phase of the study used convenience sampling, where respondents were chosen based on their willingness and availability to participate in the interviews and complete the questionnaires.

### **Materials/Instrumentation of Research Tools**

Selecting a specific research tool for a study like this is a thorough process that depends on the research design, objectives, and questions. The tool selection requires the researcher to clearly understand what the study intends to establish and how the target population was observed,

interviewed, or surveyed. The study must specify corresponding tools for each method of data collection selected during the design process (Trigueros et al., 2017). The current research employs an exploratory mixed-methods approach, commencing with qualitative methods and subsequently using quantitative techniques. The respective tools selected for data collection are interviews, key informants and in—depth and survey questionnaires. However, the study will also involve reviewing relevant documents concerning the subject matter, making critical observations, and taking necessary notes as data. This section reviews the nature of the tools and their application in data collection.

### ***Interviews***

An interview refers to the dialogue between the researcher and the research participant. The researcher asks well-structured questions to elicit answers, which are recorded as research data. The interview process is conducted in various ways, depending on the researcher's preference. The ultimate objective is to gather as much information as possible from the participants. For instance, an interview may involve an individual or a group of participants conversing face-to-face with the researcher. The researcher may also interview by telephone, Zoom, Skype, or use an open-ended questionnaire. Some scholars classify interviews as structured, semi-structured, and unstructured, depending on how the researcher organises the questions (Trigueros et al., 2017).

In comparison, other researchers prefer to classify interviews into Key-Informant (KII) and In-Depth (IDI) interviews, which this study has adopted. Regardless of the type of interview used, the primary goal is to gather first-hand information through an open conversation with the interviewee. Interviews are generally time-consuming and require tactful management of the

interviewee. However, they also offer advantages, such as observing non-verbal communication through gestures, facial expressions, and statements that the interviewee may not wish to attribute to themselves but feels comfortable sharing only with the researcher. Face-to-face interviews tend to generate more information through follow-up probes and provide clarifications and definitive explanations for unclear statements or questions..

**Key-informant Interviews (KII)** refer to interviews in which the interviewee is known (or assumed) to be more informed and experienced and, therefore, able to give pertinent information that will significantly enrich the data collected. In this study, nine top-level managers from UPDF, UPF, and OWC/NAADS headquarters ( $9 \times 3 = 27$ ) were purposively sampled for KII (Creswell & Clark, 2017; Tashakkori & Teddlie, 2021). These interviewees are the most experienced strategic planners in their respective headquarters. They are expected to provide the researcher with more detailed information on the research problem and offer opinions on how best to address the challenges related to the phenomenon under study.

**An In-depth Interview (IDI)** is a method where the researcher interviews a participant to gather relevant perceptual information based on the interviewee's experiences, feelings, and opinions on the matter under consideration (Adams & Cox, 2008; Tashakkori & Teddlie, 2021; Trigueros et al., 2017). An in-depth interview requires a close connection between the researcher and the interviewee to ensure a free discussion on the subject matter. In this study, six mid-level managers/leaders from each of the three headquarters of the UPDF, UPF, and OWC/NAADS ( $6 \times 3 = 18$ ) were scheduled for IDI with the researcher. This group of managers implement the policies generated by the top-level managers. They have the experience, feelings and opinions they may not have shared freely with their top-level managers.

### *Quantitative Survey Questionnaires*

Quantitative Survey Questionnaires are structured, closed-ended questions issued to respondents to elicit specific answers. Quantitative questionnaires do not allow the respondents to deviate and give their opinionated answers on matters under consideration. They are composed of close-ended (structured) questions to generate specific numerical responses for statistical analysis and interpretation. A quantitative survey questionnaire cannot be used for data collection if it is not verified or tested to be valid and reliable (Drost, 2011; Onwuegbuzie & Leech, 2007; Zohrabi, 2013). In the current study, closed-ended questions were developed based on the themes identified through qualitative interviews. This study phase aims to enhance the qualitative phase's findings by generalising the results to the entire study population. The framing of the survey questionnaires adapts ideas from instruments used to measure post-merger-and-acquisition organisational cultures, specifically the Organisational Culture Assessment Instrument (OCAI) and the Competing Values Framework (CVF) (Jung et al., 2007). Three hundred questionnaires were produced and distributed to respondents based on the principles of convenience. There were hard and soft copies (Google Forms) to encourage participation. The researcher expected a respondent compliance rate of at least 72 responses from the UPDF, 90 from the UPF, and 87 from the NAADs, as determined by the sample size above. These figures were successfully achieved, as discussed below.

A Pre-Test is a pilot project of the data collection process conducted prior to the actual process in a similar environment to verify the reliability of the instruments. For this study, the author selected the Fisheries Protection service operated by UPDF personnel and Fisheries officials under the Ministry of Agriculture, Animal Industry and Fisheries (MAAIF). The terms

and conditions of work are similar to those of NAADS and the UPF, with an explicit focus on implementing government socio-economic policies and enforcing the law. Twenty interviews with this group generated the themes used to develop the quantitative survey questionnaires.

### ***The Validity and Reliability of Instruments***

Validity and Reliability are concepts used to indicate the quality of measurement instruments. Validity and reliability determine an instrument's accuracy and consistency in measuring the variables and other constructs in data collection. This aims to ensure that the research has mitigated the effects of errors and biases that may affect the study's outcome (Creswell & Hirose, 2019; McDaniel & Gates, 2015; Pandey & Pandey, 2015).

Validity refers to the degree to which an instrument measures what it is intended to measure. That is a measure of the instrument's ability to systematically, and on random selection, remain free of significant errors when used to measure what it was designed to measure (McDaniel & Gates, 2015). The instrument's validity is essential in both the quantitative and qualitative approaches. It measures the honesty, depth, richness, and scope of the data collected using a quantitative approach. In the qualitative approach, the sampling method, accuracy of the instruments and adequacy of the data are subjects of the validity test (L. Cohen et al., 2017). Research instruments must have controllable, replicable, predictable, and fragmental traits, even though they can never be 100% valid. This is achieved by controlling for and minimising factors that may lead to errors, such as framing research questions and modifying original measurement scales in qualitative and quantitative approaches.

Reliability refers to an instrument's ability to produce consistent results when used repeatedly. This confirms its lack of bias and goodness as a measurement tool. The instrument is

reliable and stable, consistently producing results when tested and retested (Creswell & Clark, 2017; Drost, 2011; Sekaran, 2003). A reliable instrument must repeatedly produce the same results under similar measurement conditions.

The researcher undertook three mitigation measures to achieve validity and reliability in this study. The first step was to request that the respondents in the interviews listen back to confirm or clarify the recorded data. Those responding to the survey questionnaires were requested to confirm their responses before submitting them. Second, the researcher subjected the data to cleaning and collation to ensure validity. Third, where there was disconfirmation of evidence, it was taken as a finding of the study. For the quantitative data, the internal consistency test for reliability will utilise Cronbach's alpha coefficient (Nawi et al., 2020) for multipoint-scaled items and Kuder-Richardson's formula (Ekolu & Quainoo, 2019; Uyanah & Nsikhe, 2023) for dichotomous items. This reliability test will be corroborated using composite reliability and the average variance extracted (Analysis INN, 2020; Robert & Yeolib, 2013).

## **Study Procedures and Ethical Assurances**

### ***Study Procedure***

This section gives a detailed description of the research study's conduct. The procedure involves a narration of the collection of the necessary documents and documentation, such as obtaining gatekeeper permission, setting the environment for data collection, recruitment of the participants, seeking their consents, collection and collation of data, the nature of the instruments used for data collection, storage of the records and data. The procedure must be thorough and rigorous for promising research to enable replication or comprehension by other researchers or consumers of the study's findings (Creswell & Clark, 2017).

In the current study, the procedure started with the design and sampling of the study population. This research examined the implications of expanding the military's role to encompass traditional civilian responsibilities in Uganda. This research hypothesises that involving the military in civilian jobs will affect the relationship between the military and civilians, including both civil authority and the community. It is, therefore, essential to design a framework for the harmonious working relationship between the two whenever role encroachment happens on either side. To achieve this objective, the study, employing non-probability purposive sampling, selected the Uganda Police Force (UPF) and the National Agricultural Advisory Services (NAADS) to represent the civilian institutions that the Uganda People's Defence Force (UPDF) supports in law enforcement and policy implementation roles, respectively. Since this is exploratory research, the study employed an exploratory sequential mixed-methods design. This is where the study begins with a qualitative approach in the first phase, and the second phase employs a quantitative approach, which is essentially intended to confirm or refine the findings of the first phase.

The qualitative phase of this research is the essence of this study. The author used Key-Informant Interviews (KII) and In-Depth Interviews (IDI) to generate critical data. The KII focused on six top-level managers concerned with the secondment of UPDF officers to roles other than traditional military roles. Six other top-level managers from the UPF and NAADS also underwent the KII. The seven to nine mid-level managers and their staff from the UPDF, UPF and NAADS underwent the IDI. These interviews were conducted concurrently with the collection of relevant documents for content analysis. It is important to note that most managerial offices (top and Mid-level) hold important documents guiding the military's role in those civilian institutions. The quantitative phase used survey questionnaires based on the themes generated from the qualitative

phase. The process involved issuing over 300 questionnaires (both hard copies and online versions) to all staff members of the study population, which was purposively sampled, including UPDF secondment, UPF, and NAADS headquarters. By the survey's close, 268 questionnaires were returned: 73 from UPDF, out of a target of 72; 101 from NAADS/OWC, out of an expected 87; and 94 from the UPF, out of a target of 90. The targeted numbers were determined statistically based on the sample frames provided by the administrators in those agencies.

Before conducting the interviews, survey questionnaire, or field excursion, I obtained permission from the Unicaf University Research and Ethics Committee (UREC), the Uganda National Council for Science and Technology (UNCST), a third-party university in Uganda (Makerere University School of Social Sciences Research Ethics Committee - MAKSSREC), as well as the gatekeepers at UPDF, UPF, OWC and NAADS headquarters. At the individual level, each participant or respondent was briefed on the purpose of the study and the potential benefits before being allowed to read and sign the consent forms attached to the interview guide and the survey questionnaires. Additionally, interviewees were asked for permission to audio-record the proceedings. Some participants refused to audio-record the process but allowed the researcher to take notes as the interview proceeded, due to the sensitivity of the research process. The participants were also assured of the confidentiality of their identity and data.

### ***Ethical Assurances***

Ethics in research refers to the code of conduct or expected social norms of behaviour while conducting an inquiry (Al-Amad, 2017a; Sekaran, 2003). All researchers are expected to behave ethically and adhere to the established ethical code of conduct. They must ensure that the participants of the research process are fully protected from physical and psychological harm

(malfeasance). Such assurances must come even before the commencement of the research process. The researcher must ensure the purpose of the research is in good faith (beneficence) and not for self-gratification. The participant is also under an obligation to be truthful and socially ethical while providing data to the researcher. Ethical code of conduct must be ascertained and maintained throughout the process of conducting research, from designing, data collecting, analysing and reporting, and during the distribution of the information and knowledge generated (Al-Amad, 2017a; Allmark et al., 2009; Aluwihare-Samaranayake, 2012; Bos, 2020; Oates et al., 2021).

This study endeavoured to follow five guiding research principles and will continue to do so after the publication of the research findings (Al-Amad, 2017a; Oates et al., 2021). First, the participants provided informed consent before engaging in the research process. Before giving consent, participants must receive a thorough briefing on the purpose, methods, outcomes, social benefits, duration, and risks associated with the research to understand what they are approving. There was no coercion, duress, or any form of influence to persuade the participants to take part, and they were at liberty to opt out or terminate the process at any stage of the research.

Second, the principle of nonmaleficence: the research process did not physiologically or psychologically harm the nature of the participants and will continue to do so (Allmark et al., 2009; Oates et al., 2021). The underlying argument is that the research process should not cause harm to participants in the pursuit of benefiting society. Such harm to the participants may be further qualified by rendering them socially disadvantaged, causing financial loss, or invading their privacy. The researcher implemented measures to mitigate potential harm to participants during the research process.

Third, the researcher must ensure that the participants' identities and data are kept anonymous and confidential (Al-Amad, 2017a; Oates et al., 2021). If sensitive information is unnecessary for the research process, the researcher must ensure that the overzealous participant is prevented and protected from divulging such information. The method of data collection must provide for such an eventuality. Additionally, the data collection, storage, analysis, and reporting process must ensure confidentiality and anonymity. Disclosure must be made with the participant's express permission if it is required. The stored participant data must be devoid of any identifying information, such as names, email addresses, or other details that could be traced back to the participant. Likewise, any phrase within the data that could be traced to a participant must be removed or rephrased. All these measures were effectively implemented during the research process.

Fourth, a thorough self-introduction by the researcher to the participant is vital. The participant must be aware of who the researcher is, the purpose of the research, and the benefits it will bring to society. Of course, some research designs may require covert conduct of the process. Nevertheless, during debriefing, the researcher must disclose their real identity and explain the reason for the covert conduct of the research to the participant. The researcher must also ensure that the deceptive process did not cause harm to the participant (Al-Amad, 2017a; Bos, 2020). In the current study, the researcher introduced himself, the purpose of the study, its benefits to the participant and society, and why the participant was selected for this study. The process continued only after obtaining the participants' consent, and they were debriefed afterwards.

The last principle concerns the participant's right to withdraw consent at any stage of the research process. Nothing should restrain or deter the participants from withdrawing consent if

they wish to do so. The researcher must provide assurances on this principle from the outset, as evident in briefing the participants (Al-Amad, 2017a; Allmark et al., 2009; Bos, 2020; Oates et al., 2021). In this study, the participants were debriefed on this vital principle.

Before commencing the fieldwork for this study, comprehensive ethical approval was obtained from Unicaf University's Research Ethics Committee (UREC) on 9 February 2024. Conducting research in Uganda as part of a foreign university degree programme requires strict adherence to ethical standards, which include securing approval from both a local academic institution and the Uganda National Council for Science and Technology (UNCST).

The Research Ethics Committee at Makerere University School of Social Sciences carefully reviewed the proposal and approved it, assigning the clearance number MAKSSREC 11.2023.709. Additionally, on 26 February 2024, the UNCST granted its essential approval, ensuring the research complies with national ethical standards, under the research ethics clearance number SS2335ES. This thorough ethical review highlights the commitment to conducting research that respects and protects the rights and welfare of participants in Uganda.

## **Data Collection and Analysis**

### ***Specific Objectives and Plan of Analysis***

The table below shows the specific research objectives, the contextual variables, and the plan for measuring and analysing them.

**Table 2**

*Specific Objectives, Factors to Measure, Data Collection and Plan for Analysis*

Serial	Objectives	Factors to measure	Instrument	Form of Analysis
1.	Examine the motivation behind expanding the UPDF's role to encompass civilian responsibilities.	<ul style="list-style-type: none"> <li>• List/categories of non-military roles</li> <li>• Reasons for each role assigned</li> <li>• Other options tried</li> </ul>	KII IDI Document study analysis SQ	<ul style="list-style-type: none"> <li>• Content analysis</li> <li>• Inferential statistical analysis</li> </ul>
2.	Conceptualisation and formalisation of the non-military roles of the UPDF	<ul style="list-style-type: none"> <li>• The legal framework used for engaging UPDF</li> <li>• Terms and conditions of engagement (HRM)</li> <li>• Other HR practices and challenges</li> </ul>	KII IDI Document study analysis SQ	<ul style="list-style-type: none"> <li>• Content analysis</li> <li>• Inferential statistical analysis</li> </ul>
3.	Explore the experience of UPDF personnel in non-military roles	<ul style="list-style-type: none"> <li>• Role conception</li> <li>• Cultural &amp; doctrinal challenges</li> <li>• Adaptation process/socialisation</li> </ul>	KII IDI SQ	<ul style="list-style-type: none"> <li>• Content analysis</li> <li>• Inferential statistical analysis</li> </ul>
4.	Explore the experience of civilians working with UPDF in their institution	<ul style="list-style-type: none"> <li>• Threat to job security</li> <li>• Socialising the newcomers</li> <li>• Cultural influence at work</li> </ul>	KII IDI SQ	<ul style="list-style-type: none"> <li>• Content analysis</li> <li>• Inferential statistical analysis</li> </ul>
5.	Explore the optimal framework for military engagement in support of civil authority, fostering national social and economic growth.	<ul style="list-style-type: none"> <li>• Opinion on how to engage UPDF</li> <li>• Other options to resolve the need for support</li> </ul>	KII IDI SQ Datasets from the World Bank and UPF	<ul style="list-style-type: none"> <li>• Content analysis</li> <li>• Inferential statistical analysis</li> </ul>

*Note.* KII (Key Informant Interview), IDI (In-Depth Interview), SQ (Survey Questionnaire). The source is the Author, 2023.

### **Data Collection**

The process of data collection is of practical importance in conducting any inquiry. It is that stage of research where the design and plan made on paper unfold into practical

implementation. The data collection process involves gathering information in accordance with the researcher's methodological and analytical plan (Teherani, 2015). In an exploratory sequential mixed-methods approach, as in this study, the researcher employed qualitative and quantitative strands in that order. The first qualitative phase explored the phenomenon under investigation, delving deeper into the content analysis of interview narratives and documents to generate patterns and themes. While the second quantitative phase enhanced, validated or complemented the findings of the former. This strand of approach analyses the relationship between selected variables from the qualitative themes and patterns to identify significant predictors (Creswell & Clark, 2017). The quantitative phase of this mixed-methods approach also helps address contradictory, confusing, or unusual results generated by the qualitative phase (Al Ababneh, 2020; Creswell & Hirose, 2019; Teherani, 2015). Both approaches were necessary to understand the collected data better and draw more accurate conclusions for the study in the next chapter.

The current study collected, collated, transcribed and stored the data while still in the field. After fieldwork, the qualitative data from the Key Informants and in-depth interviews were cleaned, coded, and processed into themes using manual coding supported by qualitative data analysis software NVivo. The themes generated from the qualitative data analysis served as the basis for formulating the quantitative phase survey questionnaire. After designing the questionnaire, the researcher distributed it to the respondents, exceeding the quotas determined statistically in the plan (UPDF 72, UPF 90, and NAADS 87). The results of the quantitative phase enhanced the findings of the first qualitative phase by affirming some concepts and refuting others. This also enables a more transparent comprehension of the insights generated from the qualitative strand.

During the data collection process, care was taken to conceal the identities of the interviewees using alphanumeric codes. UPDF participants were represented by DF1, DF2..., UPF by PF1, PF2... and NAADS/OWC by ND1, ND2.... The briefing, informed consent signing, and debriefing procedure were strictly followed. The collected data was encrypted and stored on the researcher's personal computer, with a backup on a protected, dedicated flash drive.

### ***Data Analysis***

This research produced two types of data: qualitative (narrative data) and quantitative (numerical data). The qualitative data were analysed using content analysis, while the quantitative data will be analysed using statistical analysis packages.

**The Qualitative Data Analysis** part of this study examined the data generated through Key Informants and In-depth Interviews (KII & IDI). Additionally, the documents collected during the interviewing process were content analysed to complement the interview data. Once collected, the data were coded, themed, and verified. Using computer-based qualitative data analysis software (NVivo), the data were further analysed to identify meaningful phrases (themes) used to develop the survey questionnaire for the quantitative part of the study. This study addresses five research objectives.

The first step is to identify the motivating factors that lead to the UPDF contracting to support civilian institutions, thereby expanding the military's role. To achieve this objective, the respondents addressed questions related to expanding the role of the UPDF. Specifically, the reasons behind choosing UPDF for these roles and whether other alternative options could have been considered. The researcher also inquired about the comprehensive list of institutions the

UPDF supports. Content analysis of this data categorised the roles played by the UPDF outside its traditional role and the supporting reasons for each supported role.

The second objective concerns conceptualising and formalising the phenomenon of expanding the role of the UPDF beyond the traditional military roles. The study aimed to reveal the legal framework governing the UPDF's involvement in civilian roles. It also addressed how the human resource management practices and routines were harmonised at the host institutions. Thematic and document content analysis generated insights addressing this specific objective.

The third objective examines the experiences of UPDF officers undertaking expanded roles. In particular, a study of how they conceptualised and adopted/adapted those roles. Did it require them to modify their culture and doctrine, as the military, to fit into the new working environment? How did they perceive the socialisation process in civilian institutions? Thematic and content analysis of the data generated answers to these questions.

The fourth objective examines the experiences of civilians working alongside UPDF personnel in civilian institutions. The civilians narrated their feelings regarding the support provided by the UPDF to their institution. The study also uncovered how civilians socialised with UPDF officers in the civilian working environment. Could there have been an exchange of ideas, or did the soldiers impose themselves on the civilians? The data provided some insights that addressed this objective.

The ultimate objective is to establish a mutually agreeable framework for integrating the UPDF into civilian roles, thereby enhancing organisational effectiveness and national socioeconomic progress. Given the experiences of both military officers and civilians working in a joint environment, they were able to offer their opinions on how the military could best support

civil authorities whenever required. Compiling the interviewees' views and complementing them with datasets from the World Bank and the Police generated some themes or ideas, which were subjected to quantitative analysis for further evaluation.

**The quantitative data analysis** used Microsoft Excel and SPSS statistical packages to analyse data generated during the study's second phase. The quantitative phase relied on the first phase to construct specific questions for the questionnaire, based on the five research objectives. The quantitative analysis primarily focused on supporting the themes generated by the qualitative research phase. The Excel and SPSS computer software were used to analyse the data generated through the survey questionnaire to determine significant predictors.

The survey questionnaires have six sections. Section 1 covers demographic data, including gender, age, marital status, date of joining the current institution, educational standard achieved, and salary scale. This data helps assess the respondents' views in relation to their demographic characteristics during data analysis.

Section 2 is related to Objective 1 of the study, which focuses on the state's motivation to deploy the UPDF to support civilian institutions. On a Likert scale, the respondents were asked to strongly disagree to strongly agree, as extremes, against theme options determined through the qualitative study. They were also asked whether the institutions hosting the UPDF had attempted to resolve the problem the UPDF had come to address before the arrival of UPDF officers. The last question in this section asked respondents to rate the performance of the UPDF in the supported organisation on a scale of 'poor' to 'excellent'. The analysis here focuses on the descriptive statistics related to the questions raised. It will also address the respondents' demographic relations to these variables (questions).

Section 3 is about objective two of the study. It required the respondents to choose from a range of themes generated from the qualitative strand of the study. The first question asked the respondents how the UPDF officers were prepared to support civilian institutions before deployment. They made a selection from a range of five options. The second question concerned the socialisation of UPDF officers in the supported institutions, where they had six options on a Likert scale. This section was analysed descriptively and correlated with demographics.

Section 4 discusses the experiences of UPDF personnel in the supported organisations. Therefore, this section was reserved for UPDF respondents only and marked to prevent civilians and police officers from attempting it. The online version is better because it is automated. The first question under this section asked the officers to rate their experience on a Likert scale (ranging from "strongly disagree" to "agree strongly") across nine themes from the qualitative study. The second question compares their experiences in civilian institutions against those in the UPDF. Here, seven themes were placed on a Likert scale, ranging from "strongly agree" to "disagree" with those themes. The third question provided the UPDF officers with four options from which they could choose, all of which related to how they adapted to the differences in work approaches. This question required them to select the socialisation processes used to fit into the civilian job. The fourth question is related to the third one. The respondents were required to describe their experience working with their hosts by selecting seven themes on a 7-point Likert scale, ranging from "strongly disagree" to "strongly agree". Question 5 is also similar to questions 3 and 4; however, it provided themes referring to the nature of the relationship between the UPDF officers and the employees of the supported institutions.

Section 5 focused on the experiences of the civilians and police officers. This section is reserved for civilians and police officers only; the UPDF officers were instructed to move to Section Six, the last one, which is for all respondents. This is automatic in the online version of the questionnaire. The first question, similar to the first question in Section 4, asked respondents (civilians and police officers) to describe their experiences working with UPDF officers. They had eight themes, each on a Likert scale ranging from "strongly disagree" to "strongly agree." Question 2 required the respondents to describe the UPDF's approach towards work while working with them in their organisation. The question asked them to rate seven themes generated from the qualitative study on a Likert scale, ranging from strongly disagree to agree strongly. The third question asked the respondents about socialising with the UPDF officers. It required the respondents to declare how they assisted or did not assist the UPDF officers in fitting into their organisation. They were given five options and were asked to select one that applied. The fourth question asked respondents whether the UPDF had influenced their work. They were given five possibilities and required to select all that applied. The essence of this question is to determine whether the UPDF has altered the way civilians and police officers perform their duties following the provision of UPDF support to enhance their capabilities.

Section 6 presents the general opinion of respondents, including military personnel, police, and civilians, regarding this work arrangement, in which the military provides support to civilian institutions. Eight themes were arranged on a Likert scale ranging from "strongly disagree" to "strongly agree," which the respondents had to select from. There was also an open-ended question to gather further opinions on whether the government should continue deploying the military to support other government ministries, departments and agencies (MDAs).

The final part of the quantitative analysis utilised datasets from the Government of Uganda (GoU), specifically the Ministry of Agriculture, Animal Industry, and Fisheries (MAAIF) statistics, as well as the World Bank's World Development Indicators. Another dataset is from the Uganda Police Force (UPF) annual crime data.

During the discussion process, the results of the qualitative and quantitative strands of the study were used to draw conclusions and recommendations. The quantitative strand supports or complements the qualitative part of the research, primarily using descriptive and inferential statistics, since the qualitative phase of the study is the primary approach of this exploratory study.

### **Summary**

Chapter 3 covered the research approach and design used in this study. In particular, it justified the selection of exploratory sequential mixed methods to study the phenomenon of expanding the military's role to include traditionally civilian ones. Purposive and stratified (quota) sampling was used to select the headquarters of UPDF, UPF, and NAADS/OWC as the institutions for this study. Convenience sampling was used to select the individual participants. The qualitative strand of the study achieved saturation with 40 interviews out of the planned 45, while the quantitative approach received 268 returned questionnaires out of the projected minimum of 249. The narrative and document qualitative data were manually and automatically analysed using NVivo to get themes for constructing the quantitative questionnaire. The numeric, quantitative data were analysed using Excel, SPSS, Datatab, and R computer software to identify significant predictors from the themed variables. The advantage of using both approaches is that the study provides a comprehensive understanding of the data, leading to more accurate conclusions in the next chapter.

## CHAPTER 4: FINDINGS

This study examines the implications of expanding the military's roles to include those traditionally carried out by civilians and other security agencies, specifically the police and the National Agricultural Advisory Services (NAADS), on civil-military relations. The Uganda Peoples' Defence Forces (UPDF) represented the military. In contrast, NAADS civilian professionals and the Uganda Police Force officers represented the civilian population of the research work. The government of Uganda decided to deploy the UPDF to support other government institutions (Ministries, Departments and Agencies – MDAs) that are reported to be experiencing challenges varying from poor performance and inefficiency to corruption cases (ACCU, 2013, 2014; Benin et al., 2011; LLC, 2010; Mohammed, 2001). The government responded to public outcry by deploying available resources to reinforce NAADS and the UPF, among several other MDAs, to reinvigorate these institutions and restore their effectiveness. By the early 2000s, the UPDF had successfully defeated most insurgents (military role) within Uganda's borders, and it was, therefore, available for additional responsibilities outside the military role.

Nevertheless, expanding the military's role meant changes in the human resource management practices and other core areas in those MDAs, including those of the UPDF. Unlike in most civilian institutions, where formal education is often sufficient for professional job descriptions, the military typically trains and re-trains its personnel for specific job roles. If military officers had to undertake tasks they were not familiar with, it would mean adapting to a new work environment with unique skill sets. On the other hand, the civilians would have accommodated workmates and superiors in uniform, something they did not expect. In many

countries, the military is known for its role in providing support during emergencies. They are usually capable of doing the job in a record time. This time around, these civilians have to work closely with the military.

This research used a mixed-methods approach to study this phenomenon. The qualitative part of the study interviewed 40 participants, comprising 14 from the UPDF and UPF, and 12 from NAADS. The interview consisted of Key Informant interviews (KII) and In-depth interviews (IDI). The interviewees were from the institutions' headquarters, comprising junior staff, mid-level managers, and top-level managers. The quantitative approach received questionnaires from 268 respondents: 73 from the UPDF, 94 from UPF and 101 from NAADS civilians. These respondents are primarily junior staff members working in the headquarters of those three organisations. This chapter presents the results of the interviews and survey questionnaires, aligning with the research objectives and corresponding questions.

The chapter consists of five major sections, covering trustworthiness, validity, reliability, results, evaluation of the findings, and a chapter summary. The study's trustworthiness is discussed in terms of the credibility, transferability, dependability, and confirmability of the results. Validity and reliability refer to the authenticity and consistency of measurement instruments in generating the same or similar results. Since this study combines qualitative research with a quantitative survey, this section presents the interview results concurrently with the survey results for each research objective/question. This ensures a comprehensive coverage of each research objective at each stage of the results presentation. A brief evaluation of the results will inform the reader of the implications of the findings drawn from the results presented. This will be further expounded in

the following chapter. The last part of this chapter summarises the key points from the results as presented.

### **Trustworthiness of Data**

The measure of trustworthiness refers to the extent to which the data and the collection instruments are credible (trustworthy), transferable, dependable and repeatable in similar settings. The concept of trustworthiness has often been a target for critics to expose flaws in research findings. It is, therefore, essential to address this issue in a study before presenting the results (Adler, 2022; Gunawan, 2015). Nevertheless, Gunawan (2015) further explained that trustworthiness is a practice valued primarily by positivists, who consider it a means of pursuing transparency and auditing in a research study.

Most contemporary research studies have embraced a mixed-methods approach. This is because the qualitative and quantitative approaches contribute to cancelling or mitigating the shortcomings in each method, thus improving the trustworthiness of the research. Trustworthy mixed-methods research must employ precise, consistent, and exhaustive instruments, using an auditable process of recording, systematising, and transparently disclosing the methodology. The trustworthiness of generated data thus attempts to sanitise the procedures and processes of both qualitative and quantitative approaches by ensuring quality control in each method employed (Connelly, 2016; Elo et al., 2014; Pratt et al., 2022).

The trustworthiness of a research study could be ensured by adhering to eight procedural measures, including persistent field observation and engagements, employing multiple methods of gathering information, peer reviewing and using external data checks, negative case analysis, research bias declaration, member checking, thick description and external audits (Creswell &

Creswell, 2018). However, Elo et al. (2014) simplified the process by identifying five categories: credibility, transferability, dependability, confirmability and authenticity. The trustworthiness of data encompasses the whole process of designing the method, collecting data and reporting the findings. In this study, the researcher adopted the procedure described by Elo et al. (2014). The section will discuss credibility, transferability, dependability, confirmability and authenticity as applied in this study to ensure trustworthiness.

### *Credibility*

Credibility is one way of verifying the trustworthiness of a research study. It refers to the degree to which research can be deemed responsible and accurate, guarding against subjectivity, emotions and personal perspectives. Credible research must have clear objectives and demonstrate confidence in the method(s) used in achieving those objectives (Adler, 2022; Pratt et al., 2022). The participants' views must be adequately represented in the study's findings for the research process to be credible. Credibility, in essence, refers to the alignment between the opinions of the participants and the researcher's presentation of the research findings (Kyngäs et al., 2020; Stahl & King, 2020). In other words, credibility defuses preliminary assumptions, replacing them with facts collected from the field using valid instruments.

While conducting this research study, the Researcher was cognisant of the requirements for credible research. The study employed a mixed-methods approach, which helps mitigate the challenges associated with using either qualitative or quantitative methods alone (Adler, 2022; Pratt et al., 2022). During the fieldwork, the interviewees and the survey questionnaire responders were given ample time to express their opinions without interference from the Researcher. The interviews were planned for 20 minutes, but most participants took over 30 minutes to ensure the

Researcher accurately captured their views. The questionnaire respondents were thoroughly briefed about the research and given ample time to answer privately online or using a hard copy. The Researcher remained available physically and online to address doubts raised by the respondents.

The reporting system requires transparency and an open audit system to ensure that the views are from the participants (Elo et al., 2014; Kyngäs et al., 2020; Stahl & King, 2020). In this study, the interviewer obtained the participants' permission to record or capture their narratives as presented. For those who are uncomfortable with face-to-face interviews, a Google form and hardcopy versions were prepared to allow them to respond in writing to the open-ended questions using their written voice. The questionnaires were also available in online Google forms and printed copies for those who prefer hard copies. The study also collected supporting documents related to the topic under investigation from some of the key informant interviewees. Both the qualitative and quantitative methods included informed consent forms that participants were required to sign before attempting to answer the questions. The interviews had separate consent forms, each signed by one of the 40 participants. In contrast, the questionnaire had a first page with the consent details, and respondents had to tick to acknowledge their consent. The online version could not allow progress to the questions if the consent box is not ticked (signed). The data analysis was conducted using computer-based software, NVivo, for manual theming of qualitative data as part of the thick description, and Excel and R-supported SPSS for the quantitative data. The data have been compiled on Excel sheets for easy reference and analysis. Both methods are verifiable on request in the interest of transparency. All pre-research documentation, including ethical clearance from Unicaf University, the Uganda National Council for Science and

Technology, and Makerere University (a Third-Party University), is available for verification. Gatekeeper letters from UPDF, UPF and NAADS are also available for verification in addition to the informed consent (IC) forms.

### ***Transferability***

Transferability refers to the ability of the research study to be conducted using another population and still generate similar results (Connelly, 2016; Gunawan, 2015). In a primarily qualitative study like this research, the essence of transferability is reflected in the intuitive feelings of those who were not participants but can relate the results to their own experience (Maxwell, 2021). This study aims to achieve transferability by providing an in-depth description of the participants and their narratives, enabling readers and other interested parties to relate the applicability and reproducibility of the results to their own settings. The primary purpose of the quantitative portion of this mixed method is to attempt to generalise the results of the qualitative portion to the larger population. That is why the framing of the quantitative questionnaire was based on the pre-test results of the qualitative instrument.

The participants for the qualitative portion of the study were from the management groups of the UPDF, UPF, and NAADS. These participants are the key decision-makers in implementing government policies in their respective MDAs. They were the right people to explain the phenomenon of expanding the military's role, including its support for other government institutions in Uganda and the implications thereof. This study, in particular, sought to understand their experiences and thoughts regarding future engagements with the military. Other countries around the globe are contemplating similar engagements with their militaries, except in emergency situations. This study could serve as a starting point for evaluating the feasibility of such

engagements in other developing nations, despite differences in national culture. This study is a vital resource for further research and policy development, as it is among the first to explore the implications of involving the military in supporting the routine activities of other government institutions in Uganda and likely within continental Africa. Due to the sensitivity involved, most researchers are hesitant to undertake such a study.

### ***Dependability***

The concept of dependability refers to the expectation of consistency with data generation from similar research processes using the same approach, context and conditions on the same or similar research population (Connelly, 2016; Gunawan, 2015; Kyngäs et al., 2020). A research work is considered trustworthy if its findings replicate those of another research study conducted by a different researcher using similar settings and reasoning with similar populations (Kakar et al., 2023).

This study assumes that similar research studying the implications of expanding the military's role to address challenges in civilian or other security agencies will produce identical results. This would be the case if mixed-methods research were used with participants working at strategic and operational levels of implementing the government's policy of military support to other MDAs. This study provides an in-depth description of the methodology and the nature of the population, enabling the generation of replica data under similar social conditions.

### ***Confirmability and Authenticity***

The objectives and corresponding research questions typically guide data collection to ensure that the data generated accurately reflect the views and opinions of the participants. Confirmation, in essence, refers to the study's ability to demonstrate that the collected data

effectively represent the participants' responses to the research questions and that they adequately address the research objectives (Adler, 2022; Kakar et al., 2023; Kyngäs et al., 2020). In this research study, the results and findings are a direct product of the data collected from the respondents' views and opinions, as expressed in the interviews and questionnaires. The research questions originated from the research objectives stated in Chapter 1 and reiterated in Chapters 4 and 5 to facilitate the interpretation of the results. No sentimental data from non-participants has been included in the database; all data belong to the respondents who were consulted to participate in the study. It is worth noting that some essential documents recommended by the participants were also included in the database and used to inform the findings and interpret the research results. Some of the literature reviewed in Chapter 2 remained cardinal in guiding the interpretation of the results. Specifically, theoretical concepts explain role expansion, new employee socialisation, and civil-military relations as observed in other countries.

Additionally, the audit trail was maintained throughout the research process to ensure the credibility of qualitative data and guarantee its trustworthiness. Audit trails refer to the collection and secure storage of records, materials, documents, notes, observations, and assumptions made by the researcher during the interview process (Kakar et al., 2023; Pratt et al., 2022; Stahl & King, 2020). In this research study, diligent efforts were made to ensure that all audio recordings, notes, documents obtained from the interviewees, manually completed interview guides, and Excel sheet transcripts were meticulously preserved and documented as part of the comprehensive audit trail for the qualitative segment of the study. It should be clarified here that, because some interviewees considered this study sensitive, they refused to be audio recorded but accepted the researcher taking notes during face-to-face interactions. The Researcher also designed an online version of

the interview guide to allow those who were too busy during the day to write the interview in their own words during their free time. There was no limitation on the length of the available space for writing responses on the online forms, and the hardcopy users were allowed to use additional papers to ensure their views were fully captured under each section of the interview guide. The Researcher provided the interview guide in hard copy and a link to the participant only after signing the informed consent form. This was done after briefing the interviewee, reading the interview guide questions and probing them to generate facial and behavioural gestures that can be captured as observed data. The lack of face-to-face interaction affects some of the emotional data that could have been observed, but it does not affect the views/opinions expressed by the interviewee in writing, using their voice. The results reflect the participants' views as expressed in the interviews and survey questionnaires, aligning with the principles of statistical research for data interpretation.

### **Reliability and Validity of Data**

The qualitative part of the study, just like any other qualitative study, is highly subjective. Through less precise methods, validity and reliability could be achieved. The best way to achieve validity and reliability was to ensure participant checks and peer evaluation of the interview guide (Coleman, 2022; Drost, 2011; Nha, 2021). It should be noted that the constructivist's philosophy asserts that reality is specific to each individual and cannot be subjected to generalisation. Some constructivists reject the concepts of validity and reliability (Gunawan, 2015; Zohrabi, 2013). That is why the quantitative part of this study was designed to address this shortcoming. The discussions below, therefore, focus on the quantitative portion of the study. Since the primary purpose of this study is to explore the phenomenon of expanding the military's role to include those traditionally

done by civilians and other security agencies, the qualitative method is the primary focus of the study.

The concept of validity in research data refers to the accuracy of the measuring instruments in measuring what they were designed to measure, and the conclusions drawn from the research are derived from accurate, reliable, and relevant data. It also means the applicability of the research findings to the outside world. Reliability, conversely, refers to the consistency, stability, and repeatability of the research process, enabling the generation of the same or closely related results and conclusions. In other words, it measures the ability of the research instruments and the processes to generate similar or the same results when repeated on other populations with the same characteristics. These concepts usually apply to the quantitative instrument of the study (Creswell & Creswell, 2018; Quintão et al., 2020).

### ***Validity***

The quantitative survey instrument employed in this study was designed to collect descriptive statistics that support the qualitative interview guide, providing frequencies and percentages to qualify the arguments raised by individuals during the interviews. The framing of the survey questionnaires drew on ideas from instruments used to measure post-merger-and-acquisition organisational cultures, specifically the Organisational Culture Assessment Instrument (OCAI) and the Competing Values Framework (CVF) (Jung et al., 2007). Sections of these instruments were used to measure how employees adjusted to the new or modified working environment and developed a new organisational culture due to the merged employees. The research instrument was first tested on the Fisheries Protection Unit to assess its ability to generate consistent data. The pre-test helped modify the instrument to align with the research questions and

objectives by adding additional questions under each theme and separating those intended for UPDF officers from those intended for NAADS and UPF, while maintaining the logical flow of the questions. This pre-test also contributed to the design of the survey questionnaire. Consistency was observed in the data generated by this instrument from the 268 participants who returned clean and usable data.

External validity refers to the ability of the collected data and findings to represent the entire population from which the sample was drawn. It measures the findings' ability to be extrapolated from the sample to the larger population (Baldwin, 2018; Calder et al., 1982; Zohrabi, 2013). The research objectives guided the selection of the sample for this study. It is firmly attached to policy issues related to employing a national military to address challenges in other government departments where the dominant employees are civilians or other security personnel. This, therefore, required sampling respondents who were charged with formulating and developing policies at a strategic level, as well as those responsible for implementing those policies at the operational level. For these reasons, this study sampled those officials at the headquarters of the UPDF, NAADS and UPF. The views of those individuals consolidate to form the policies implemented across the country. The instrument may be applied to another developing nation with characteristics similar to Uganda's and produce similar findings.

Content validity refers to the appropriateness of the sections of the research instruments of measurement to measure what they were intended to measure. The sections of research instruments are usually designed with specific objectives in mind, such that the data they generate remain relevant and representative of the larger target population (Quintão et al., 2020). The contents of the interview guide and the survey questionnaire align well. They are designed to elicit similar

responses, except for the nature of the questions; the interview guide contains open-ended questions, while the questionnaires feature multiple-choice and structured questions that require brief answers. The findings based on the data generated in both scales are similar and can be replicated in other members of the larger population.

### ***Reliability***

The concept of reliability of research instruments refers to the ability of the instrument to produce consistent and stable measurements and findings each time it is applied. A reliable instrument will produce consistent, dependable and trustworthy findings under similar conditions. (Mellinger & Hanson, 2020; Rosli et al., 2021). The quantitative instrument was subjected to test-retest reliability and was found to produce similar results under the same conditions. The instruments (survey and interview guide) were subjected to three evaluators to ensure validity and reliability. The questionnaire was pretested and modified from previously used instruments that addressed similar research questions, including the OCAI and the CVF. The questionnaire measured the feelings and opinions of the participants consistently under the same circumstances of working with new people in an organisation. The Cronbach's alpha test for internal consistency yielded a value of 0.87 for the first 47 items without demography, which is a good level of internal reliability (DATAtab Team, 2024).

### **Results**

This section presents the results of both the qualitative and quantitative instruments. Chapter 2 gave a comprehensive literature review of military role expansion and its implications on civil-military relations. It concluded with a theoretical and conceptual analysis of the current study. Chapter 3 provides a detailed description of the methodology used to explore the

phenomenon under investigation. The best approach decided for this study was the Exploratory Sequential Mixed-method. In this method, the primary focus is on the qualitative research approach, while the quantitative method complements it. The design of the quantitative questionnaire was framed in line with the interview guide questions. This was to ensure that the survey questionnaire questions supported the responses from the interviewees, section by section and question by question, except for the last two hypotheses, whose datasets came from the World Development Indicators of the World Bank and the Police Crime Database (UPF, 2025; World Bank, 2025).

Therefore, presenting the results based on the research objectives and the corresponding research questions is logical. This section presents the participants' socio-demographic details using both qualitative and quantitative methods. The subsequent results are presented in both tabular and graphical forms, with the qualitative and quantitative questions following each other in the order of the sections and questions as they appear in the interview guides and the survey questionnaires.

### ***Socio-demographics (Qualitative (QUAL) and Quantitative (QUANT))***

The socio-demography subsection presents the participants' frequency or number for gender, age group, marital status, category of organisation or agency, years of service, position in the organisation and the maximum formal education standard achieved.

#### **Gender of Participants**

This sub-section presents the respondents' gender for the interview (Qualitative) and questionnaire (Quantitative) instruments. The numerical data in Table 3 below shows that males dominated the respondents with 208 (67.53%) to 100 (32.47%) females. During the interview

phase, there were 29 (72.5%) males and 11 (27.5%) females. The ratio of females to males was 89 (33.21%) to 179 (66.79%) during the quantitative phase. A histogram (Figure 8) shows the distribution of males and females, as well as their totals, in this research study. The same gender ratios are reflected across the agencies, with males dominating females, just as in public service in Uganda, where females comprise 37% of the public service and men 63%, with minimal improvements over the years (BMAU Briefing Paper, 2019; UNDP, 2024).

**Table 3**

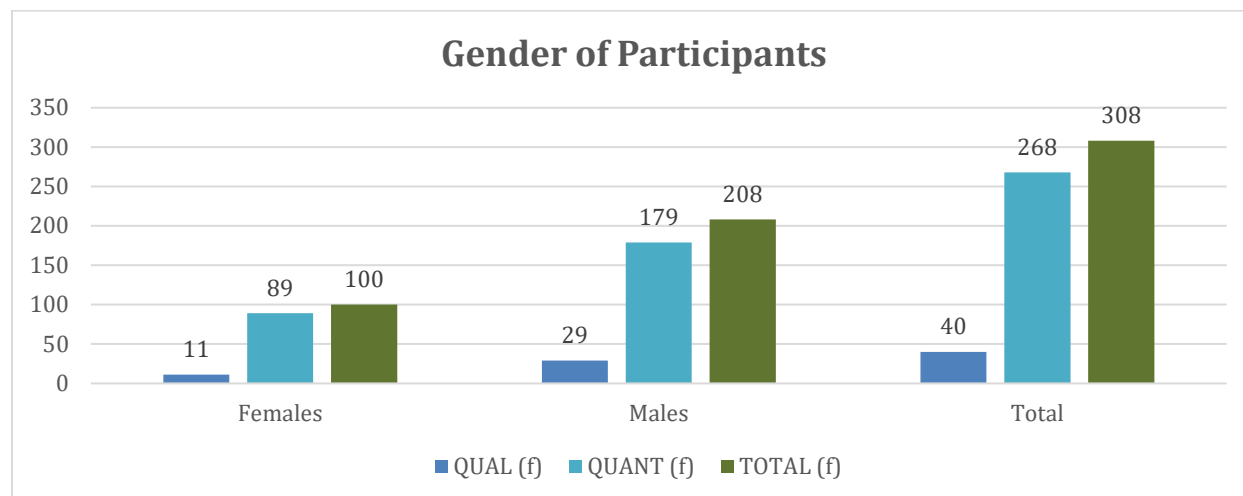
*Gender of Participants in the Qualitative and Quantitative Research*

Category	Qualitative (QUAL)		Quantitative (QUANT)		Total	
	n	%	n	%	n	%
<b>Females</b>	11	27.50	89	33.21	100	32.47
<b>Males</b>	29	72.50	179	66.79	208	67.53
<b>Total</b>	40	100.00	268	100.00	308	100.00

*Note.* The Source is the Author's Field Data, 2024.

**Figure 8**

*Gender of Respondents in Qualitative and Quantitative Research*



*Note.* The Source is the Author's Field Data, 2024.

### **Age Group (Generation) of Participants**

The participants have been categorised by their generation. The Greatest Generation includes individuals aged 97 to 123 years; the Silent Generation, 79 to 96 years; Baby Boomers, 60 to 78 years; Generation X, 44 to 59 years; and Generation Y, also known as millennials, 28 to 43 years. Generation Z, or the i-Generation, covers ages 14 to 27, while Generation Alpha ranges from 0 to 13. All ages are as of 1 April 2024. The study's results, shown in Table 4 below, reflect Uganda's current workforce, which ranges from 14 to 64 years (UBOS, 2022b). No participants belonged to the Greatest, Silent, or Alpha Generation categories. Most participants are from the Y and X Generations, accounting for 55.52% and 32.47%, respectively. Baby Boomers represent the smallest group at 2.92%. These individuals are gradually leaving the workforce in Uganda. Gen Z

is the emerging workforce, making up 9.09% of participants. Table 4 and Figure 9, below, display the data in a histogram for better clarity and easier understanding.

**Table 4**

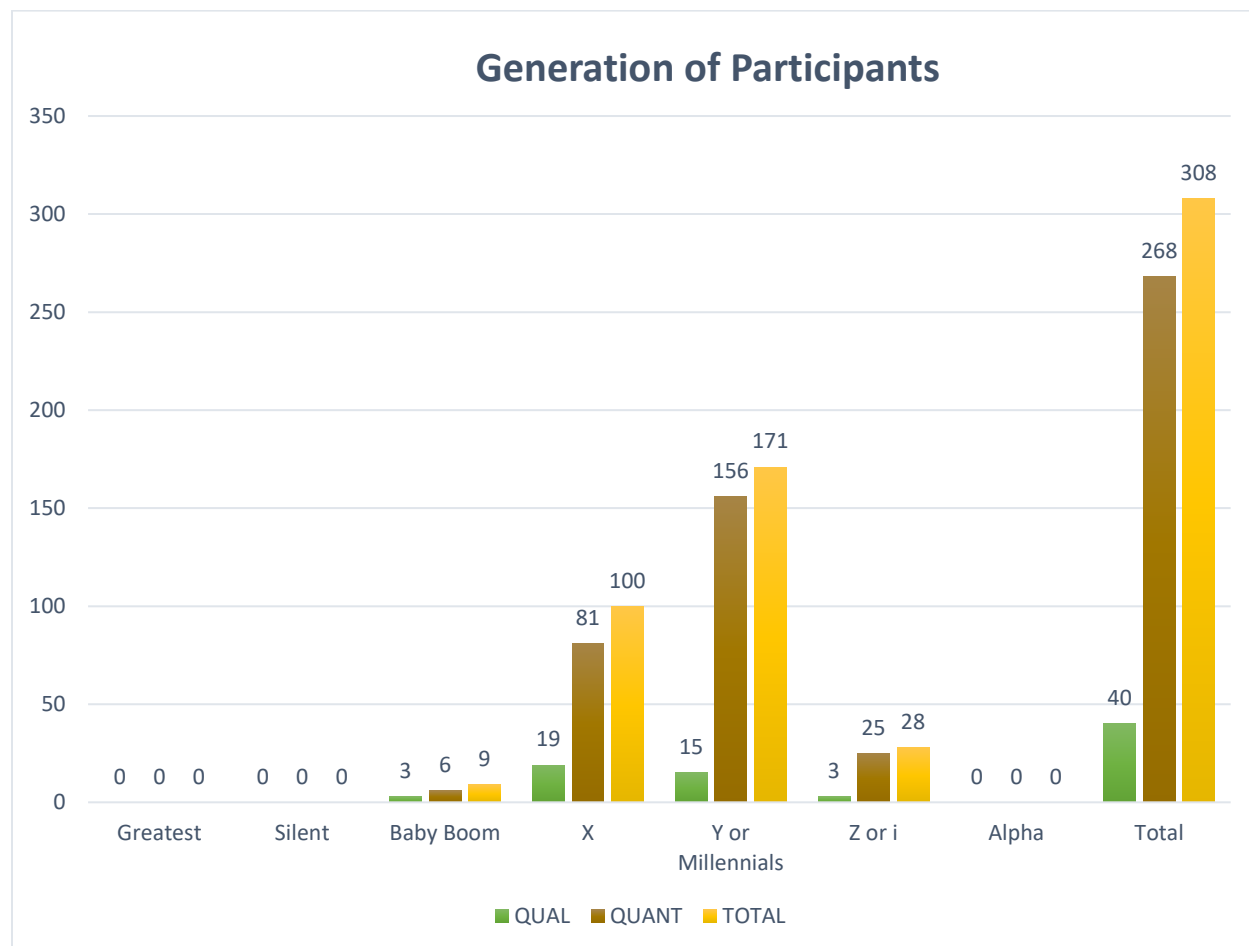
*Generation of the Participants in Qualitative and Quantitative Research*

Category	Qualitative (QUAL)		Quantitative (QUANT)		Total	
	n	%	n	%	n	%
<b>Greatest</b>	0	0.00	0	0.00	0	0.00
<b>Silent</b>	0	0.00	0	0.00	0	0.00
<b>Baby Boom</b>	3	7.50	6	2.24	9	2.92
<b>X</b>	19	47.50	81	30.22	100	<b>32.47</b>
<b>Y or Millennials</b>	15	37.50	156	58.21	171	<b>55.52</b>
<b>Z or i</b>	3	7.50	25	9.33	28	9.09
<b>Alpha</b>	0	0.00	0	0.00	0	0.00
<b>Total</b>	40	100.00	268	100.00	308	100.00

*Note.* The Source is the Author's Field Data, 2024.

**Figure 9**

*Generation of the Participants in Qualitative and Quantitative Research*



*Note.* The Source is the Author's Field Data, 2024.

### **Marital Status of Participants**

Most participants are married, accounting for over three-quarters of the total at 77.27%. Single respondents are the second largest group, making up 12.66%. About 4.22% of respondents chose not to disclose their marital status, which may include widowed individuals or those with marriage types not listed among the options. The remaining participants include those cohabiting

(2.60%), separated (1.62%), and divorced (1.62%). These details are presented in Table 5, accompanied by a graphical illustration in Figure 10 below.

**Table 5**

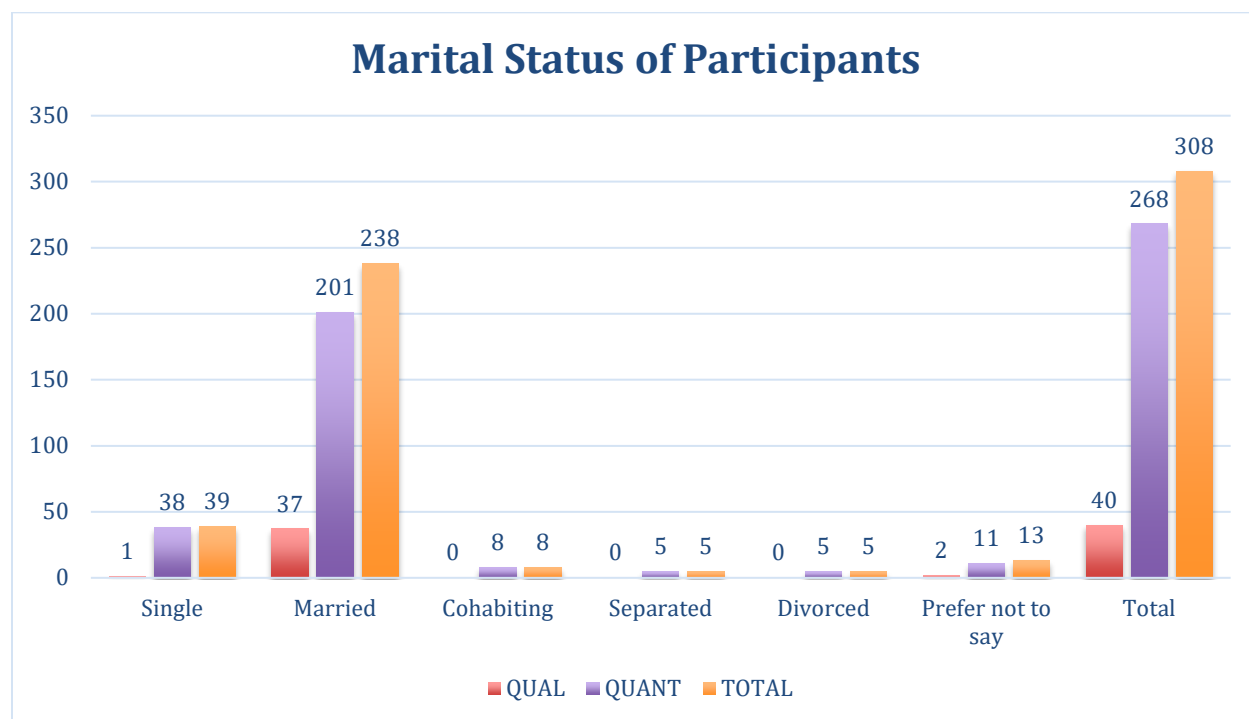
*Marital Status of Respondents in Qualitative and Quantitative Research*

Category	Qualitative (QUAL)		Quantitative (QUANT)		Total	
	n	%	n	%	n	%
<b>Marital Status</b>						
<b>Single</b>	1	2.50	38	14.18	39	12.66
<b>Married</b>	37	92.50	201	75.00	238	<b>77.27</b>
<b>Cohabiting</b>	0	0.00	8	2.99	8	2.60
<b>Separated</b>	0	0.00	5	1.87	5	1.62
<b>Divorced</b>	0	0.00	5	1.87	5	1.62
<b>Prefer not to say</b>	2	5.00	11	4.10	13	4.22
<b>Total</b>	40	100.00	268	100.00	308	100.00

*Note.* The Source is the Author's Field Data, 2024.

**Figure 10**

*Marital Status of Respondents in Qualitative and Quantitative Research*



*Note.* The Source is the Author's Field Data, 2024.

### Category of Organisations

The following demographic analysis outlines the categories of participants from the three government institutions sampled for this study. The Military (UPDF) had 14 participants for the interviews, and 73 responded to the survey questionnaires, constituting 28.25% of the total participants. The Police (UPF) also had 14 interviewees and 94 respondents to the survey questionnaires. The Police accounted for 35.06% of the total participants. Civilians from the National Agricultural Advisory Services (NAADS) and Operation Wealth Creation (OWC) made up 36.69% of the participants. Twelve of them were interviewed, and 113 responded to the survey questionnaires. These figures are displayed in Table 6 and Figure 11 below.

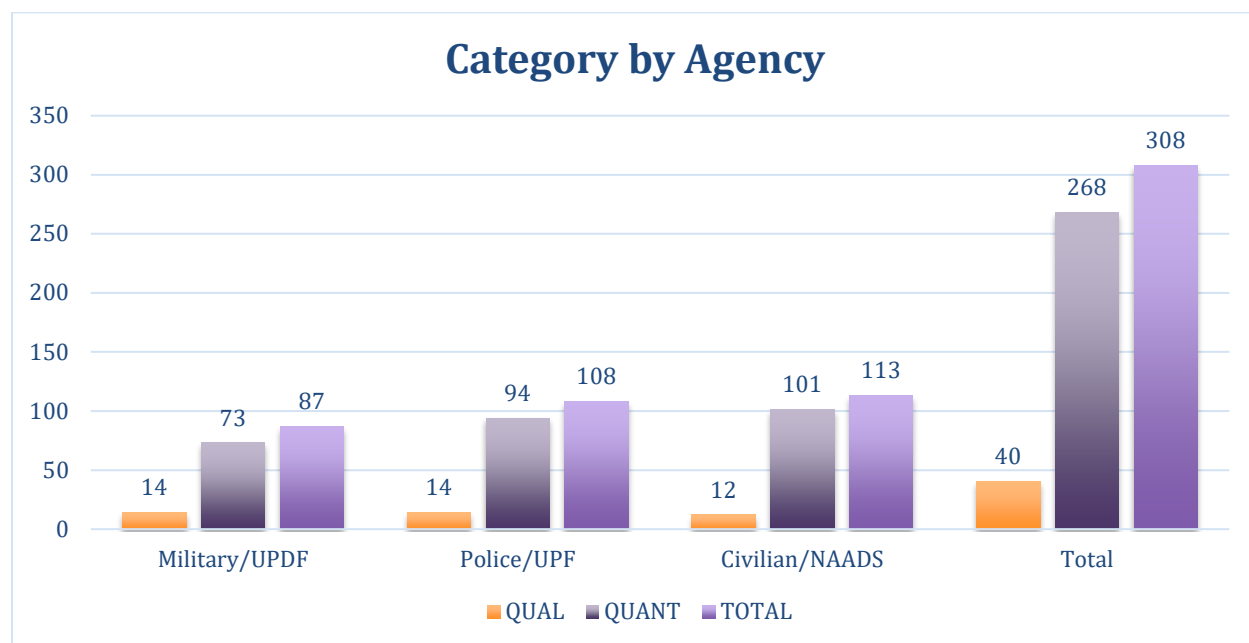
**Table 6***Category of the Respondents by Agency*

<b>Category</b>	<b>Qualitative (QUAL)</b>		<b>Quantitative (QUANT)</b>		<b>Total</b>	
	n	%	n	%	n	%
<b>Military/UPDF</b>	14	35.00	73	27.24	87	28.25
<b>Police/UPF</b>	14	35.00	94	35.07	108	35.06
<b>Civilian/NAADS</b>	12	30.00	101	37.69	113	<b>36.69</b>
<b>Total</b>	40	100.00	268	100.00	308	100.00

*Note.* The Source is the Author's Field Data, 2024.

**Figure 11**

*Category of the Respondents by Agency*



*Note.* The Source is the Author's Field Data, 2024.

### **Key Informant and In-depth Interview Categories**

Table 7 below shows the categories of the participants in the qualitative study. The respondents who participated in Key Informant Interviews were 23 (57.5%), and those who participated in In-Depth Interviews were 17 (42.5%), totalling 40 respondents. The former (KII) are those with significant expertise in their departments. The latter are staff members with general knowledge about the expanding military role and its impact on effectiveness in civil-military relations within their agency.

**Table 7**

*Category of Qualitative Interviewees - Key Informant and In-depth Interviews*

Type of Interview	Number	Percentage
<b>KII (Key Informant Interview)</b>	23	<b>57.5</b>
<b>IDI (In-Depth Interview)</b>	17	42.5
<b>Total</b>	40	100

*Note.* The Source is the Author's Field Data, 2024.

### **Years of Service**

Table 5 presents the participants' categories based on years of service, grouped into five-year intervals. Most participants (30.84%) are in the 6- to 10-year service group. This aligns with the length of interagency cooperation between the UPDF and the supported institutions. The second largest group falls within the 16- to 20-year service range, accounting for 24.68% of participants. Those with 0 to 5 years and 11 to 15 years of service make up 16.56% and 14.61%, respectively. Participants with 21 to 25 years constitute 8.12%, while those with 26 to 30 years represent 2.92%. The remaining participants, with over 31 years of service, comprise 2.27% of the total. Table 8 and Figure 12 display the frequency and percentage details in both table and graphical formats.

**Table 8**

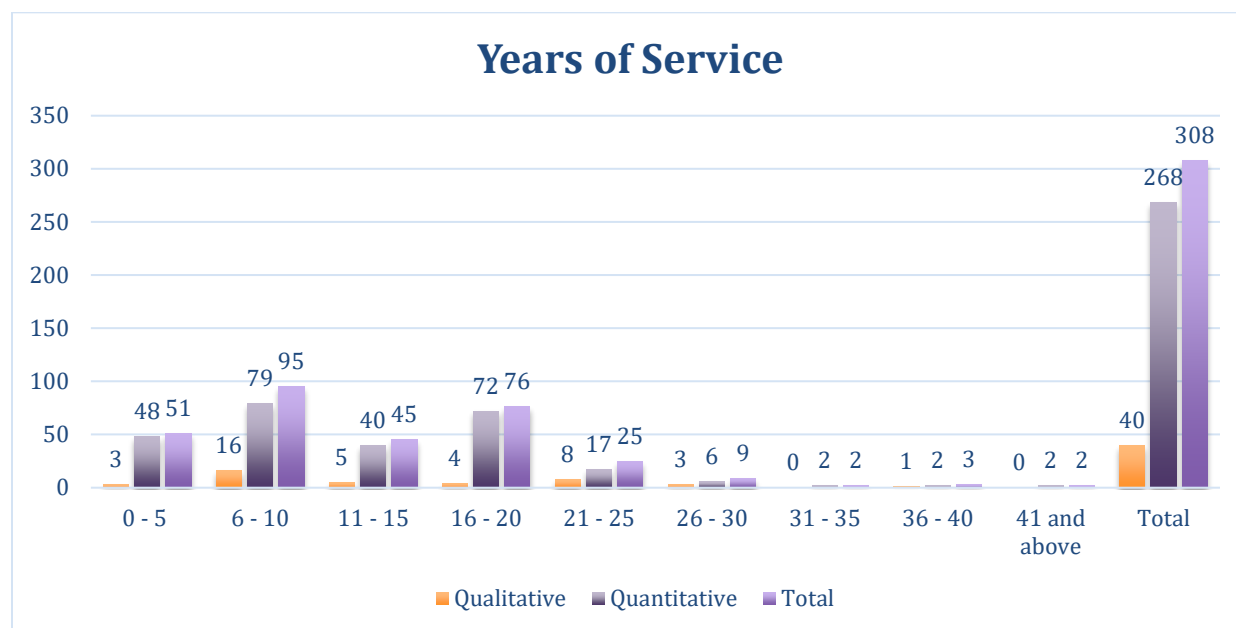
*Category of Participants by Years of Service in the Organisation*

<b>Category</b>	<b>Qualitative (QUAL)</b>		<b>Quantitative (QUANT)</b>		<b>Total</b>	
<b>Years of Service/ Categorised</b>	n	%	n	%	n	%
<b>0 - 5</b>	3	7.50	48	17.91	51	16.56
<b>6 - 10</b>	16	40.00	79	29.48	95	<b>30.84</b>
<b>11 - 15</b>	5	12.50	40	14.93	45	14.61
<b>16 - 20</b>	4	10.00	72	26.87	76	24.68
<b>21 - 25</b>	8	20.00	17	6.34	25	8.12
<b>26 - 30</b>	3	7.50	6	2.24	9	2.92
<b>31 - 35</b>	0	0.00	2	0.75	2	0.65
<b>36 - 40</b>	1	2.50	2	0.75	3	0.97
<b>41 and above</b>	0	0.00	2	0.75	2	0.65
<b>Total</b>	40	100.00	268	100.00	308	100.00

*Note.* The Source is the Author's Field Data, 2024.

**Figure 12**

*Category of Participants by Years of Service in the Organisation*



*Note.* The Source is the Author's Field Data, 2024.

### **Position in the Organisation**

The demographic data collected categorised respondents into three levels of appointments or positions within the agency. The majority are top management staff, comprising 63.96% of all participants. They are responsible for developing and implementing strategic policies. This includes 197 out of 308 participants—of those who took part in the interviews, 23 (57.50%) responded to the survey questionnaire, and 174 (64.93%) did so as well. Mid-level managers are those whose roles fall between the top and lower (junior) levels. This group makes up the second-largest portion, with 86 participants (27.92%) of the total. Six individuals participated in the interviews, while 80 participated in the questionnaire. Lower-level managers are those affected by policies created by top-level managers. They numbered 25 (8.12%), with 11 (27.50%)

participating in interviews and 14 (5.22%) completing the survey. Table 9 and Figure 13 below display these figures and their graphical representations.

**Table 9**

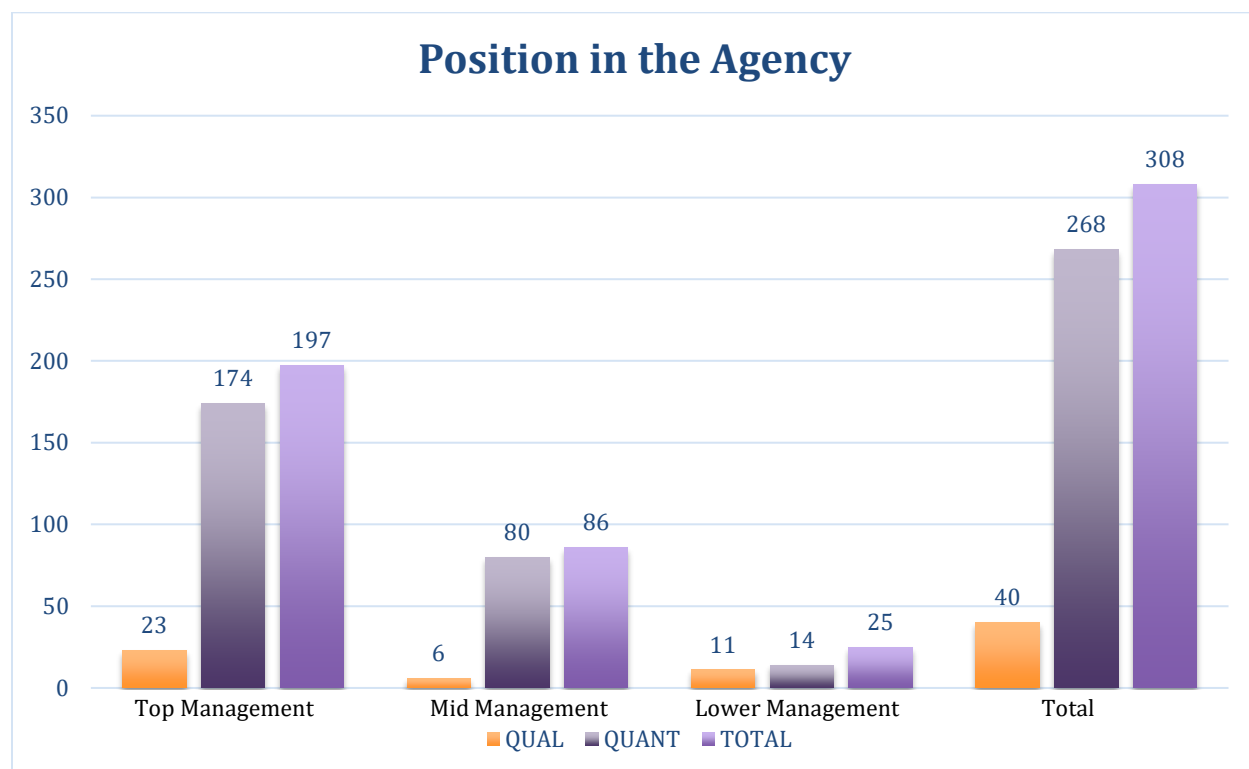
*Participants by Position in the Agency*

<b>Category</b>	<b>Qualitative (QUAL)</b>		<b>Quantitative (QUANT)</b>		<b>Total</b>	
<b>Position in the Agency</b>	n	%	n	%	n	%
<b>Junior staff officer</b>	11	27.50	14	5.22	25	8.12
<b>Mid-level management</b>	6	15.00	80	29.85	86	27.92
<b>Top-level management</b>	23	57.50	174	64.93	197	<b>63.96</b>
<b>Total</b>	40	100.00	268	100.00	308	100.00

*Note.* The Source is the Author's Field Data, 2024.

**Figure 13**

*Participants by Position in the Agency*



*Note.* The Source is the Author's Field Data, 2024.

#### **Formal Education Standard Achieved**

Table 10 below shows the highest academic qualifications attained by the 308 participants. Four (1.30%) of them obtained Post PLE certification, 16 (5.19%) completed the Uganda Certificate of Education (UCE), 19 (6.17%) earned other certifications above UCE, 35 (11.36%) finished the Uganda Advanced Certificate of Education (UACE), and 15 (4.87%) received other certifications such as Tertiary Agricultural Extension certification and College of Commerce qualification. Most of the participants, 89 (28.90%), are first-degree holders, followed by those with diplomas, accounting for 25.97% (80). The next largest group after diploma holders

comprises second-degree or master's holders, representing 13.96% (43) of the total respondents. Six participants, or 1.95%, hold a Doctor of Philosophy degree, with one respondent (0.32%) possessing a post-doctorate qualification. Figure 14 presents this data in graphical form.

**Table 10**

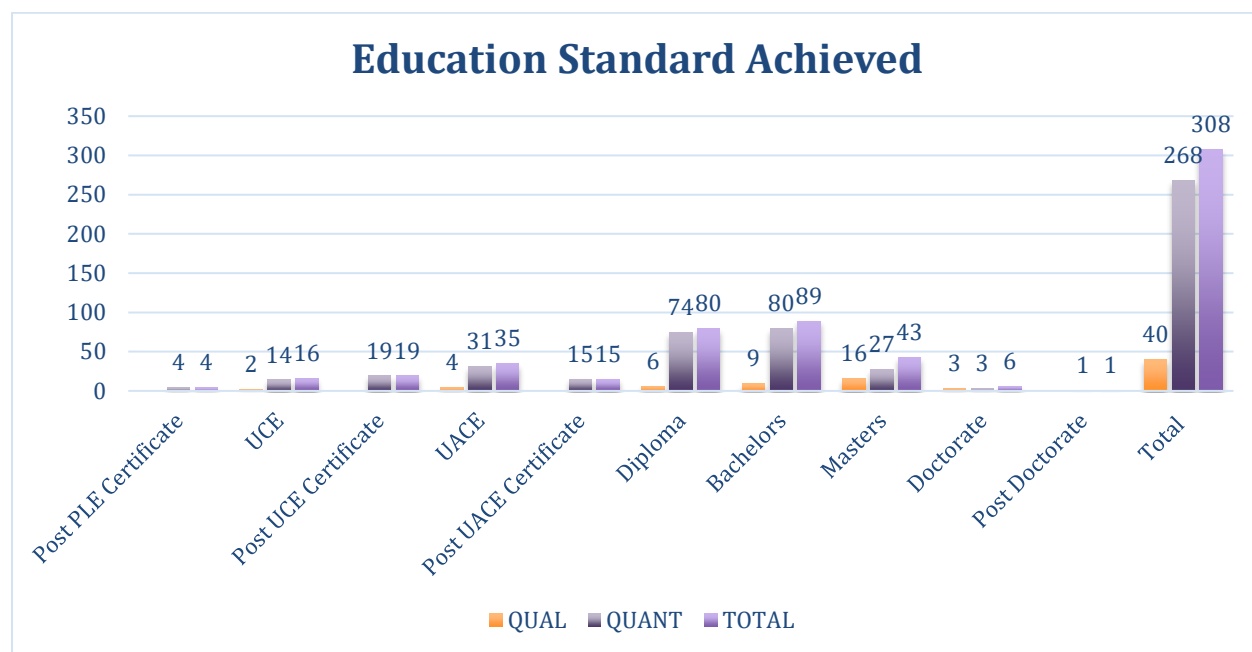
*Participants by Highest Formal Education Standard/Qualification Achieved*

Category	Qualitative (QUAL)		Quantitative (QUAL)		Total	
Qualification	n	%	n	%	n	%
Post PLE Certificate			4	1.49	4	1.30
UCE	2	5.00	14	5.22	16	5.19
Post UCE Certificate			19	7.09	19	6.17
UACE	4	10.00	31	11.57	35	11.36
Post UACE Certificate			15	5.60	15	4.87
Diploma	6	15.00	74	27.61	80	25.97
Bachelors	9	22.50	80	29.85	89	28.90
Masters	16	40.00	27	10.07	43	13.96
Doctorate	3	7.50	3	1.12	6	1.95
Post Doctorate			1	0.37	1	0.32
Total	40	100.00	268	100.00	308	100.00

*Note.* The Source is the Author's Field Data, 2024.

**Figure 14**

*Participants by Highest Formal Education Standard/Qualification Achieved*



*Note.* The Source is the Author's Field Data, 2024

### Socio-demographic Summary

Table 11 below is a summary of the socio-demographic characteristics of the participants in this study.

**Table 11**

*Summary of the Socio-Demographic Data of Participants*

Variable	Categories	Qualitative (QUAL)		Quantitative (QUANT)		Total	
		n	%	n	%	n	%
Gender	Females	11	27.50	89	33.21	100	32.47

	<b>Males</b>	29	72.50	179	66.79	208	67.53
<b>Generations</b>	<b>Greatest</b>	0	0.00	0	0.00	0	0.00
	<b>Silent</b>	0	0.00	0	0.00	0	0.00
	<b>Baby Boom</b>	3	7.50	6	2.24	9	2.92
	<b>X</b>	19	47.50	81	30.22	100	32.47
	<b>Y or Millennials</b>	15	37.50	156	58.21	171	55.52
	<b>Z or i</b>	3	7.50	25	9.33	28	9.09
	<b>Alpha</b>	0	0.00	0	0.00	0	0.00
<b>Marital Status</b>	<b>Single</b>	1	2.50	38	14.18	39	12.66
	<b>Married</b>	37	92.50	201	75.00	238	77.27
	<b>Cohabiting</b>	0	0.00	8	2.99	8	2.60
	<b>Separated</b>	0	0.00	5	1.87	5	1.62
	<b>Divorced</b>	0	0.00	5	1.87	5	1.62
	<b>Prefer not to say</b>	2	5.00	11	4.10	13	4.22
<b>Agency</b>	<b>Military/UPDF</b>	14	35.00	73	27.24	87	28.25
	<b>Police/UPF</b>	14	35.00	94	35.07	108	35.06
	<b>Civilian/NAADS</b>	12	30.00	101	37.69	113	36.69
<b>Years of Service</b>	<b>0 - 5</b>	3	7.50	48	17.91	51	16.56
	<b>6 - 10</b>	16	40.00	79	29.48	95	30.84
	<b>11 - 15</b>	5	12.50	40	14.93	45	14.61
	<b>16 - 20</b>	4	10.00	72	26.87	76	24.68
	<b>21 - 25</b>	8	20.00	17	6.34	25	8.12
	<b>26 - 30</b>	3	7.50	6	2.24	9	2.92
	<b>31 - 35</b>	0	0.00	2	0.75	2	0.65
	<b>36 - 40</b>	1	2.50	2	0.75	3	0.97
	<b>41 and above</b>	0	0.00	2	0.75	2	0.65
<b>Position in Agency</b>	<b>Junior staff officer</b>	11	27.50	174	5.22	25	8.12
	<b>Mid-level management</b>	6	15.00	80	29.85	86	27.92
	<b>Top-level management</b>	23	57.50	14	64.93	197	63.96
<b>Highest Formal Education</b>	<b>Post PLE Certificate</b>		0.00	4	1.49	4	1.30
	<b>UCE</b>	2	5.00	14	5.22	16	5.19
	<b>Post UCE Certificate</b>		0.00	19	7.09	19	6.17
	<b>UACE</b>	4	10.00	31	11.57	35	11.36
	<b>Post UACE Certificate</b>		0.00	15	5.60	15	4.87
	<b>Diploma</b>	6	15.00	74	27.61	80	25.97
	<b>Bachelors</b>	9	22.50	80	29.85	89	28.90
	<b>Masters</b>	16	40.00	27	10.07	43	13.96
	<b>Doctorate</b>	3	7.50	3	1.12	6	1.95
	<b>Post Doctorate</b>		0.00	1	0.37	1	0.32

*Note.* The Source is the Author's Field Data, 2024.

Table 12 summarises the sociodemographic inferential statistics for the survey questionnaire sample (quantitative). It presents a cross-tabulation analysis of the data to determine the association between categories in each demographic variable (using inferential statistics). The results indicate that gender ( $\chi^2=0.133$ ,  $p\text{-value}>0.05$ ), position in the organisation ( $\chi^2=2.254$ ,  $p\text{-value}>0.05$ ), and salary scale ( $\chi^2=4.938$ ,  $p\text{-value}>0.05$ ) of the participants have categories that are not statistically significantly associated with each other within the demographic variables. However, the generation ( $\chi^2=57.232$ ,  $p\text{-value}<0.05$ ), marital status ( $\chi^2=20.288$ ,  $p\text{-value}<0.05$ ), years of service ( $\chi^2=54.556$ ,  $p\text{-value}<0.05$ ), and education standards ( $\chi^2=28.839$ ,  $p\text{-value}<0.05$ ) data of the respondents show a statistically significant association between the independent categories within these demographic variables.

**Table 12**

*Summary of Quantitative Demographic Data*

Variable	Category	NAADS	UPF	UPDF	N (%)	Mean	SD	Chi-Square ( $\chi^2$ )	p-value
<b>Gender</b>	Male	67	62	50	179(66.8)	1.33	0.472	0.133	0.935
	Female	34	32	23	89(33.2)				
<b>Age Generations</b>	Greatest				0(0)	40.1	9.156	57.232	0.027
	Silent				0(0)				
	Baby Boomers				6(2)				
	X				81(30)				
	Y or Millennials				156(58)				
	Z or i				25(9)				
	Alpha				0(0)				
<b>Marital Status</b>	Single	22	6	10	38(14.2)	2.15	1.026	20.288	0.027
	Married	66	77	58	201(75)				
	Cohabiting	5	3	0	8(3)				
	Separated	2	2	1	5(1.9)				
	Divorced	2	3	0	5(1.9)				

	Not say	4	3	4	11(4.1)				
<b>Years of service</b>					268(100)	12.71	7.874	54.556	0.019
<b>Position</b>	Top Manager	62	62	50	174(64.9)	1.40	0.589	2.254	0.689
	Mid Manager	32	29	19	80(29.9)				
	Lower Manager	7	3	4	14(5.2)				
<b>Education Standard</b>	Post PLE	3	1	0	4(1.5)	5.76	1.784	28.839	0.050
	UCE	5	6	3	14(5.2)				
	Post UCE	5	11	3	19(7.1)				
	UACE	9	10	12	31(11.6)				
	Post UACE	6	4	5	15(5.6)				
	Diploma	20	31	23	75(27.6)				
	Bachelors	37	24	19	80(29.9)				
	Masters	16	4	7	27(10.1)				
	Doctorate	0	2	1	3(1.1)				
	Post Doctorate	0	1	0	1(0.4)				
<b>Salary Scale</b>	1-3 million	28	43	21	92(34.7)	2.04	1.098	4.938	0.424
	3,1-5 million	43	40	40	123(45.5)				
	5.1-7 million	12	3	6	21(7.8)				
	7.1-9 million	11	5	3	19(7.1)				
	9.1 million and above	7	3	3	13(4.9)				

*Note.* The Source is the Author's Field Data, 2024. NAADS=National Agricultural Advisory Services, UPF=Uganda Police Force, UPDF=Uganda People's Defence Forces, N=Frequency & SD=Standard Deviation.

### ***The Presentation of Results for the Qualitative Analysis of Government Motivation and UPDF's Role Conception and Formalisation Data***

#### **Motivation for Expanding the Role of the UPDF**

The second part of the interview guide examines the motivation for expanding the UPDF's role to include those traditionally associated with civilians and other security personnel. Four sub-questions are included in this section to enhance understanding of the reasons behind the government's decision to deploy the UPDF in support of other government institutions. These additional questions will provide insights into the motivation, the relevant regulations, efforts to address issues related to the expansion, and how the UPDF has performed in its expanded roles.

All forty participants in the qualitative interview responded to the questions in this subsection regarding the motivation to broaden the UPDF's role. A complementary quantitative survey questionnaire, with questions aligned to this subsection, was developed based on pre-test results and document review data. The options in the survey are designed to gauge the perceptions of the broader participant group on the themes addressed.

### **Why did the UPDF need to support this civilian/police organisation?**

The first question in the subsection on the executive's motivation to expand the UPDF's role concentrates on the reasons participants viewed as the main driving force behind the government's actions. The table below displays the participants' responses to this question. The responses quoted have been categorised under the theme of reasons for UPDF's role expansion, and they consist of codes that include:

- Capacity enhancement
- Cutting costs
- Creating jobs for UPDF veterans
- Addressing the shortcomings/failures of the supported institutions
- As a joint approach to social problem solving
- As a national security interest (human security concept)
- People's army concept (familiar with UPDF)
- Failure of other government institutions to implement state policies
- It is routine for UPDF to work with other agencies (MDAs) and
- It was to help in service delivery to the people
- There was no need to expand the role of the UPDF.

Some of the selected quotes from the respondents highlight these motivation factors. For example, Respondent PF5 stated, “However, because OWC is structured from the national to the grassroots level, NAADS could harness OWC's structural capacity to emphasise its objectives. The police faced challenges in maintaining law and order in the country. This was due to the police officers' low capacity and skills.” Respondent R239, from the survey questionnaire, confirmed this by saying, “I am not sure, but I think the police could not address all the challenges it faced before UPDF came in. That was way back in 2001; I had not joined the police yet.” A stance put forward by the Commonwealth Human Rights Initiative outlines the argument as follows:

“Army involvement in the police starts at the top – with appointments of army men to senior police posts. Major General Katumba Wamala was appointed Inspector General of the Police in April 2001. The President is the head of the army, so the army is under his direct control. Wamala’s appointment followed the scathing indictment of the police and its senior hierarchy by the Sebutinde Commission. Considering the context in which the appointment was made, it went virtually unquestioned. Following an army reshuffle, Wamala was replaced by another army man, Major General Kaihura in October 2005. Beyond the concerns of continued militarisation of the police, the argument that only an outsider can solve the problems faced by the police has serious implications for the morale and independent functioning of the police” (CHRI, 2006).

Civilian respondent ND3 suggests that the government intended to cut costs: “It was a cheaper arrangement for the government because these officers did not have to rent houses and offices to deliver services to the local population.” Other participants, such as DF9, echoed what is in the literature about the failures in the institutions that warranted the involvement of the UPDF: “NAADS was facing lots of corruption challenges, so the government deployed the UPDF to remedy the problem. The police had inadequate capacity, so they had to be supported by the UPDF, which has the necessary capacity. All are government institutions, and we work towards fulfilling the same objectives.” According to Civilian respondent ND1, the whole arrangement was about

service delivery to the people, “The nexus between security and development is paramount, UPDF deployment into NAADS/OWC is a result of its spat on service delivery, its command and administration structure, which is clear and efficient, unlike other institutions. ... The veterans were closer to the people yearning for government services. So, it was thought that they could help deliver services to their village mates.”

**Table 13**

*Reasons for Expanding UPDF Role*

<b>RQ: Why did the UPDF need to support this civilian/police organisation?</b>			
<b>Respondent</b>	<b>Quoted Response</b>	<b>Code</b>	<b>Possible Theme</b>
Document Study	Army involvement in the police starts at the top, with appointments of army men to senior police posts. Major General Katumba Wamala was appointed Inspector General of the Police in April 2001. The President is the head of the army, so the army is under his direct control. Wamala's appointment followed the scathing indictment of the police and its senior hierarchy by the Sebutinde Commission. Considering the context in which the appointment was made, it went virtually unquestioned. Following an army reshuffle, Wamala was replaced by another army man, Major General Kaihura, in October 2005. Beyond the concerns of continued militarisation of the police, the argument that only an outsider can solve the problems faced by the police has profound implications for the morale and independent functioning of the police.	Reasons for UPDF Role Expansion	Capacity enhancement
PF5	However, because OWC is structured from the national to the grassroots level, NAADS could harness OWC's structural capacity to underscore its	Reasons for UPDF Role Expansion	Capacity enhancement

	objectives. The police had some challenges managing law and order in the country due to their low capacity and skills.		
R239	I am unsure, but I think the Police couldn't address all the challenges it faced before UPDF came in. That was way back in 2001; I had not joined the police yet.	Reasons for UPDF Role Expansion	Capacity enhancement
ND1	It was a cheaper arrangement for the government because these officers did not have to rent houses and offices to deliver services to the local population.	Reasons for UPDF Role Expansion	Cutting costs.
ND1	The original idea was to create jobs and make use of the UPDF Veterans	Reasons for UPDF Role Expansion	Creating jobs for UPDF veterans
DF10	NAADS faced many corruption challenges, so the government deployed the UPDF to remedy the problem. The police also had problems with inadequate capacity, so they had to be supported by the UPDF, which has the capacity. All are government institutions, and we work towards fulfilling the same objectives.	Reasons for UPDF Role Expansion	Inadequacies/shortcomings on the part of the supported institutions
PF5	The UN standard for the ratio of police to population is 1:250, but in Uganda, it is 1:1000, which means we do not have enough police officers for law and order enforcement. This leaves a huge operational and administrative gap. The military came to bridge that gap. The military usually comes when the police are incapacitated to contain a certain situation, like civil unrest and disobedience	Reasons for UPDF Role Expansion	Inadequacies/shortcomings on the part of the supported institutions
DF9	The answer to this question lies in the constitution, and the spirit behind that law is interagency collaboration, common interests like peace, security, law and order, and addressing emergencies and crises. But we also have SOPS (standing operating procedures) written jointly by all security forces. This is what brings us together to address a common challenge. And we usually accomplish	Reasons for UPDF Role Expansion	Interagency approach to work.

	them without hitches because the roles are well defined.		
DF10	We cannot undo the relationship between development and security. Development only occurs where there is security. The concept of human security means the UPDF's role has to expand to include non-traditional security perspectives such as socio-economic transformation of the population.	Reasons for UPDF Role Expansion	National security interest
DF4	There was no need to expand the military's role	Reasons for UPDF Role Expansion	There is no need to expand the military's role
DF11	The idea came from the history of the UPDF as a people's army. The constitution directed UPDF to support civilians wherever required. Where the civilians are overwhelmed, the UPDF always comes in to support	Reasons for UPDF Role Expansion	People's Army theory.
ND3	I don't know, but it appears that the problems are related to implementing the plans at the lower levels. UPDF veterans had done well in the greater Luwero Triangle, so the president decided to give the task of distribution to the army	Reasons for UPDF Role Expansion	Poor implementation of government programmes
PF1	For example, we have a joint anti-terrorism team, an intelligence committee, a command centre, etc. So, it is the way of doing things for security organs in Uganda. Yes, I think it is legal. I believe it was a question of employing national resources to address national challenges.	Reasons for UPDF Role Expansion	Routine to work with civilians for the UPDF
ND1	The nexus between security and development is paramount. UPDF deployment into OWC results from its spat on service delivery and its command and administration structure, which is clear and efficient, unlike other institutions. ... The veterans were closer to the people yearning for government services, so it was thought that they could help deliver services to their village mates.	Reasons for UPDF Role Expansion	Service delivery
R96	Service delivery to the people.	Reasons for UPDF Role Expansion	Service delivery

*Note.* The Source is the Author's Field Data, 2024. DF denotes a Military (UPDF) respondent, PF (UPF) is a Police respondent, ND (NAADS/OWC) denotes a Civilian respondent, and R is a respondent to the open-ended question in the survey questionnaire.

### **Is there a framework for this collaboration between the UPDF and this organisation?**

In response to the government's aim to expand the role of the UPDF, the next question aimed to gauge participants' perceptions of a framework for this working arrangement. The table below shows the responses, themes, and corresponding codes generated. The researcher carried out a document study to establish the legal basis in the statutes, acts, executive documents, and standing operational procedures, and found that the arrangement was constitutionally supported.

For instance, Article 209 of the Uganda constitution states:

The functions of the Uganda Peoples' Defence Forces are—  
 (a) to preserve and defend the sovereignty and territorial integrity of Uganda;  
 (b) to cooperate with the civilian authority in emergencies and cases of natural disasters;  
 (c) to foster harmony and understanding between the defence forces and civilians; and  
 (d) to engage in productive activities for the development of Uganda (Constitution of the Republic of Uganda, 1995).

The same functions are outlined in the UPDF Act of 2005, No. 7, specifically in Section 7.

Some of the respondents, especially Key Informant DF11, suggest that there is also a Memorandum of Understanding (MoU) with other MDAs, as they state, "UPDF also signs memoranda of understanding with some MDAs like URA." However, other respondents believe that no formal arrangement exists, apart from the Executive Direction or Strategic Decision. For example, UPDF respondent DF12 states, "Currently, OWC is an oversight organisation under the president's office. It does coordination without a legal framework. The framework is still being

drawn. However, because OWC is structured from the national to the grassroots level, NAADS could harness the structural capacity of OWC to underline its objectives.” According to UPDF Participant DF14, “H.E. the President, in his wisdom, assigned UPDF officers to streamline and participate in the national socio-economic programmes of the country since wars had come to a minimum (peacetime).”

**Table 14**

*Respondents' Opinion on whether a Framework Guided the Collaboration between UPDF and the other MDAS*

<b>Is there a framework for this collaboration between the UPDF and this organisation?</b>			
<b>Respondent</b>	<b>Quoted Response</b>	<b>Code</b>	<b>Possible Theme</b>
Documents from the field	Articles 208 and 209, Article 212 (d) for supporting the Police, the UPDF Act Section 7 (b), (c), and (d). Police Act Section 4(f) and (g). SOP for NAADS/OWC.	Supporting Framework	Constitutional Provision
DF11	UPDF also signs memoranda of understanding with some MDAs, like URA.	Supporting Framework	MoU
DF12	Currently, OWC is an oversight organisation under the president's office. It does coordination without a legal framework. The framework is still being drawn. However, because OWC is structured from the national to the grassroots level, NAADS could harness its structural capacity of OWC to underscore its objectives.	Supporting Framework	No formal framework other than Executive directives
DF14	H.E., the President, in his wisdom, assigned UPDF officers to streamline and participate in the country's national socio-economic programs since wars had reached a minimum (peacetime).	Supporting Framework	Strategic decision
ND2	It was a Presidential Executive Order backed by observations made in the Luwero Triangle, where veterans	Supporting Framework	Strategic decision

	participated in an agricultural activity that resulted in mass production.		
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*Note.* The Source is the Author's Field Data, 2024. DF denotes a Military (UPDF) respondent, and ND denotes a Civilian (NAADS/OWC) respondent.

**Can you tell me how this organisation tried to resolve the problem the UPDF was called to address?**

The next sub-question, concerning the government's motivation to expand the role of the UPDF, focused on exploring participants' perceptions of whether the supported organisations attempted to address the challenges that prompted the government to deploy the UPDF to assist them. Reactions from participants were mixed. Some respondents believed the supported MDAs tried to resolve the issues independently; for example, Civilian participant ND10 stated, "...and the police tried to solve the problems independently. They only lacked capacity in other areas, so they needed the UPDF. I think they tried, but because the population no longer trusted them, the head of state had to act fast to rescue the situation." Meanwhile, others argued that the supported organisations relied on their internal problem-solving mechanisms, and some participants believed the supported MDAs were not authorised to resolve the issues.

A vivid statement on this came from UPDF respondent DF12, "Because of politics, they [supported agencies] were not given enough time to resolve their internal challenges. Scraping of agencies is a destructive approach; it is better to fix the problem than to introduce a new organisation, which will face the same issue. The farmers detested NAADS officials, so it was hard for us to reach them [the people]. The arrival of UPDF significantly contributed to continuing the struggle to alleviate poverty and improve farming methods in the country. .... I think they tried, but because the population had no more confidence in them, the head of state(sic) had to act quickly

to rescue the situation.” Some respondents claim that the problems the UPDF was tasked with resolving remain unresolved. The direct quotes of the responses and the coded themes are in the table below.

**Table 15**

*Participants' Opinion on Whether the Supported Organisations Tried to Solve the Problem the UPDF came to help them Solve*

Can you tell me how this organisation tried to resolve the problem the UPDF was called to address?			
Respondent	Quoted Response	Code	Possible Theme
R3	We have always resolved our problems internally, just like any other organisation.	Attempted to solve the problem	Internal problem-solving mechanism approach.
DF12	Due to political interference, they were not given enough time to resolve their internal challenges. Scraping of agencies is a destructive approach; it is better to fix the problem than to bring in a new organisation, which will face the same problem. The farmers detested NAADS officials, so it was hard for us to reach them. The coming of UPDF helped a lot in continuing the struggle to alleviate poverty and improve farming methods in the country. ....I think they tried, but because the population had no more confidence in them, the head of state had to act fast to rescue the situation.	Attempted to solve the problem	No opportunity was given for solving the problem.
ND12	I am not sure of the plans to address those challenges, because they still persist	Attempted to solve the problem	The problems persist to this day.
ND10	...and the police tried to solve the problems on their own. They only lack capacity in other areas, which is why they needed the UPDF. I think they tried, but because the population no longer trusted them, the head of state had to act fast to rescue the situation	Attempted to solve the problem	The supported agencies tried to solve the problem.

*Note.* The Source is the Author's Field Data, 2024. DF denotes a Military (UPDF) respondent, ND denotes a Civilian (NAADS/OWC) respondent, and R is a respondent to the open-ended question in the survey questionnaire.

### **How would you rate the performance of the UPDF in this organisation?**

The table below shows the performance ratings of the UPDF as assessed by participants in expanded roles. The respondents perceived that the UPDF's performance was good and that they should serve as a role model for other government institutions. UPDF participant DF9 stated, "It was a Presidential Executive Order backed by observations made in the Luwero Triangle, where veterans participated in an agricultural activity that resulted in mass production. The president decided to expand the idea nationwide. UBOS statistics show that we have managed to reduce the number of subsistence farmers from 68 per cent down to 39 per cent. This is attributed to OWC/NAADS/UCDA and other interventions."

**Table 16**

*Rating of UPDF's Performance by the Respondents*

<b>How would you rate the performance of the UPDF in this organisation?</b>			
<b>Respondent</b>	<b>Quoted Response</b>	<b>Code</b>	<b>Possible Theme</b>
DF9	It was a Presidential Executive Order backed by observations made in the Luwero Triangle, where veterans participated in an agricultural activity that resulted in mass production. The president decided to expand the idea to the whole country. UBOS statistics show that we have reduced subsistence farmers from 68 per cent to 39 per cent. This is attributed to OWC/NAADS/UCDA and other interventions.	Performance rating of the UPDF.	Good performance by UPDF

ND1	Additionally, the veterans would serve as models to help local people transition into commercial farmers. I am unsure, but the Police could not address all its challenges before the UPDF came in.	Performance rating of the UPDF.	Models for others to copy
PF12	That was way back in 2001, when I had not joined the police. We are still streamlining professional and career courses to align with the UPDF system, which goes a long way toward helping professionalise the police.	Performance rating of the UPDF.	Models for others to copy

*Note.* The Source is the Author's Field Data, 2024. DF denotes a Military (UPDF) respondent, PF is a Police (UPF) respondent, and ND denotes a Civilian (NAADS/OWC) respondent.

### **Conceptualisation and Formalisation of the Expanded Roles**

After the government's motivation to deploy the UPDF to support other agencies, the following subsection discusses how the UPDF, as an institution, and the supported agencies conceptualised and formalised the expanded roles of the UPDF. Two questions within this subsection focus on preparing the UPDF before joining the supported agencies (conceptualising and communicating the idea to the UPDF officers) and how they understood and integrated into their new working environment (formalising the new work concepts).

#### **How was the UPDF prepared before joining this organisation?**

The interview question asked participants to describe how UPDF officers were prepared to integrate with their hosts, including civilians and police officers, in their workplaces. Some interviewees referred to laws, standard operating procedures, and joint operation orders as the guiding tools for UPDF officers to read and follow. For instance, Police participant PF6 stated, "Through orientation, but also going through the different laws and acts that guide policing, like the police act, the Penal Code Act, police standing orders, etc." Some respondents reported that certain UPDF officers possessed the necessary qualifications, so they did not need to undergo

training to transition into civilian institutions. UPDF participant DF14 stated, “Careful selection of officers is especially based on experience in logistics, command, and control at levels of senior officers or technical agricultural issues.” Indeed, some participants mentioned that some tasks in civilian agencies do not require specialised skills; therefore, there was no need for pre-deployment training for new employees.

For instance, Civilian respondent ND2 states, “The UPDF officers did not have to undergo serious training because their role centred on input distribution, which is not skill-intensive.” Some participants mentioned that pre-deployment training and capacity building were being conducted to ensure that UPDF officers were well-prepared for the new working environment. Some respondents attested that UPDF could perform many tasks but lacked specific skills to carry out particular roles in civilian institutions. UPDF participant DF9 supported this view: “The UPDF was prepared in terms of capacity, but uncertain about the civilian role.” However, some participants claimed that UPDF now plays an oversight role over several MDAs, suggesting that acquiring specific skills may not be necessary. For instance, Civilian respondent ND1 stated, “The OWC officers were given clear terms of reference, but they did not internalise them well. The OWC is an oversight role player overseeing NAADS and other MDAs.” The table below shows the respondents’ statements along with the generated codes and themes.

**Table 17**

*Respondents' views on how UPDF was prepared before joining the Supported Organisations*

<b>How was the UPDF prepared before joining this organisation?</b>			
<b>Respondent</b>	<b>Quoted Response</b>	<b>Code</b>	<b>Possible Theme</b>
PF11	We are guided by an Operation Order that defines who does what at any given time.	Pre-deployment Preparations	Laws, SOPs, and Joint Op orders.
ND3	A standing order of procedure signed by the President guides our relationship with the UPDF.	Pre-deployment Preparations	Laws, SOPs, and Joint Op orders.
PF6	We will go through orientation and the laws and acts that guide policing, like the Police Act, the Penal Code Act, police standing orders, etc.	Pre-deployment Preparations	Laws, SOPs, and Joint Op orders.
DF11	I know that some qualified officers are deployed where the support is technical.	Pre-deployment Preparations	Qualified UPDF officers deployed.
DF14	Careful selection of officers, primarily based on experience in logistics, command, and control at senior officers or technical agricultural issues.	Pre-deployment Preparations	Qualified UPDF officers deployed.
ND2	The UPDF officers did not have to undergo serious training because their role centred on input distribution, which is not skill-intensive.	Pre-deployment Preparations	Some tasks do not require technical skills.
DF11	The military trains people to be flexible. So the officers, being flexible, could fit easily within the organisation.	Pre-deployment Preparations	Training and capacity building.
DF5	We also held capacity-building programmes, retreats and nationwide meetings to resolve outstanding or emerging issues.	Pre-deployment Preparations	Training and capacity building.
PF1	We hold joint planning meetings, and every agency brings the capability it needs to achieve success in the operation.	Pre-deployment Preparations	Training and capacity building.
DF9	The UPDF was prepared in terms of capacity, but was uncertain about the civilian role.	Pre-deployment Preparations	UPDF had capacity but lacked technical skills
DF10	Taking on tasks that complement the efforts of civilian personnel, such as providing security, logistical support, and leveraging military resources for conservation efforts.	Pre-deployment Preparations	UPDF had capacity but lacked technical skills
DF5	Most UPDF officers lack technical skills, so they worked with the technocrats at the district headquarters to ensure the correct procedures were used.	Pre-deployment Preparations	UPDF had capacity but lacked technical skills
ND1	The OWC officers were given clear terms of reference, but they did not internalise them well. The OWC is an oversight role player overseeing NAADS and other MDAs.	Pre-deployment Preparations	UPDF plays an oversight role.

ND7	I am told their role has expanded to overseeing many other agencies involved in wealth creation.	Pre-deployment Preparations	UPDF plays an oversight role.
DF5	However, we now have PDM, which means that money goes directly to the farmers; we only oversee the receipt and appropriate use of the money by the beneficiaries.	Pre-deployment Preparations	UPDF plays an oversight role.

*Note.* The Source is the Author's Field Data, 2024. DF denotes a Military (UPDF) respondent, PF is a Police (UPF) respondent, and ND denotes a Civilian (NAADS/OWC) respondent.

**Please explain how the UPDF officers fit into this organisation's work methodology.**

This question required respondents to describe how UPDF officers conceived and adapted to the new roles assigned to them by the executive. Some respondents stated that the UPDF officers adapted to their new role by accepting civilians as their oversight managers. In other words, by submitting to civilian leadership, the officers fit in well. "Adhering to civilian oversight: While UPDF officers bring their military expertise, they operate under the legal and policy frameworks governing the civilian organisation, respecting the leadership and decision-making processes of the civilian authorities. This approach ensures that the military's involvement adds value to the civilian organisation's work while maintaining the distinct civilian nature and objectives." (UPDF participant DF10).

Other participants claimed that the officers received a briefing and took on the role. In contrast, others stated they had collaborated, coordinated, and cooperated, enabling the officers to adapt to the new roles. For instance, UPDF participant DF10 stated, "Working closely with civilian staff to ensure that their actions are aligned with the organisation's overall objectives, including participating in joint planning and execution of projects. Training and capacity building: Sharing knowledge and skills with civilian counterparts, especially in areas such as security, first aid, and

emergency response, to enhance the organisation's overall capacity.” Some participants claim that the UPDF officers were guided or assisted by their civilian superiors and colleagues. For example, Police respondent PF8 stated, “Through our guidance and support, they fitted very well into the police system.” Other respondents claimed that the officers underwent induction or orientation training, while others said the officers did on-the-job training (OJT) to adapt to the new roles. For instance, Police respondent PF7 stated, “I am surprised, most of them fitted very fast and work well with police officers.” Additionally, some participants claimed that the UPDF officers were oriented to the new role by colleagues already working at the civilian institutions. UPDF Officer DF13 stated, “But later on, we just worked independently. I mean, we orient our new members, who are guided by those with experience.”

Another participant stated that the UPDF officers working with civilian organisations under OWC operate in parallel (subverted). This means the OWC maintains an independent budget separate from NAADS’ budget. The two institutions only liaise to complete tasks but function independently. The quote from Civilian respondent ND7 supports this: “OWC is what they call a subverted organisation, meaning they share the budget with NAADS, but their portion of the funds goes directly to them.” The details of the respondents’ statements, themes, and codes are in the table below.

**Table 18**

*The Participants' Opinions on how the UPDF Officers fitted into the new Roles*

Tell me how the UPDF officers fit into this organisation’s work method.			
Respondent	Quoted Response	Code	Possible Theme
DF10	Adhering to civilian oversight: While UPDF officers bring their military	New Role Adaptation	Accepting civilian oversight.

	expertise, they operate under the legal and policy frameworks governing the civilian organisation, respecting the leadership and decision-making processes of the civilian authorities. This approach ensures that the military's involvement adds value to the civilian organisation's work while maintaining its distinct civilian nature and objectives.		
PF12	They are taken through orientation, workshops and day-to-day guidance by the police members.	New Role Adaptation	Accepting civilian oversight.
DF94	Here at UPDF Headquarters, they are briefed before sending them for secondment or attachment.	New Role Adaptation	Briefing only to start working.
DF12	I just got a briefing and started working	New Role Adaptation	Briefing only to start working.
DF4	There is no tailored preparation for Policing. We rarely offer Police work courses to our officers, but MUK [Makerere University Kampala] has conducted OWC induction seminars.	New Role Adaptation	Briefing only to start working.
DF10	Working closely with civilian staff to ensure their actions align with the organisation's objectives, including participating in joint project planning and execution. Training and capacity building: Sharing knowledge and skills with civilian counterparts, especially in security, first aid, and emergency response, to enhance the organisation's overall capacity.	New Role Adaptation	Collaboration, coordination and cooperation.
ND5	However, today, the UPDF officers work under OWC directly and only liaise with NAADS to coordinate activities.	New Role Adaptation	Collaboration, coordination and cooperation.
PF13	After orientation, they learn other things from their workmates and superiors.	New Role adaptation	Guided by superiors and workmates
PF8	Through our guidance and support, they fit very well into the police system.	New Role Adaptation	Guided by superiors and workmates
DF92	We followed what the civilians and police workmates did	New Role adaptation	Guided by superiors and workmates
PF13	They usually undergo an orientation course, during which they are introduced to some pertinent laws that a police officer must know, such as the Penal Code Act, the Police Act, the Public Order Management Act, etc.	New Role Adaptation	Induction or orientation training

PF8	I remember taking them through an orientation course that involved mostly legal training and refreshing them on the tactics of the crowd, anti-riot tactics, and management.	New Role Adaptation	Induction or orientation training
Documents from the field	Induction document for NAADS orientation to OWC staff (Induction document & SOP).	New Role Adaptation	Induction or orientation training
DF10	An induction was carried out, and members were introduced to the day-to-day operations; most of the learning was done on the job.	New Role Adaptation	On-the-job training (OJT).
DF5	Later, we resorted to workshops and seminars because they were more hands-on and practical.	New Role Adaptation	On-the-job training (OJT).
PF7	I am surprised that most of them fit quickly and work well with police officers.	New Role Adaptation	On-the-job training (OJT).
ND8	NAADS, we used to give them briefings and lessons at Makerere University. However, their mandate has expanded, and I am unsure how they are oriented to the job.	New Role Adaptation	On-the-job training (OJT).
ND1	The first batch of officers was oriented at Makerere University, but later batches attended meetings that assisted them in internalising the role of NAADS.	New Role Adaptation	Orientation by experienced/older UPDF officers at the host agency.
DF13	However, later on, we just worked on our own. I mean, we orient our new members, who are guided by those with experience.	New Role Adaptation	Orientation by experienced/older UPDF officers at the host agency.
ND7	OWC is what they call a subverted organisation, meaning they share the budget with NAADS, but their portion of the funds goes directly to them.	New Role Adaptation	Subverted organisation.

*Note.* The Source is the Author's Field Data, 2024. DF denotes a Military (UPDF) respondent, PF is a Police (UPF) respondent, and ND denotes a Civilian (NAADS/OWC) respondent.

### ***The Presentation of Results for the Quantitative Analysis of Government Motivation and UPDF's Role Conception and Formalisation Data***

The quantitative survey questionnaire, which contained the same questions and answer choices, allowed participants to select from a 5-point Likert scale, ranging from "strongly disagree"

to "strongly agree" at the extremes. "Strongly disagree" indicates that the participant strongly rejects the option, while "Disagree" suggests the respondent rejects the option but not entirely, with some reservations. Neutral here means the respondent neither disagrees nor agrees with the option; they might have other options not captured here as alternative answers. The other extreme, "Strongly agree", signifies total acceptance, and "Agree" indicates that the respondent accepts the option but not wholeheartedly. Some questions require respondents to provide multiple responses, while others involve rating on scales based on words with specific meanings in the English language.

The guiding hypothesis for the subsection on the framework for expanding UPDF's role is:

**Hypothesis 1, H<sub>a</sub>: Credible frameworks motivate the government to expand the UPDF's role.**

The Cronbach's alpha for internal consistency for reliability of the variables measuring the government's motivation and the framework used to expand UPDF's role is 0.72. The results for the variables on UPDF officers (mean=3.16,  $\chi^2=29.07$ ), technical experts (mean=3.20,  $\chi^2=25.08$ ), and hardworking (mean=3.64,  $\chi^2=26.56$ ) show that participants have a high perception of these traits, with statistically significant associations between the categories in these variables ( $p$ -value  $< 0.05$ ). The participants also highly perceive UPDF officers' patriotism (mean = 3.44,  $\chi^2 = 14.08$ ). However, there is no statistically significant association between the categories in this variable ( $p$ -value = 0.080). The participants have a low perception of the assertion that UPDF's support was not necessary (mean=2.23,  $\chi^2=12.80$ ) and that the supported organisations could have improved without UPDF's support (mean=2.16,  $\chi^2 = 5.74$ ), and the association between the categories within

these variables are not statistically significant ( $p$ -value $<0.05$ ). This analysis is depicted in the Table below.

**Table 19**

*The Factors Motivating the Government to Expand UPDF's Roles*

Variable	Category	NAADS	UPF	UPDF	N (%)	Mean	SD	Chi-Square ( $\chi^2$ )	$p$ -value
UPDF support is not necessary	Strongly Disagree	36	17	18	71(26.5)	2.23	1.120	12.079	0.148
	Disagree	29	43	24	96(35.8)				
	Undecided	21	16	17	54(20.1)				
	Agree	12	15	10	37(13.8)				
	Strongly Agree	3	3	4	10(3.7)				
Civilian/Police organisation could have improved without UPDF support	Strongly Disagree	16	13	12	41(15.3)	2.16	1.233	5.737	0.677
	Disagree	51	37	31	119(44.4)				
	Undecided	19	27	20	66(24.6)				
	Agree	12	12	6	30(11.2)				
	Strongly Agree	3	5	4	12(4.5)				
UPDF Officers are less corrupt	Strongly Disagree	3	3	6	12(4.5)	3.16	1.218	29.067	<0.001
	Disagree	18	12	15	45(16.8)				
	Undecided	37	49	13	99(36.9)				
	Agree	25	25	29	79(29.5)				
	Strongly Agree	18	5	10	33(12.3)				
UPDF Officers have technical expertise	Strongly Disagree	3	2	3	8(3.0)	3.20	1.229	25.078	0.002
	Disagree	12	19	17	48(17.9)				
	Undecided	25	40	17	82(30.6)				
	Agree	49	30	23	102(38.1)				
	Strongly Agree	12	3	13	28(10.4)				
UPDF Officers are more patriotic	Strongly Disagree	5	1	3	9(3.4)	3.44	1.260	14.084	0.080
	Disagree	11	16	13	40(14.9)				
	Undecided	22	30	10	62(23.1)				
	Agree	42	35	30	107(39.9)				
	Strongly Agree	21	12	17	50(18.7)				

UPDF officers are hard-working	Strongly Disagree	6	1	7	14(5.2)	3.64	1.135	26.558	<0.001
	Disagree	9	8	6	23(8.6)				
	Undecided	12	28	18	58(21.6)				
	Agree	47	46	22	115(42.9)				
	Strongly Agree	27	11	20	58(21.6)				

*Note.* Weighted mean = 2.97. NAADS=National Agricultural Advisory Services, UPF=Uganda

Police Force, UPDF=Uganda People's Defence Forces, N=Frequency & SD=Standard

Deviation. The Source is the Author's Field Data, 2024.

Regarding the framework used by the government to expand UPDF's roles, participants have a high perception of the memorandum of understanding between UPDF and the supported institutions (mean = 3.16,  $\chi^2 = 17.53$ ) and the executive direction of the President (mean = 3.62,  $\chi^2 = 16.12$ ). The perception categories in these variables are significantly associated with p-values of less than 0.05. The respondents have a low perception of the assertion that there was no framework (mean = 2.36,  $\chi^2 = 10.03$ ) and that the constitution was not used (mean = 3.19,  $\chi^2 = 10.14$ ) for expanding the roles of the UPDF. The association between the perception categories of these variables is statistically insignificant (p-values > 0.05). This analysis is shown in the table below.

**Table 20**

*The Frameworks Used by the Government to Expand UPDF's Roles*

Variable	Category	NAADS	UPF	UPDF	N (%)	Mean	SD	Chi-Square ( $\chi^2$ )	p-value
There is no framework for UPDF	Strongly Disagree	23	16	25	64(23.9)	2.36	1.244	10.034	0.263
	Disagree	36	30	23	89(33.2)				

role expansion	Undecided	23	22	15	60(22.4)				
	Agree	14	18	8	40(14.9)				
	Strongly Agree	5	8	2	15(5.6)				
UPDF role expansion is supported constitutionally	Strongly Disagree	5	6	10	21(7.8)	3.19	1.248	10.136	0.256
	Disagree	17	14	13	44(16.4)				
	Undecided	27	26	23	76(28.4)				
	Agree	38	39	17	94(35.1)				
	Strongly Agree	14	9	10	33(12.3)				
MoU was used to support UPDF's role expansion	Strongly Disagree	10	2	3	15(5.6)	3.16	1.248	17.526	0.025
	Disagree	9	23	17	49(18.3)				
	Undecided	26	27	23	76(28.4)				
	Agree	45	33	22	100(37.3)				
	Strongly Agree	11	9	8	28(10.4)				
Presidential executive directive used to expand UPDF's role	Strongly Disagree	5	2	1	6(3.0)	3.62	1.114	16.120	0.41
	Disagree	6	9	11	26(9.7)				
	Undecided	16	18	22	56(20.9)				
	Agree	55	51	24	130(48.5)				
	Strongly Agree	19	14	15	48(17.9)				

*Note.* Weighted Mean = 3.15. NAADS=National Agricultural Advisory Services, UPF=Uganda

Police Force, UPDF=Uganda People's Defence Forces, N=Frequency & SD=Standard

Deviation. The Source is the Author's Field Data, 2024.

A multiple-response crosstab analysis was conducted on the survey questions regarding whether the supported institutions attempted to address the problems for which the UPDF was deployed, and how the participants rated the performance of these institutions. The table below shows that 47 per cent of the participants agreed that the supported institutions tried to solve the problems the UPDF came to assist them with. The association between the categories of this variable is statistically significant (mean=3.03,  $\chi^2=21.19$ , p-value < 0.05). However, although 51 per cent of the participants rated UPDF's performance as good, the association between the categories of this variable is not statistically significant (mean = 3.53,  $\chi^2 = 4.83$ , p-value > 0.05).

**Table 21**

*Perception of the Participants on the ability of Supported Agencies to resolve their Problems and Rating of UPDF's Performance in the Expanded Roles*

Variable	Category	NAADS	UPF	UPDF	N (%)	Mean	SD	Chi-Square ( $\chi^2$ )	p-value
Civilian & Police tried to resolve the problem, UPDF came to assist on	No	5	23	8	36(13.4)	3.03	1.093	21.188	0.002
	Yes, but partial	26	13	9	48(17.9)				
	Maybe	21	18	18	57(21.3)				
	Yes	49	40	38	127(47.4)				
Rate the performance of UPDF in the expanded roles	Poor	1	2	3	8(2.2)	3.53	1.113	4.833	0.775
	Fair	27	24	19	70(26.1)				
	Undecided	4	6	1	11(4.1)				
	Good	53	47	37	137(51.1)				
	Excellent	16	15	13	44(16.4)				

*Note.* NAADS=National Agricultural Advisory Services, UPF=Uganda Police Force,

UPDF=Uganda People's Defence Forces, N=Frequency & SD=Standard Deviation. The Source is the Author's Field Data, 2024.

A linear regression analysis was conducted to establish whether there is a relationship between the average means of the variables measuring the government's motivation to expand the UPDF's roles and the frameworks it employed for this purpose. The results show a statistically significant relationship between the government's motivation and the frameworks used to expand the roles of the UPDF ( $p\text{-value} < 0.001$ ,  $CI=0.06, 0.18$ ,  $F\text{-value}=17.17$  and  $\beta=0.25$ ). In other words, the frameworks could predict the motivation for expanding the roles of the UPDF. Therefore, we accept the alternative and reject the null hypothesis: **A statistically significant relationship exists**

between the framework used to extend UPDF's roles into the civilian sphere and the government's motivation for this initiative.

**Table 22**

*Linear Regression Analysis Results for the Framework for UPDF Role Expansion as a Predictor for the Government's Motivation to Expand UPDF's Roles*

	The Government's Motivation to Expand UPDF's Roles		
Variable	Model ( $\beta$ )	Confidence Interval (CI)	
		Lower Bound	Upper Bound
Framework for UPDF Role Expansion	0.25***	0.06	0.18
Model Fit Statistics			
<i>F</i> -value	17.17		
$R^2$	0.06		
$\Delta R^2$	0.06		

Note: \*\*\*  $P < .001$ . The Source is the Author's Field Data, 2024.

The guiding hypothesis for the following subsection on UPDF's strategies to adapt to the expanded roles is:

**Hypothesis 2,  $H_a$ : The UPDF's adaptation strategies motivate the government to expand the UPDF's roles.**

The Cronbach's alpha for internal consistency regarding the reliability of variables related to the UPDF's role conception and formalisation is 0.70. The table below displays the results of a multiple-response statistical analysis concerning the preparation of UPDF officers for expanded roles within the civilian job sector. Specifically, 36.17 per cent of participants agreed that UPDF officers received orientation for their new roles. In comparison, 30.85 per cent believed that the

officers deployed in civilian positions were qualified professionals for those roles. The categories associated with this variable are statistically significantly correlated (mean = 0.44,  $\chi^2 = 27.13$ , p-value < 0.001).

**Table 23**

*Preparation of the UPDF for the Expanded Roles*

Category	NAADS	UPF	UPDF	N (%)	Mean	SD	Chi-Square ( $\chi^2$ )	p-value
UPDF were oriented in preparation for the new role	30	27	11	68(36.17)	0.44	0.497	27.131	<0.001
Qualified UPDF officers deployed to the new role	11	28	19	58(30.85)	0.46	0.499		
UPDF officers were briefed and did on-the-job training	13	2	8	23(12.23)	0.34	0.474		
UPDF was briefed and embarked on the new role	14	15	6	35(18.62)	0.10	0.302		
No idea	3	1	0	4(2.13)	0.11	0.311		

*Note.* Weighted Mean=0.29. NAADS=National Agricultural Advisory Services, UPF=Uganda

Police Force, UPDF=Uganda People's Defence Forces, N=Frequency & SD=Standard

Deviation. The Source is the Author's Field Data, 2024.

The table below presents the analysis of participants' perceptions regarding the preparedness of UPDF officers in terms of skills for their expanded roles. The crosstab analysis indicates that respondents have a high perception of UPDF's training before deployments (mean = 3.44,  $\chi^2 = 14.66$ ), mentorship by civilian and police supervisors (mean = 3.43,  $\chi^2 = 5.33$ ), and support from workmates (mean = 3.53,  $\chi^2 = 4.83$ ). However, these categories are not statistically significantly associated (p-value>0.05). Participants expressed a low perception regarding the

assertion that UPDF officers learn on the job, and the association between the categories in this variable is statistically insignificant (mean = 3.03,  $\chi^2 = 12.05$ , p-value > 0.05). There was also a low perception that UPDF officers had the necessary experience for the job (mean=2.85,  $\chi^2=21.78$ ) and that they struggled to fit into their new roles (mean=2.31,  $\chi^2=21.80$ ). However, these perceptions showed a statistically significant association between the categories in the variables (p-value < 0.05).

**Table 24**

*Crosstab Analysis of how UPDF officers were Skilled for the Expanded Roles*

Variable	Category	NAADS	UPF	UPDF	N (%)	Mean	SD	Chi-Square ( $\chi^2$ )	p-value
UPDF was trained before deployment	Strongly Disagree	7	11	9	21(10.1)	3.44	1.187	14.662	0.066
	Disagree	9	12	7	28(10.4)				
	Undecided	16	26	15	57(21.3)				
	Agree	56	29	27	112(41.8)				
	Strongly Agree	13	16	15	44(16.4)				
UPDF learned on the job	Strongly Disagree	8	4	8	20(7.5)	3.03	1.255	12.047	0.149
	Disagree	19	20	16	55(20.5)				
	Undecided	20	29	26	75(28.0)				
	Agree	44	34	19	97(36.2)				
	Strongly Agree	10	7	4	21(7.8)				
Civilian & Police supervisors guided UPDF officers	Strongly Disagree	7	4	6	17(6.3)	3.43	1.084	5.330	0.502
	Disagree	12	8	6	26(9.7)				
	Undecided	24	20	25	69(25.7)				
	Agree	49	49	29	127(47.4)				
	Strongly Agree	9	13	7	29(10.8)				
Civilian & Police workmates guided UPDF officers	Strongly Disagree	6	4	3	13(4.9)	3.36	1.081	1.667	0.990
	Disagree	13	10	8	31(11.6)				
	Undecided	25	24	22	71(26.5)				
	Agree	49	49	36	134(50.0)				

	Strongly Agree	8	7	4	19(7.1)				
UPDF officers had experience doing the job	Strongly Disagree	1	5	2	8(3.0)	2.85	1.272	21.775	0.005
	Disagree	25	28	19	72(26.9)				
	Undecided	34	37	20	91(34.0)				
	Agree	35	24	23	82(30.6)				
	Strongly Agree	6	0	9	15(5.6)				
UPDF failed to fit into the Civilian & Police organisation	Strongly Disagree	23	23	10	56(20.9)	2.31	1.198	21.801	0.005
	Disagree	48	24	21	93(34.7)				
	Undecided	19	33	23	75(28.0)				
	Agree	8	9	14	31(11.6)				
	Strongly Agree	3	5	5	13(4.9)				

*Note.* Weighted Mean =3.07. NAADS=National Agricultural Advisory Services, UPF=Uganda

Police Force, UPDF=Uganda People's Defence Forces, N=Frequency & SD=Standard

Deviation. The Source is the Author's Field Data, 2024.

A linear regression analysis of the government's motivation to expand UPDF roles, as predicted by the adaptation strategies employed by UPDF officers in response to the expanded roles, is presented in the table below. There is a statistically significant relationship between the consolidated means of the government's motivation to expand UPDF's roles and the UPDF's adaptation strategies in the new roles (p-value < 0.001, CI=0.31, 0.53, F-value=38.47 and  $\beta$ =0.41). The UPDF's adaptation strategies could predict the government's motivation to expand its roles. Therefore, we reject the null hypothesis and accept the alternative hypothesis. A statistically significant relationship exists between the UPDF's strategies to adapt to the new roles (role conception and formalisation) and the government's motivation to expand its roles.

**Table 25**

*Linear Regression Analysis Results for UPDF's Adaptation Strategies to Expanded Roles as Predictors of Government Motivation to Further Expand UPDF's Roles*

	The Government's Motivation to Expand UPDF's Roles		
Variable	Model 2 ( $\beta$ )	Confidence Interval (CI)	
		Lower Bound	Upper Bound
UPDF Adaptation Strategies	0.41***	0.31	0.53
Model Fit Statistics			
<i>F</i> -value	38.47		
$R^2$	0.22		
$\Delta R^2$	0.16		

*Note.* \*\*\*  $P < .001$ . The Source is the Author's Field Data, 2024.

### ***Presentation of Results for the Qualitative Analysis of UPDF's Experience in the Expanded Roles***

#### **Experience of UPDF Officers in the Expanded Roles**

This subsection concerns the UPDF officers' experience working with civilians and other security officers in the MDAs. It was thus designed to be answered by UPDF officers only. The subsection aims to gain insights into the experiences of UPDF officers in their expanded roles—the personal and institutional aspects. There are four questions under this sub-section focusing on (1) the individual's experiences, (2) institutional differences (experiences), (3) approaches used by the individual officers to adapt to the new working environment and (4) organisational culture shock they experienced.

**As a member of the UPDF, describe your experience working with this other organisation (Police/NAADS).**

The UPDF officers reported different experiences from the institutions where they have been attached or seconded to work with civilians or police officers. Some officers reported challenging and frustrating experiences. For instance, UPDF respondent DF4 states, “It's (sic) taxing because their bureaucratic methods are truly frustrating to the military ethos, which is attuned to swiftness and results-oriented.” At the same time, others reported enlightening and enriching experiences. The quote from UPDF respondent DF7 supports this: “It is always an interesting moment to share strategic development ideas at all levels. The knowledge shared is always vast, and it is a motivational chance to always appreciate our roles as UPDF during civil-military engagements.” Other officers reported both types of experiences, signifying the routine nature of all working environments. The officers' responses, themes, and codes are depicted in the table below.

**Table 26**

*Experiences of the UPDF Officers while Working in the Expanded Roles*

<b>As a member of the UPDF, describe your experience while working with this other organisation (Police/NAADS).</b>			
<b>Respondent</b>	<b>Quoted Response</b>	<b>Code</b>	<b>Possible Theme</b>
DF7	The UPDF establishment mandates its personnel to reside within their places of work; unlike here, you reside where you wish as long as you make it to work on time.	Experience of the Officers	Challenging and or frustrating
DF4	It is taxing because their bureaucratic methods are truly frustrating to a military ethos attuned to swiftness and results-orientedness.	Experience of the Officers	Challenging and or frustrating

DF5	I noted an issue with the supply system. It is too complicated, which allows corrupt people to steal from the government.	Experience of the Officers	Challenging and or frustrating.
PF7	When we meet soldiers who are not in a police uniform, it is always challenging to know who is senior to whom.	Experience of the Officers	Challenging and or frustrating
DF10	Working with civilians in their organisation is enriching and enlightening, offering a new perspective on service and collaboration. [t]he experienced (sic) broadens one's view of public service, emphasising the importance of teamwork, communication, and adaptability in addressing the needs and challenges of the wider community.	Experience of the Officers	Enlightening and enriching exp.
DF7	It is always interesting to share strategic development ideas at all levels. The knowledge shared is always vast, and it is a motivational chance to appreciate our roles as UPDF during civil-military engagements.	Experience of the Officers	Enlightening and enriching exp.

*Note.* The Source is the Author's Field Data, 2024. DF denotes a Military (UPDF) respondent, and PF is a Police (UPF) respondent.

### **How is it different from working within a UPDF establishment?**

The table below presents the views of UPDF officers on the differences between the UPDF and the hosting institutions regarding working experiences. The officers reported facing challenges dealing with corrupt systems and contradicting cultural values, which Police Officer PF14 confirmed. UPDF respondent DF5 made a more detailed statement on this.

I noted trouble in the supply system; it is too complicated, allowing corrupt people to steal from the government. Personal interests often override national interests within most civilian agencies. In your presence, they will paint a clear picture covering the dirt. My colleagues, the UPDF officers, strive to ensure transparency and accountability. That is why the beneficiaries trust and like them. Some officers have also been compromised. The trouble arises from the selection process for beneficiaries; we are accused of favouring those who support the governing party (DF5).

The officers also encountered differences in the laws that regulate them and the standing operational procedures that govern their routine activities. This was further compounded by differences in institutional objectives that the officers were not used to. The officers emphasised the differences in work ethics and culture between the UPDF and other institutions. UPDF participant DF9's statement is more instructive on this matter.

UPDF is different because commanders have complete control over their subordinates and full control over the systems under their command. **Operational Culture:** Civilian organisations often have a more flexible and collaborative operational culture compared to the hierarchical and command-driven culture of the military. **Decision-Making:** Decision-making processes in civilian setups may be more consultative and involve various stakeholders, contrasting with the more centralised and rapid decision-making typical in military environments (DF9).

However, DF14 noted that the planning process is the same across institutions; the difference arises during the implementation of the plans.

**Table 27**

*Opinions of the UPDF Officers on the Differences between UPDF and the Hosting Institutions*

How is it different from working within a UPDF establishment?			
Respondent	Quoted Response	Code	Possible Theme
DF5	I noted trouble in the supply system; it is too complicated, allowing corrupt people to steal from the government. Personal interests often override national interests within most civilian agencies. In your presence, they will paint a clear picture covering the dirt. My colleagues, the UPDF officers, strive to ensure transparency. That is why the beneficiaries trust and like them. Some officers have also been compromised. The trouble arises from the selection process for beneficiaries; we are accused	Comparison with UPDF roles	Corrupt systems to work with.

	of favouring those who support the governing party.		
DF10	Cultural Sensitivity: Understanding and respecting the civilian work culture and ethos.	Comparison UPDF roles	with Cultural sensitivity.
DF5	In your presence, they will paint a clear picture covering the dirt. We spent most of the time fighting corruption rather than delivering services to the people.	Comparison UPDF roles	with Cultural sensitivity.
PF14	They [UPDF] have a unique culture	Comparison UPDF roles	with Cultural sensitivity.
DF9	That they are governed by public service laws, which deny superiors full authority and control over subordinates	Comparison UPDF roles	with Different legal regimes.
DF10	Rules of Engagement: Operations are governed by civilian laws and regulations, which may necessitate a different approach to handling situations compared to military rules of engagement	Comparison UPDF roles	with Different legal regimes.
DF10	Objectives and Outcomes: The primary focus shifts from national defence and security to specific civilian goals such as environmental conservation, community development, or disaster response.	Comparison UPDF roles	with Different objectives from national defence.
DF9	UPDF is different because commanders have complete control over their subordinates and in full control of systems under them. Operational Culture: Civilian organisations often have a more flexible and collaborative operational culture compared to the hierarchical and command-driven culture of the military. Decision-Making: Decision-making processes in civilian setups may be more consultative and involve various stakeholders, contrasting with the more centralised and rapid decision-making typical in military environments.	Comparison UPDF roles	with Different work ethics and culture.
DF11	In the UPDF, you understand how things work by the time you complete training. You need little guidance to fit and work well. However, with civilian jobs, you need to consult and assess the implications before taking action.	Comparison UPDF roles	with Different work ethics and culture.
DF13	In the UPDF, after training, you are almost done with learning work ethics,	Comparison UPDF roles	with Different work ethics and culture.

	and all you have to do is orient to the specific unit or formation's culture.		
DF14	Roles and functions are apparent within UPDF. Various structures and committees are very active, and information flow is very smooth.	Comparison with UPDF roles	Different work ethics and culture.
DF93	In the UPDF, whether you are new or not, you are always treated as a comrade and welcomed by senior people in the system. It was different in the police.	Comparison with UPDF roles	Different work ethics and culture.
DF14	The planning is not that different, but the implementation differs.	Comparison with UPDF roles	Similar planning and different implementation processes.

*Note.* The Source is the Author's Field Data, 2024. DF denotes a Military (UPDF) respondent, and PF is a Police (UPF) respondent.

### **How did you adapt to the differences in work approach?**

This question explored how the officers adapted to the new roles in the hosting civilian/police institutions. The officers reported using constant communication and maintaining a smooth information flow to ensure they understood and integrated into the work systems. For instance, UPDF respondent DF10 stated, "Communication: Enhancing communication skills to effectively interact with a diverse group of civilian colleagues and stakeholders." Others reported compromising by understanding and appreciating each other's roles, thus tolerating and co-existing with workmates and superiors. Flexibility in learning, adapting and collaborating with other members of the new institution was also reported as one of the strategies used by the officers to fit into the new work environment. These points were captured vividly by UPDF respondent DF10.

The experience is characterised by learning, adaptation, and partnership. Adjusting to civilian work methods involves understanding different operational cultures and practices and emphasising collaboration, communication, and mutual respect. It is an eye-opening journey into how military discipline, leadership, and logistical capabilities can be

effectively integrated with civilian expertise to address complex challenges facing Uganda (UPDF DF10).

Police Officer PF12 confirmed this assertion. Another strategy the officers employed was focusing on acquiring new skills to enable them to adapt to the expanded roles (UPDF DF93). They also reported practising mutual respect and collaboration to ensure they adapt and work harmoniously in the new institutions. UPDF participant DF10 summarises the points below.

Adjusting to civilian work methods involves understanding different operational cultures and practices and emphasising collaboration, communication, and mutual respect. The experience highlights the importance of teamwork, the value of diverse skill sets, and the potential for military-civilian synergy in achieving common national goals. Engagement with Civilians: There is increased direct engagement with civilians, requiring sensitivity to civilian needs, perspectives, and legal frameworks, which may not be as pronounced in military contexts. It typically involves learning to navigate and respect different work cultures and practices, fostering mutual understanding, and leveraging diverse skills and experiences to achieve common goals (UPDF DF10).

Details of the quoted responses and their corresponding codes are presented in the table below.

**Table 28**

*How UPDF Officers Adapted to the New Roles*

<b>How did you adapt to the differences in work approach?</b>			
<b>Respondent</b>	<b>Quoted Response</b>	<b>Code</b>	<b>Possible Theme</b>
DF10	Communication: Enhancing communication skills to effectively interact with a diverse group of civilian colleagues and stakeholders.	Adaptation strategies	Constant communication.
DF14	...and information flow is very smooth	Adaptation strategies	Constant communication.
DF9	I appreciated their way of doing things and gradually sold them my way, and eventually worked harmoniously.	Adaptation strategies	Compromise: understanding and appreciating each other's roles.

DF11	Fewer orders and more consultations. Everyone knows their role, and they rarely cross into other roles.	Adaptation strategies	Compromise: understanding and appreciating each other's roles.
DF7	The operation strategy is clear under OWC; the timings stipulated at work and briefs from the administrators are key to adapting to the new environment. Lastly, the principle of flexibility is always key. It is always a great opportunity to share experiences and knowledge. We need to keep such a working environment for the good of this country.	Adaptation strategies	Compromise: understanding and appreciating each other's roles.
DF13	It was challenging at first, but we eventually learned to work together.	Adaptation strategies	Compromise: understanding and appreciating each other's roles.
DF10	The experience is characterised by learning, adaptation, and partnership. Adjusting to civilian work methods involves understanding different operational cultures and practices, emphasising collaboration, communication, and mutual respect. It is an eye-opening journey into how military discipline, leadership, and logistical capabilities can be effectively integrated with civilian expertise to address Uganda's complex challenges.	Adaptation strategies	Flexibility: Leaning, adapting and partnering.
DF5	Flexibility is key, and always being in the field is crucial to gathering information and making an accurate assessment. I was involved in inspecting, monitoring, and evaluating the activities of NAADS/OWC in the field.	Adaptation strategies	Flexibility: Leaning, adapting and partnering.
DF4	With difficulty, the methods found in-house are always described as bureaucratic, yet the military operates on fluidity, initiative and flexibility.	Adaptation strategies	Flexibility: Leaning, adapting and partnering.
PF12	They are very flexible people. They learn our procedures and then apply their skills and knowledge to collaborate with us in addressing the challenges of law and order in the country.	Adaptation strategies	Flexibility: Leaning, adapting and partnering.
DF93	My experience has shown that being flexible and ready to learn is always crucial for integrating into a new system.	Adaptation strategies	Flexibility: Leaning, adapting and partnering.
DF93	My experience shows that being flexible and ready to learn is always very important to fit into a new system.	Adaptation strategies	Learning new skills.

DF10	Adjusting to civilian work methods involves understanding different operational cultures and practices, emphasising collaboration, communication, and mutual respect. The experience highlights the importance of teamwork, the value of diverse skill sets, and the potential for military-civilian synergy in achieving common national goals. Engagement with Civilians: There is increased direct engagement with civilians, requiring sensitivity to civilian needs, perspectives, and legal frameworks, which may not be as pronounced in military contexts. It typically involves learning to navigate and respect different work cultures and practices, fostering mutual understanding, and leveraging diverse skills and experiences to achieve common goals.	Adaptation strategies	Mutual respect and collaboration.
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*Note.* The Source is the Author's Field Data, 2024. DF denotes a Military (UPDF) respondent, and PF is a Police (UPF) respondent.

### **What was it like working with civilians/police officers in their organisation?**

This question required the respondents to describe their working relationship with the hosting workmates and supervisors. This question closely relates to exploring the officers' experiences in the expanded roles. The respondents who sought clarification answered it with the views in the table below. The UPDF officers reported persuading their civilian/police counterparts to work faster despite the bureaucratic processes, as stated by UPDF participant DF4, "Persuading those bureaucrats to be results-oriented, not methodology fixated." Others reported embracing their training and experiences to enable them to work effectively with their hosting workmates. This was stated clearly by UPDF respondent DF7, "They follow the experience attained within the army and their expertise/profession, and so before one is fitted within the unit (OWC), they have

to meet the required standards.” Others reported using their initiative to learn the skills required for the new job instead of relying entirely on their host workmates. Civilian ND1 confirmed this, “While other officers used their initiatives to learn and achieve the objectives of the OWC and NAADS.”

**Table 29**

*Opinion of the UPDF Officers on their Working Conditions/Relationship with the Hosting Institutions*

<b>What was it like working with civilians/police officers in their organisation?</b>			
<b>Respondent</b>	<b>Quoted Response</b>	<b>Code</b>	<b>Possible Theme</b>
DF4	Persuading those bureaucrats to be results-oriented, not methodology-fixated.	Working Relationship	Persuading civilian/police
DF94	For us, we wait for the civilians to respond by calling them so as to push them to act faster.	Working Relationship	Persuading civilian/police
DF14	The various training opportunities I attended helped me to cope.	Working Relationship	Training and experience helped to fit in.
DF7	They follow the experience attained within the army and the expertise/profession, so they must meet the required standards before fitting within the unit (OWC).	Working Relationship	Training and experience helped to fit in.
PF10	I went through organised training and had experience doing jobs.	Working Relationship	Training and experience helped to fit in.
ND9	It was hard work and training before	Working Relationship	Training and experience helped to fit in.
ND1	While other officers used their initiatives to learn and achieve the objectives of the OWC and NAADS.	Working Relationship	Used initiatives to learn the new job.
DF93	My experience shows that being flexible and ready to learn is always very important to fit into a new system.	Working Relationship	Used initiatives to learn the new job.

*Note.* The Source is the Author’s Field Data, 2024. DF denotes a Military (UPDF) respondent, PF is a Police (UPF) respondent, and ND denotes a Civilian (NAADS/OWC) respondent.

### ***Presentation of Results for the Qualitative Analysis of UPDF's Experience in the Expanded Roles***

The guiding hypothesis for this section on the experience of the UPDF officers in the expanded roles is:

**Hypothesis 3, H<sub>a</sub>: There is a relationship between the experience of the UPDF officers and their assessment of the civilian and police workmates.**

The Cronbach's alpha for the internal consistency and reliability of the variables for measuring the experience of the UPDF officers is 0.87. The table below presents the results of the UPDF officers' experiences in their expanded roles. The officers had a low perception of the variables of challenging experience (mean = 3.11,  $\chi^2 = 17.280$ ), learning on the job (mean = 2.97,  $\chi^2 = 9.723$ ), unwelcoming hosts in the supported institutions (mean = 2.52,  $\chi^2 = 4.060$ ), and experiencing boredom in expanded roles (mean = 2.51,  $\chi^2 = 6.599$ ,  $p\text{-value} > 0.05$ ). None of these variables showed a statistically significant association between the categories ( $p\text{-value} > 0.05$ ). However, the UPDF officers had high perception of the variables on experiencing cultural differences at the workplace (mean=3.26,  $\chi^2=15.701$ ,  $p\text{-value} < 0.05$ ), being excited working at the expanded role (mean=3.67,  $\chi^2=4.175$ ,  $p\text{-value} > 0.05$ ), courtesy offered by their hosts (mean=3.22,  $\chi^2=9.079$ ,  $p\text{-value} > 0.05$ ), learning greatly from the hosts (mean=3.55,  $\chi^2=4.190$ ,  $p\text{-value} > 0.05$ ) and rating the hosts as knowing their job well (mean=3.41,  $\chi^2=4.101$ ,  $p\text{-value} > 0.05$ ). Only one of these variables, experiencing cultural differences, showed a statistically significant association between the categories; the rest did not.

**Table 30***Crosstab Analysis of the Experience of the UPDF Officers in the Expanded Roles*

Variable	Category	Level of Management			N (%)	Mean	SD	Chi-Square ( $\chi^2$ )	p-value
		Top	Mid	Lower					
Challenging experience	Strongly Disagree	7	3	1	11(4.1)	3.11	1.286	17.280	0.27
	Disagree	7	3	3	13(4.9)				
	Undecided	9	1	0	10(3.7)				
	Agree	21	12	0	33(12.3)				
	Strongly Agree	6	0	0	6(2.2)				
Learned on the job	Strongly Disagree	1	0	1	2(0.7)	2.97	1.236	9.723	0.285
	Disagree	12	4	1	17(6.3)				
	Undecided	19	4	0	23(8.6)				
	Agree	16	10	2	28(10.4)				
	Strongly Agree	2	1	0	3(1.1)				
Organisational cultural shock/difference	Strongly Disagree	2	0	0	2(0.7)	3.26	1.167	15.701	0.047
	Disagree	5	3	3	11(4.1)				
	Undecided	20	3	1	24(9.0)				
	Agree	19	10	0	29(10.8)				
	Strongly Agree	4	3	0	7(2.6)				
Civilian & Police are unwelcoming	Strongly Disagree	3	2	1	6(2.2)	2.52	1.355	4.060	0.852
	Disagree	19	7	2	28(10.4)				
	Undecided	11	3	0	14(5.2)				
	Agree	16	6	1	23(8.6)				
	Strongly Agree	1	1	0	2(0.7)				
UPDF officers were bored working with their hosts	Strongly Disagree	5	2	0	7(2.6)	2.51	1.292	6.599	0.580
	Disagree	16	6	3	25(9.3)				
	Undecided	19	5	1	25(9.3)				
	Agree	6	5	0	11(4.1)				
	Strongly Agree	4	1	0	5(1.9)				
UPDF were excited working with their hosts	Strongly Disagree	0	0	0	0(0.0)	3.67	1.131	4.175	0.653
	Disagree	7	1	0	8(3.0)				
	Undecided	9	4	1	14(5.2)				
	Agree	24	10	3	37(13.8)				
	Strongly Agree	10	4	0	14(5.2)				

The host institutions were courteous	Strongly Disagree	1	1	0	2(0.7)	3.22	1.057	9.079	0.336
	Disagree	7	3	0	10(3.7)				
	Undecided	21	3	1	25(9.3)				
	Agree	19	12	3	34(12.7)				
	Strongly Agree	2	0	0	2(0.7)				
UPDF officers learned from their hosts	Strongly Disagree	0	0	0	0(0.0)	3.55	1.055	4.190	0.651
	Disagree	6	1	0	7(2.6)				
	Undecided	16	5	1	22(8.2)				
	Agree	22	9	3	34(12.7)				
	Strongly Agree	6	4	0	10(3.7)				
Civilians and Police know their job well	Strongly Disagree	1	0	0	1(0.4)	3.41	1.025	4.101	0.488
	Disagree	5	2	0	7(2.6)				
	Undecided	19	6	2	27(10.1)				
	Agree	19	10	2	31(11.6)				
	Strongly Agree	6	1	0	7(2.6)				

*Note.* Weighted mean = 3.14. SD=Standard Deviation. The Source is the Author's Field Data, 2024.

The UPDF officers also compared their experiences in expanded roles to their routine roles as military officers. The table below presents the results of a crosstab analysis of the officers' perceptions. The officers had low perception on the assertions on the bureaucratic and inflexible work processes (mean=2.62,  $\chi^2=8.068$ ,  $p\text{-value} > 0.05$ ), bureaucratic and flexible processes (mean=2.85,  $\chi^2=6.103$ ,  $p\text{-value} > 0.05$ ), slow processes (mean=2.68,  $\chi^2=9.709$ ,  $p\text{-value} > 0.05$ ), speedy processes (mean=2.79,  $\chi^2=8.354$ ,  $p\text{-value} > 0.05$ ) and teamwork is less visible (mean=2.90,  $\chi^2=17.633$ ,  $p\text{-value} < 0.05$ ). Among these variables, only the variable on teamwork is less visible at the supported institutions and has a statistically significant association between the categories. The variables related to teamwork are more visible (mean = 3.25,  $\chi^2 = 5.346$ ,  $p\text{-value} > 0.05$ ), and one must know what to do in expanded roles (mean = 3.00,  $\chi^2 = 17.412$ ,  $p\text{-value} < 0.05$ ), which

drew high perception from the UPDF officers. However, only the latter has a statistically significant association between the categories.

**Table 31**

*UPDF Participants' comparison of their Experience in the supported institutions to their routines in the Army*

Variable	Category	Level of Management			N (%)	Mean	SD	Chi-Square ( $\chi^2$ )	p-value
		Top	Mid	Lower					
Civilians & Police are bureaucratic and inflexible	Strongly Disagree	6	2	1	9(3.4)	2.62	1.329	8.068	0.427
	Disagree	14	6	3	23(8.6)				
	Undecided	15	4	0	19(7.1)				
	Agree	11	6	0	17(6.3)				
	Strongly Agree	4	1	0	5(1.9)				
Civilians & Police are bureaucratic but flexible	Strongly Disagree	4	2	1	7(2.6)	2.85	1.186	6.103	0.636
	Disagree	10	5	0	15(5.6)				
	Undecided	23	6	1	30(11.2)				
	Agree	9	5	2	16(6.0)				
	Strongly Agree	4	1	0	5(1.9)				
Civilian & Police work processes are slow	Strongly Disagree	2	1	0	3(1.1)	2.68	1.290	9.709	0.137
	Disagree	16	5	3	24(9.0)				
	Undecided	15	2	1	18(6.7)				
	Agree	17	11	0	28(10.4)				
	Strongly Agree	0	0	0	0(0.0)				
Civilian & Police work processes are speedy	Strongly Disagree	2	2	1	5(1.9)	2.79	1.269	8.354	0.400
	Disagree	13	6	0	19(7.1)				
	Undecided	21	4	1	26(9.7)				
	Agree	11	5	2	18(6.7)				
	Strongly Agree	3	2	0	5(1.9)				
Team work is less visible in the host institutions	Strongly Disagree	5	1	0	6(2.2)	2.90	1.293	17.633	0.024
	Disagree	11	3	4	18(6.7)				
	Undecided	14	4	0	18(6.7)				
	Agree	16	11	0	27(10.1)				

	Strongly Agree	4	0	0	4(1.5)				
Team work is more visible in the host institutions	Strongly Disagree	1	1	0	2(0.7)	3.25	1.289	5.346	0.720
	Disagree	10	3	1	14(5.2)				
	Undecided	12	6	0	18(6.7)				
	Agree	20	7	3	30(11.2)				
	Strongly Agree	7	2	0	9(3.4)				
One must know what to do in the host institutions	Strongly Disagree	0	0	1	1(0.4)	3.00	1.258	17.412	0.026
	Disagree	11	3	3	17(6.3)				
	Undecided	20	5	0	25(9.3)				
	Agree	16	9	0	25(9.3)				
	Strongly Agree	3	2	0	5(1.9)				

*Note.* Weighted Mean=2.87. SD=Standard Deviation. The Source is the Author's Field Data, 2024.

The results of the multiple response crosstab analysis of the categories in the variable regarding the strategy used by UPDF officers to adapt to expanded roles are revealed in the table below. 51.35 per cent of the officers reported attempting to influence civilians and police to help them adjust to the expanded roles with ease. The officers also had a high perception of this category. The Chi-square value for this variable is 11.895, and the categories are not statistically significantly associated with each other (p-value >0.05).

**Table 32**

*Multiple Response analysis of the UPDF's approaches to adapt to the Expanded Roles*

	<b>Level of Management</b>							
<b>Category</b>	<b>Top</b>	<b>Mid</b>	<b>Lower</b>	<b>N (%)</b>	<b>Mean</b>	<b>SD</b>	<b>Chi-Square (<math>\chi^2</math>)</b>	<b>p-value</b>
UPDF copied Civilian & Police workmates	4	0	0	4(10.81)	0.30	0.462	11.895	0.064
UPDF tried to influence Civilians & Police	13	5	1	19(51.35)	0.67	0.473		
UPDF ignored their Civilian and Police workmates	7	1	0	8(21.62)	0.29	0.456		
UPDF collaborated with each other to adapt	1	4	1	6(16.21)	0.40	0.493		

*Note.* Weighted Mean = 0.42. SD=Standard Deviation. The Source is the Author's Field Data,

2024.

The UPDF officers also compared their experiences in expanded roles to their routine roles as military officers. The table below presents a crosstab analysis of the officers' perceptions. The officers had a low perception of the assertions that things are done flexibly (mean=2.96,  $\chi^2=3.498$ , p-value >0.05), slow processes (mean=2.88,  $\chi^2=16.563$ , p-value <0.05), fast processes (mean=3.00,  $\chi^2=8.354$ , p-value >0.05), and that teamwork is less visible (mean=2.92,  $\chi^2=16.228$ , p-value <0.05). The categories regarding slow processes and teamwork being less visible have statistically significant associations. The variables relating to things being done bureaucratically (mean=3.11,  $\chi^2=6.123$ , p-value >0.05), teamwork being more visible (mean=3.08,  $\chi^2=7.434$ , p-value >0.05), and the necessity to know what to do in the expanded roles (mean=3.23,  $\chi^2=10.730$ , p-value <0.05) drew high perceptions from the UPDF officers. However, only the latter has a statistically significant association between the categories.

**Table 33**

*Crosstab analysis of the comparison of the Experience of the UPDF officers at the Supported Institutions vis-à-vis the Military*

Variable	Category	Level of Management			N (%)	Mean	SD	Chi-Square ( $\chi^2$ )	p-value
		Top	Mid	Lower					
Things are done bureaucratically	Strongly Disagree	6	2	1	9(3.4)	3.11	1.264	6.123	0.633
	Disagree	8	3	1	12(4.5)				
	Undecided	16	4	0	20(7.5)				
	Agree	13	8	2	23(8.6)				
	Strongly Agree	7	2	0	9(3.4)				
Things are done flexibly	Strongly Disagree	1	0	0	1(0.4)	2.96	1.230	3.498	0.899
	Disagree	13	3	1	17(6.3)				
	Undecided	19	7	1	27(10.1)				
	Agree	15	7	2	24(9.0)				
	Strongly Agree	2	2	0	4(1.5)				
Slow processes	Strongly Disagree	0	2	2	4(1.5)	2.88	1.290	16.563	0.035
	Disagree	15	3	1	19(7.1)				
	Undecided	15	6	0	21(7.8)				
	Agree	18	6	1	25(9.3)				
	Strongly Agree	2	2	0	4(1.5)				
Fast processes	Strongly Disagree	1	2	0	3(1.1)	3.00	1.190	6.159	0.629
	Disagree	9	5	1	15(5.6)				
	Undecided	17	7	1	25(9.3)				
	Agree	20	5	2	27(10.1)				
	Strongly Agree	3	0	0	3(1.1)				
Team work is less visible	Strongly Disagree	0	1	1	2(0.7)	2.92	1.431	16.228	0.039
	Disagree	14	5	3	22(8.2)				
	Undecided	12	6	0	18(6.7)				
	Agree	18	4	0	22(8.2)				
	Strongly Agree	6	3	0	9(3.4)				
Team work is more visible	Strongly Disagree	1	1	1	3(1.1)	3.08	1.288	7.434	0.491
	Disagree	13	3	0	16(6.0)				
	Undecided	11	7	1	19(7.1)				
	Agree	20	7	2	29(10.8)				

	Strongly Agree	5	1	0	6(2.2)				
One is expected to know what to do.	Strongly Disagree	1	2	1	4(1.5)	3.23	1.173	10.730	0.023
	Disagree	6	3	2	11(4.1)				
	Undecided	15	5	1	21(7.8)				
	Agree	24	7	0	31(11.6)				
	Strongly Agree	4	2	0	6(2.2)				

*Note.* Weighted Mean=3.03. SD=Standard Deviation. The Source is the Author's Field Data, 2024.

The table below presents a crosstab analysis of the variable, examining the ratings of civilians and Police by UPDF officers while working at supported institutions. Over 75 per cent of the UPDF officers agreed with and highly perceived the assertion that UPDF and their hosts worked together and learned from each other. However, the categories under this variable are not statistically significantly associated with each other (mean = 0.76,  $\chi^2 = 5.968$ , p-value > 0.05).

**Table 34**

*Rating of the Civilians and Police by the UPDF in their Experience at the Supported Institution*

	Level of Management							
Category	Top	Mid	Lower	N (%)	Mean	SD	Chi-Square ( $\chi^2$ )	p-value
Civilian & Police officers left their jobs for UPDF officers	0	0	0	0(0.00)	0.06	0.241	5.968	0.202
Civilians & Police worked separately with the UPDF	2	3	0	5(13.51)	0.28	0.449		
UPDF & their hosts worked together & learned from each other	24	3	1	28(75.68)	0.76	0.429		
UPDF copied their hosts' work attitude	0	0	0	0(0.00)	0.31	0.463		

Civilians & Police copied UPDF's work attitude	3	1	0	4(10.81)	0.24	0.429		
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*Note.* Weighted Mean=0.33. SD=Standard Deviation. The Source is the Author's Field Data, 2024.

A linear regression analysis was conducted to determine whether there is a relationship between the combined means of the variables measuring UPDF's experience in the expanded roles and their ratings of the hosts (civilians and police workmates). The results show a statistically significant relationship between the experience of UPDF officers and their ratings for the civilian and police hosts (p-value < 0.001, CI = 0.44, 0.72, F-value = 65.18, and  $\beta = 0.69$ ). In other words, the ratings of the civilians and police hosts could predict the experience of the UPDF officers in the expanded roles. Therefore, we accept the alternative hypothesis and reject the null hypothesis: **There is a statistically significant relationship between the experiences of UPDF officers and their ratings of civilian and police colleagues.**

**Table 35**

*Linear Regression Analysis Results for UPDF officers' Experience and their Rating of Civilians/Police Personnel*

Variable	UPDF experience in expanded roles		
	Model ( $\beta$ )	Confidence Interval (CI)	
		Lower Bound	Upper Bound
UPDF Rating of NAADS and UPF	0.69***	0.44	0.72
Model Fit Statistics			
F-value	65.18		
R <sup>2</sup>	0.48		
$\Delta R^2$	0.49		

*Note.* \*\*\*  $P < .001$ . The Source is the Author's Field Data, 2024.

*Presentation of Results for the Qualitative Analysis of the UPF and NAADS/OWC officials'*

*Experience working with the UPDF*

**Experience of the Civilian NAADS/OWC and Police Officers in the Expanded Roles**

This subsection explores the experiences of professional National Agricultural Advisory Services (NAADS) officials, Operation Wealth Creation (OWC) staff members who are civilians, and police officers while working with UPDF Officers. There are four questions under this subsection focusing on (1) a description of their experiences working with UPDF Officers, (2) the views of the respondents to the approach of the UPDF Officers towards work, (3) how the UPDF Officers were socialised into the hosting institutions and (4) whether the UPDF Officers had influence on the hosts.

**As a civilian employee of this organisation, describe your experience working with the UPDF officers.**

This question required civilians and police officers to describe their experiences working with UPDF Officers in their institutions. Civilian respondent ND12 confirmed the allegation by UPDF officer DF94 that the systems in the civilian institutions are indeed bureaucratic. The respondents also stated they had challenging work processes; UPDF Officer DF12 supported this, “NAADS and OWC work separately in the new working arrangement; they only exchange liaison officers to coordinate their activities.” Additionally, Civilian respondent ND1 stated, “However, their [NAADS & OWC] relationship is marred by conflict. We need to understand the roles of the two organisations more. NAADS continued with its original mission and role at the strategic level. At the District level, they surrendered the task to OWC.” This parallel work experience came out

during the interview process. Some civilians reported being suspicious of the UPDF Officers. UPDF Officer DF93 attested to this, which was also confirmed by Civilian ND1, “Initially, the NAADS officials were suspicious of the military officers. There was a lack of trust between the officers and civilians.” Several civilians and police officers reported that UPDF officers achieve results faster and that their presence in the host institutions injected fresh energy into the civilian and police workmates. These points were confirmed by Police Officer PF1, “Because we have been working jointly in most operations, we have mastered how each agency personnel works. The UPDF officers usually come and finish their task fast and move to another site”, and Civilian participant ND2, “I liked it when the officers came to work with us; they injected fresh blood into the organisation. Pushing everyone to be efficient and effective in delivering results “. The details of the respondents, their quotes and the themes generated are in the table below.

**Table 36**

*Experience of Civilian/Police Officers Working with UPDF Officers*

As a civilian employee of this organisation, describe your experience working with the UPDF officers.			
Respondent	Quoted Response	Code	Possible Theme
DF94	We coordinate the secondment and attachment process with the police and civilian organisations. Some organisations are straightforward and have good MoUs, while others require extensive bureaucracy to place officers.	Civilian/Police Experience	Bureaucratic systems.
ND12	Our system is so bureaucratic that one has to be very patient to wait for the processes and systems.	Civilian/Police Experience	Bureaucratic systems.
ND3	Conflicts usually emerge from budgeting and the laws governing procurement. The PPDA law requires one to be a full-time employee of an institution to participate in the procurement process, which affected the UPDF because they	Civilian/Police Experience	Challenging work processes.

	were not full-time employees of NAADS.		
ND1	However, their relationship is marred by conflict. We need to understand the roles of the two organisations more. At the strategic level, NAADS continued with its original mission and role. At the District level, it surrendered the task to OWC.	Civilian/Police Experience	Challenging work processes.
PF7	Coping with their work method was difficult. However, being adaptive helped me work well with them (UPDF). My colleagues describe them as workaholics.	Civilian/Police Experience	Challenging work processes.
ND12	The ones I worked with are polite and respectful. Others are not the same.	Civilian/Police Experience	Challenging work processes.
ND2	It was challenging at first to socialise the officers into our system.	Civilian/Police Experience	Challenging work processes.
ND3	I am not sure about these days, as we operate separately. They have their budget funded through the Office of the President, and we are funded under the Ministry of Agriculture.	Civilian/Police Experience	Parallel operations with liaison.
ND7	We only liaised; they carried their role, and we did ours.	Civilian/Police Experience	Parallel operations with liaison.
ND1	Initially, the NAADS officials were suspicious of the military officers. There was a lack of trust between the officers and civilians.	Civilian/Police Experience	Suspicion of UPDF officers.
DF93	Suspicion was there; they thought we came to investigate them or threaten their jobs. The Police had suspicions, but they gained trust in us after realising that we were comrades in arms and that we came to support them, not take their jobs.	Civilian/Police Experience	Suspicion of UPDF officers.
PF11	They respond very fast to orders. They are good at achieving results quickly, despite their weakness in that area.	Civilian/Police Experience	They get results faster.
ND7	I like their approach to work. Once planning is complete, they are eager to begin implementation, unlike some civilians who require pushing to move forward.	Civilian/Police Experience	They get results faster.
ND12	Their presence in the field with us makes us act decisively and explicitly.	Civilian/Police Experience	They get results faster.
PF1	Because we have been working jointly in most operations, we have become familiar with how each agency's personnel operates. The UPDF officers	Civilian/Police Experience	They get results faster.

	usually arrive, complete their task quickly, and then move to another site.		
ND5	Every officer endeavours to clear their desk before leaving for home.	Civilian/Police Experience	They get results faster.
ND2	I liked it when the officers came to work with us; they injected fresh blood into the organisation. Pushing everyone to be efficient and effective in delivering results	Civilian/Police Experience	UPDF injected fresh energy
PF13	I think they did it by the way they did their work. They brought in a culture of working hard without being pushed.	Civilian/Police Experience	UPDF injected fresh energy
PF12	Their presence gives us the impetus to work harder.	Civilian/Police Experience	UPDF injected fresh energy
PF10	They encouraged me to be more committed to my job.	Civilian/Police Experience	UPDF injected fresh energy

*Note.* The Source is the Author's Field Data, 2024. DF denotes a Military (UPDF) respondent, PF is a Police (UPF) respondent, and ND denotes a Civilian (NAADS/OWC) respondent.

### **Describe the UPDF officers' approach to work at your organisation.**

The participants were also asked to describe the UPDF Officers' approach towards work while in the supported organisations. The participants reported that their colleagues approach work with a lack of urgency, unlike the UPDF Officers. For instance, Civilian respondent ND8 stated, "For us here, we get a briefing, and we are left to work on our own at our own pace", and UPDF Officer DF14 confirmed it, "There is normally laxity in executing orders." Other respondents castigated the UPDF officers for mixing roles, as stated by Civilian participant ND1, "However, some officers tend to be overzealous and cross their roles to perform other people's roles." On the other hand, other participants described the UPDF Officers as respectful and creative people. Statements from Police Officer PF13 support this: "They are also innovative; for instance, we had some challenges with our printer breaking down; however, the UPDF employee found a way of fixing it, saving us from buying another" Civilian respondent ND5 confirms it: "They are also

innovative. They hardly ask for funds and always use what is available to get the job done.”

Some participants viewed the work processes in all the institutions as similar and that the UPDF tends to embrace the systematisation of approaches to work, as confirmed by Police Officer PF5, “They [UPDF] are guided by the processes just like the police officers. We share a similar chain of command and operational structure. When the superior gives orders, we all follow as directed.” The participants also described the UPDF personnel as workaholics who tended to follow orders regardless of their legality. Civilian participant ND8 supported this statement, “I worked with several officers; to me, they appear hardworking and determined workers”, and Police Officer PF12, “The only difference is that we always assess the given orders against the fundamentals of the law. We follow lawful orders only.” The respondents’ views and the categorisation and coding of the responses are in the table below.

**Table 37**

*Opinion of the Respondents on UPDF Personnel’s Approach to Work in the Host Institutions*

<b>Describe the UPDF officers' approach to work at your organisation.</b>			
<b>Respondent</b>	<b>Quoted Response</b>	<b>Code</b>	<b>Possible Theme</b>
ND8	Here, we get a briefing and are left to work independently at our own pace.	Approach towards work	Laxity at work, unlike UPDF.
DF14	There usually is laxity in executing orders.	Approach towards work	Laxity at work, unlike UPDF.
ND1	However, some officers are overzealous and cross into other roles to perform tasks that are not their own.	Approach towards work	Mixing roles by UPDF.
ND12	The ones I worked with were polite and respectful.	Approach towards work	Respectful people.
PF9	I know them as cooperative people, and they respect us in our different capacities.	Approach towards work	Respectful people.

PF5	They [UPDF] are guided by the same processes as the police officers. We share a similar chain of command and operational structure. When the superior gives orders, we all follow as directed.	Approach towards work	Similar work processes.
PF12	We use similar approaches. We follow orders from our superiors.	Approach towards work	Similar work processes.
PF9	They follow procedures just like any of us in the police.	Approach towards work	Similar work processes.
ND5	I work with the UPDF officers at OWC, which is organised like a typical military institution. Everything flows smoothly.	Approach towards work	Systematic work approach.
ND5	They are also innovative. They rarely request funds and always utilise what is available to complete the job.	Approach towards work	UPDF is a creative people.
PF13	They are also innovative. For instance, we had some challenges with our printer breaking down; however, the UPDF employee found a way to fix it, saving us from buying another.	Approach towards work	UPDF is a creative people.
ND7	I like their approach to work. Once planning is complete, they are eager to begin implementation.	Approach towards work	UPDF is a workaholic.
DF12	Coping with their work method was difficult. However, being adaptive helped me work well with them (UPDF). My colleagues describe us as workaholics.	Approach towards work	UPDF is a workaholic.
ND8	I worked with several officers; they appeared hardworking and determined.	Approach towards work	UPDF is a workaholic.
DF12	They would wish to do the work as directed, even if it is an unlawful directive. They never question orders, which I think is not correct.	Approach towards work	UPDF follow orders regardless of their legality.
ND8	They operate on orders and instructions from their superiors.	Approach towards work	UPDF follow orders regardless of their legality.
PF12	The only difference is that we always assess the given orders against the fundamentals of the law and follow only lawful orders.	Approach towards work	UPDF follow orders regardless of their legality.

*Note.* The Source is the Author's Field Data, 2024. DF denotes a Military (UPDF) respondent, PF is a Police (UPF) respondent, and ND denotes a Civilian (NAADS/OWC) respondent.

### **How did you get along with the UPDF officers? (Socialisation process)**

This question focused on how the hosting workmates and supervisors socialised with the UPDF Officers. The participants reported employing a collaborative approach to socialise the UPDF Officers into their system. Police Officer PF8 confirmed, “In a group, when you work and play together, you become a family, and that is how we are today with the UPDF Officers.” The UPDF Officers are courteous, fast learners, and flexible, enabling them to adapt easily to both civilian and police work systems. One Police Officer, PF13, attested to this statement during the interview: “I enjoyed their company. Those who worked under me needed guidance for only a week; after that, they could work well without further guidance.” The respondents also reported that the UPDF Officers make efforts to consult them. Police Officer PF7 confirmed this assertion: “As someone with experience, I became a consultant to the officers on matters they were not sure about.” The participants also reported learning to work as a system where everyone does their part to accomplish the desired work. The statement by Police Officer PF11 is illustrative: “For example, when I have a challenge as a Director, I just pick up the phone and call the UPDF for support. They also have a detachment here with me.” The table below shows the respondents' quoted responses, themes and codes in response to this question.

**Table 38**

*How the Respondents Socialised the UPDF Officers into their System of Work*

<b>How did you get along with the UPDF officers? (Socialisation process)</b>			
<b>Respondent</b>	<b>Quoted Response</b>	<b>Code</b>	<b>Possible Theme</b>
ND2	As I mentioned earlier, I was accustomed to working with the officers before I joined this team. So it was easier to work with them (UPDF).	Socialisation strategies	Collaborative work processes.

PF7	We work well together most of the time. The fact that they wear police uniforms removes the problem of seniority.	Socialisation strategies	Collaborative work processes.
PF8	When you work and play together in a group, you become a family, and that is how we are today with the UPDF officers.	Socialisation strategies	Collaborative work processes.
ND8	They are friendly people, and they are easier to get along with than we initially thought.	Socialisation strategies	Courteous people.
ND8	We work as a family, supporting one another according to our individual areas of expertise.	Socialisation strategies	Courteous people.
PF5	However, others prefer to order people around, while others are courteous and collaborative.	Socialisation strategies	Courteous people.
PF13	I enjoyed their company. Those who worked under me required guidance for only a week; after that, they were able to work effectively without further assistance.	Socialisation strategies	Fast learners.
PF7	I am surprised; most of them fit very fast and work well with police officers.	Socialisation strategies	Fast learners.
PF5	Very well. We work together very well; we all know our roles, and that is what we do.	Socialisation strategies	Flexibility – learn, adapt and collaborate.
PF7	I have worked with the military in other sectors; they are versatile people.	Socialisation strategies	Flexibility – learn, adapt and collaborate.
PF9	We absorbed them into our systems, and they fit flexibly without much hassle.	Socialisation strategies	Flexibility – learn, adapt and collaborate.
PF7	As someone with experience, I became a consultant to the officers on matters they were not sure about.	Socialisation strategies	UPDF consult us.
PF13	They also seek information when they are unsure.	Socialisation strategies	UPDF consult us.
DF93	We essentially learned from each other, the Police and the UPDF. After getting used to each other, work was progressing very well, as is customary in the UPDF.	Socialisation strategies	We learned to work as a system.
PF11	For example, when I have a challenge as a Director, I pick up the phone and call the UPDF for support. They also have a detachment here with me.	Socialisation strategies	We learned to work as a system.
ND12	Their presence in the field with us makes us act decisively and explicitly.	Socialisation strategies	We learned to work as a system.

*Note.* The Source is the Author’s Field Data, 2024. DF denotes a Military (UPDF) respondent, PF is a Police (UPF) respondent, and ND denotes a Civilian (NAADS/OWC) respondent.

### **Did the UPDF officers influence you in any way? (Describe)**

The table shows the respondents’ views on whether the presence of UPDF in their work environment influenced them in any way. The participants made two significant statements regarding this question: first, they and the UPDF personnel influenced each other, not in a one-sided manner. For instance, the statement by Civilian ND3 explains this: “Of course, whenever you interact with someone for some time, you will not leave without getting some influence from that experience.” However, they also stated that they liked the attitude of the UPDF Officers towards work, as stated by Civilian ND2, “The officers brought a fresh culture into the agency, working very fast and demonstrating a sense of accountability, efficiency, and effectiveness.”

**Table 39**

*Influence of the Hosting Personnel by the UPDF Personnel*

<b>Did the UPDF officers influence you in any way? (Describe)</b>			
<b>Respondent</b>	<b>Quoted Response</b>	<b>Code</b>	<b>Possible Theme</b>
ND3	Of course, whenever you interact with someone for some time, you will leave with some influence from that experience.	Influenced by the UPDF	We influenced each other.
ND1	We just appreciated the good side of the officers, and they also learned from us.	Influenced by the UPDF	We influenced each other.
PF9	We influenced each other. They learned from us, and we learned from them as well.	Influenced by the UPDF	We influenced each other.
ND2	The officers brought a fresh culture to the agency, working efficiently and demonstrating a sense of accountability, effectiveness, and responsiveness.	Influenced by the UPDF	Like UPDF's attitude towards work.

R52	It was a brilliant idea to have worked with the UPDF.	Influenced by the UPDF	Like UPDF's attitude towards work.
ND12	I appreciate their efficient approach to tasks.	Influenced by the UPDF	Like UPDF's attitude towards work.

*Note.* The Source is the Author's Field Data, 2024. DF denotes a Military (UPDF) respondent, PF is a Police (UPF) respondent, ND denotes a Civilian (NAADS/OWC) respondent, and R denotes a respondent to the open-ended question in the survey questionnaire.

***Presentation of Results for the Quantitative Analysis of UPF and NAADS/OWC officials working with the UPDF***

The guiding hypothesis for the quantitative analysis of the data on the experiences of the Police and the NAADS/OWC officials is:

**Hypothesis 4, H<sub>a</sub>: The Police and NAADS/OWC civilian personnel's experience working alongside the UPDF workmates influenced their assessment of the UPDF officers.**

The Cronbach's alpha for internal consistency and reliability of the variables under this hypothesis is 0.85. The crosstab analysis of the variables related to the question about the experiences of civilian and police employees working with attached or seconded UPDF personnel is presented in the table below. The Police and NAADS/OWC Civilians had a low perception of the variables regarding challenging work relations with the UPDF officers (mean=2.50,  $\chi^2=6.055$ , p-value >0.05), the assertion that the UPDF superimposed on them (mean=2.29,  $\chi^2=21.276$ , p-value <0.05), and the claim that they ignored the UPDF to focus on their job (mean=2.23,  $\chi^2=2.955$ , p-value >0.05). However, the association between the categories of the variables regarding the UPDF superimposing itself on the Civilian/Police is statistically significant, while the other two are not. Other variables received positive perceptions from the Civilian/Police participants—organisational cultural shock (mean=3.39,  $\chi^2=6.736$ , p-value >0.05), cooperation

with the UPDF (mean=3.60,  $\chi^2=6.698$ , p-value >0.05), learning new things from the UPDF (mean=3.57,  $\chi^2=12.881$ , p-value <0.05), guiding and mentoring the UPDF officers (mean=3.41,  $\chi^2=4.091$ , p-value >0.05). The officers consulted them regularly (mean = 3.66,  $\chi^2 = 2.765$ , p-value > 0.05). Nevertheless, it is only the variable concerning Civilian/Police learning new things from the UPDF that had a statistically significant association between the categories.

**Table 40**

*The Experience of Civilian/Police Personnel working with UPDF Officers*

Variable	Category	UPF	NAADS	N (%)	Mean	SD	Chi-Square ( $\chi^2$ )	p-value
Civilian & Police had a challenging experience	Strongly Disagree	12	17	29(10.8)	2.50	1.306	6.055	0.195
	Disagree	29	37	66(24.6)				
	Undecided	31	18	49(18.3)				
	Agree	17	22	39(14.6)				
	Strongly Agree	5	7	12(4.5)				
UPDF superimposed on the Civilians & Police hosts	Strongly Disagree	4	10	14(5.2)	2.29	1.260	21.276	<0.001
	Disagree	30	54	84(31.3)				
	Undecided	43	18	61(22.8)				
	Agree	15	14	29(10.8)				
	Strongly Agree	2	5	7(2.6)				
There was a clash of organisational cultures	Strongly Disagree	3	6	9(3.4)	3.39	1.155	6.736	0.151
	Disagree	15	10	25(9.3)				
	Undecided	28	19	47(17.5)				
	Agree	40	52	92(34.3)				
	Strongly Agree	8	14	22(8.2)				
Civilians & Police ignored UPDF and did their job	Strongly Disagree	13	19	32(11.9)	2.33	1.287	2.955	0.565
	Disagree	33	42	75(28.0)				
	Undecided	25	23	38(17.9)				
	Agree	16	12	28(10.4)				
	Strongly Agree	7	5	12(4.5)				

Civilians & Police cooperated with the UPDF officers	Strongly Disagree	3	2	5(1.9)	3.60	1.081	6.698	0.153
	Disagree	8	12	20(7.5)				
	Undecided	21	12	33(12.3)				
	Agree	54	58	112(41.8)				
	Strongly Agree	8	17	25(9.3)				
Civilians & Police learned new things from the UPDF officers	Strongly Disagree	4	5	9(3.4)	3.57	1.064	12.881	0.012
	Disagree	6	11	17(6.3)				
	Undecided	28	13	41(15.3)				
	Agree	49	53	102(38.1)				
	Strongly Agree	7	19	26(9.7)				
Civilians & Police guided UPDF officers at work	Strongly Disagree	3	7	10(3.7)	3.41	1.092	4.091	0.394
	Disagree	11	12	23(8.6)				
	Undecided	22	17	39(14.6)				
	Agree	54	56	110(41.0)				
	Strongly Agree	4	9	13(4.9)				
UPDF officers always consulted their Civilian & Police hosts	Strongly Disagree	1	3	4(1.5)	3.66	1.084	2.765	0.598
	Disagree	8	10	18(6.7)				
	Undecided	22	17	39(14.6)				
	Agree	49	51	100(37.3)				
	Strongly Agree	14	20	34(12.7)				

*Note.* Weighted Mean=3.09. NAADS=National Agricultural Advisory Services, UPF=Uganda Police Force, N=Frequency & SD=Standard Deviation. The Source is the Author's Field Data, 2024.

A crosstab analysis of the description provided by Civilians and Police regarding the UPDF personnel's approach to work during their expanded roles is shown in the table below. The Civilians and Police exhibited a low perception of the claim that UPDF officers were slow learners (mean = 2.13,  $\chi^2 = 11.099$ , p-value < 0.05), disinterested (mean = 2.16,  $\chi^2 = 5.411$ , p-value > 0.05), and disruptive individuals (mean = 2.45,  $\chi^2 = 14.919$ , p-value > 0.05). The association between the variables regarding slow learning and disruptive behaviour among UPDF personnel

is statistically significant. Civilian and Police respondents expressed a high perception of the UPDF's commitment to work (mean=3.74,  $\chi^2=6.598$ , p-value >0.05), their desire to complete tasks quickly (mean=3.32,  $\chi^2=16.651$ , p-value <0.05), their inquisitiveness (mean=3.45,  $\chi^2=11.459$ , p-value <0.05), and their capacity as fast learners (mean=3.44,  $\chi^2=6.060$ , p-value >0.05). However, only the categories related to the UPDF's fast learning and inquisitiveness showed statistically significant associations.

**Table 41**

*Crosstab Analysis Results for the Civilian/Police description of the UPDF's approach to Work*

Variable	Category	UPF	NAADS	N (%)	Mean	SD	Chi-Square ( $\chi^2$ )	p-value
UPDF officers are so committed to their work	Strongly Disagree	7	2	9(3.4)	3.74	1.093	6.598	0.159
	Disagree	6	10	16(6.0)				
	Undecided	14	11	25(9.3)				
	Agree	52	53	105(39.2)				
	Strongly Agree	15	25	40(14.9)				
UPDF officers want to finish work in a short time	Strongly Disagree	5	3	8(3.0)	3.32	1.109	16.651	0.002
	Disagree	10	12	22(8.2)				
	Undecided	48	26	74(27.6)				
	Agree	22	45	67(25.0)				
	Strongly Agree	9	15	24(9.0)				
UPDF officers are inquisitive people	Strongly Disagree	6	5	11(4.1)	3.45	1.080	11.549	0.021
	Disagree	10	8	18(6.7)				
	Undecided	33	22	55(20.5)				
	Agree	40	47	87(32.5)				
	Strongly Agree	40	47	24(9.0)				
UPDF officers are fast learners	Strongly Disagree	2	3	5(1.9)	3.44	1.227	6.020	0.198
	Disagree	16	14	30(11.2)				
	Undecided	23	14	37(13.8)				
	Agree	44	52	96(35.8)				

	Strongly Agree	9	18	27(10.1)				
UPDF officers are slow learners	Strongly Disagree	9	23	32(11.9)	2.13	1.150	11.099	0.025
	Disagree	40	44	84(31.3)				
	Undecided	30	20	50(18.7)				
	Agree	13	14	27(10.1)				
	Strongly Agree	2	0	2(0.7)				
UPDF officers are disinterested people	Strongly Disagree	15	21	36(13.4)	2.16	1.212	5.411	0.248
	Disagree	35	48	83(31.0)				
	Undecided	26	18	44(16.4)				
	Agree	15	10	25(9.3)				
	Strongly Agree	3	4	7(2.6)				
UPDF officers are disruptive people	Strongly Disagree	10	26	36(13.4)	2.45	1.158	14.919	0.005
	Disagree	23	34	57(21.3)				
	Undecided	42	23	65(24.3)				
	Agree	16	15	31(11.6)				
	Strongly Agree	3	3	6(2.2)				

*Note.* Weighted Mean=2.96. NAADS=National Agricultural Advisory Services, UPF=Uganda Police Force, N=Frequency & SD=Standard Deviation. The Source is the Author's Field Data, 2024.

A multiple-response crosstab analysis of how Civilians and Police interact with UPDF officers produced the results in the table below. The responses from Civilian and Police participants indicated a strong positive sentiment regarding their ability to learn, work, and support one another while engaging with UPDF officers, with an approval rating of 70.6% representing the highest percentage. Additionally, the association between these categories is statistically significant ( $\chi^2 = 9.449$ , p-value = 0.05).

**Table 42**

*Results of Multiple Response analysis of the Perception of Civilian/Police on how they got along with UPDF Officers*

Category	UPF	NAADS	N (%)	Mean	SD	Chi-Square ( $\chi^2$ )	p-value
UPDF and Civilian/Police failed to get along	1	4	5(4.2)	2.81	0.680	9.449	0.050
Civilian/Police and UPDF worked separately	16	7	23(19.3)				
Civilian/Police and UPDF worked together, learned, and supported each other	46	38	84(70.6)				
Civilian/Police copied UPDF work attitude	2	2	4(3.4)				
UPDF copied the Civilian/Police work attitude	0	3	3(2.5)				

*Note.* The Source is the Author's Field Data, 2024. NAADS=National Agricultural Advisory

Services, UPF=Uganda Police Force, N=Frequency & SD=Standard Deviation.

A multiple response crosstab analysis of the question regarding the influence of UPDF officers on Civilians/Police yielded the results presented in the table below. The civilian and police respondents reported a notably high perception of being encouraged to commit to their jobs while interacting with UPDF officers (33.6%, the highest percentage). They expressed appreciation for the work attitude of UPDF officers (32%). These two categories highlight both the admiration for and the influence of UPDF officers on civilian and police personnel. The correlation between these categories is statistically significant ( $\chi^2 = 10.040$ , p-value < 0.05).

**Table 43**

*Multiple Response Crosstab analysis of the Views of the Civilian/Police on whether UPDF officers influenced them*

Category	UPF	NAADS	N (%)	Mean	SD	Chi-Square ( $\chi^2$ )	p-value
UPDF officers did not influence the Civilian/Police workers	6	5	11(8.8)	3.69	1.298	10.040	0.04
The presence of UPDF made the civilians/Police to lose interest in their job	9	7	16(12.8)				
UPDF and Civilian/Police did not get along	9	7	16(12.8)				
Civilian/Police liked UPDF officers' work attitude	29	11	40(32.0)				
UPDF officers encouraged the Civilian/Police to be more committed to their job	16	26	42(33.6)				

*Note.* The Source is the Author's Field Data, 2024. NAADS=National Agricultural Advisory

Services, UPF=Uganda Police Force, N=Frequency & SD=Standard Deviation.

A linear regression analysis was performed to determine the relationship between the consolidated means of the variables that assess the experiences of both Civilians and Police in their expanded roles and their ratings of UPDF personnel. The results reveal a statistically significant relationship between the experiences of Civilians and Police and the ratings they assigned to UPDF personnel ( $p\text{-value} < 0.001$ ,  $CI=0.53, 0.77$ ,  $F\text{-value}=118.18$ , and  $\beta=0.62$ ). This indicates that the ratings provided by civilians and police concerning UPDF officers can effectively predict their experiences while working with attached or seconded UPDF personnel. Consequently, we accept the alternative hypothesis and reject the null hypothesis. **There is a statistically significant**

**relationship between the experiences of Civilians and Police personnel and their ratings of UPDF colleagues.**

**Table 44**

*A Linear Regression Analysis of the Relationship between the Experience of the Civilian/Police and their Rating of the UPDF Workmates*

Variable	UPF and NAADS experience working with UPDF officers		
	Model ( $\beta$ )	Confidence Interval (CI)	
		Lower Bound	Upper Bound
UP & NAADS Rating of UPDF	0.62***	0.53	0.77
Model Fit Statistics			
<i>F</i> -value	118.18		
$R^2$	0.38		
$\Delta R^2$	0.38		

*Note.* \*\*\*  $P < .001$ . NAADS=National Agricultural Advisory Services, & UPF=Uganda Police Force. The Source is the Author's Field Data, 2024.

### ***Results Presentation for the Qualitative Data Analysis of Participants' Opinions on Future Civil-Military Relations in Uganda***

#### **Recommended Framework for Future Engagements with the UPDF**

The last subsection in both the interview guide and the survey questionnaire asked participants to suggest, in an open-ended question, the best framework for expanding the role of the UPDF if this phenomenon continues. The views were compiled from both the qualitative and the quantitative instruments and grouped into six categories: (1) Collaborative approach, (2) improving the current system (ad hoc), (3) integrated approach, (4) legal approach, (5) MDAs to

copy the UPDF and (6) multi-model approach. These categories are discussed in the following paragraphs.

**Do you have any idea(s) on how best to arrange this working relationship between the UPDF and civilian organisations if it continues?**

***Collaborative Approach***

The participants opted for collaboration between agencies instead of merging or bringing one to take over in a supportive role. These government institutions should harness the capabilities available in the respective MDAs. Suppose the agencies happen to work together in a supportive role. In that case, the roles of each agency in the joint venture should be clearly defined and guided by standing operating procedures to guide the members of the agencies. Even then, there should be clear and simplified communication channels between the MDAs to enable them to use the capabilities of each agency. Some respondents insisted on having separate or subverted agencies instead of merging one agency with or taking over another. This will avoid inter-organisational conflicts, especially regarding the sharing of funds. Civilian respondent ND2 and UPDF Officer DF13 put the idea clearly:

The military worldwide has technological capabilities and other innovations that can be borrowed for civilian use. We can draw on areas such as management, logistics, and technology. I therefore advocate for improved civil-military relations, as wars are no longer prevalent. We need the various capabilities available to the military to solve challenges within the civilian agencies. The country can be developed by using all our resources efficiently and effectively (Civilian ND2).

Working in parallel is better than merging organisations. This allows each institution to maintain its work culture. Organisations can only integrate when delivering service to the population (UPDF DF13).

*Improving the Current System (ad hoc)*

Some respondents proposed streamlining the existing working relations between the UPDF and other MDAs by enacting an Act of Parliament or a Regulatory framework that supports the existing laws. Other respondents appreciate the involvement of the UPDF in the MDAs in a supportive role; it would be better if it were organised and made into a standing framework with reinforced legal backing. Some participants advocated for the secondment of qualified/professional UPDF Officers to support the other MDAs. Such arrangements should be supported with more funds to ensure better outcomes. Other respondents proposed stringent evaluation and accountability measures for such role expansion activities. The participants also observed that the attached or seconded UPDF Officers do not get ranks commensurate with the positions they hold in the MDAs. Some respondents also believed that the functions of the supported MDAs should be separated from political activities that often hinder the agencies' operations. The participants also suggested embracing technology to facilitate the agencies' operations. On the other hand, some respondents prefer to operate without UPDF support because the UPDF Officers are disruptive to the functions of the agencies. The following quotes from the respondents illustrate this point clearly:

However, the support of the UPDF to civilian organisations should not be ad hoc. There must be a deliberate policy framework, preferably through an act of parliament, to ensure everyone is on board. We receive numerous criticisms due to the ad hoc nature of our approach. Today, we can accurately predict specific events that may overwhelm civilian institutions. These include disasters like landslides, floods, locust invasions, famine, and disease outbreaks. We need the military's capability whenever such events strike. Therefore, we can develop policies that guide us when such events are about to occur (Civilian ND2). We have never had problems when a civilian organisation, such as URA, signs an MOU with the UPDF. Things are streamlined, and roles are clearly defined and supported by SOPs (UPDF DF11). A professional qualification is essential for any job. This will solve the problem of deploying officers to other MDAs when they need to gain basic knowledge of the other organisations (UPDF DF12).

### ***Integrated Approach***

Participants also suggested maintaining an integrated posture, a conducive atmosphere where the UPDF and other agencies work together. This means involving the UPDF in policy development and strategy building, instead of the current situation where the UPDF only appears at the implementation stage. This can be achieved through joint training for the UPDF and the hosting workmates from the training school, enabling them to work as a team. The UPDF must restructure itself to accommodate these expanded roles to achieve this. The following quotes from the respondents illustrate this point:

I strongly recommend that the UPDF be involved in policy discussions. We now have very educated officers like you who can contribute positively to formulating national policies and strategies. Yes, the UPDF is in parliament, which is a good thing. However, they should not wear uniforms when they are discussing freely with their civilian counterparts (Civilian ND2). OWC is an operation based on the directive of the Commander in Chief. After analysis, we came up with four phases of this campaign/operation:

1. Inception phase (mobilisation, sensitisation and popularisation of the original intent)
2. Stabilisation (monitoring and evaluating the progress of the operation of wealth creation amidst the population).
3. Consolidation (value addition to the farmers' products, marketing and process. We are at this stage now).
4. Handover and exit (farmers shall be organised in groups, cooperatives and traders. This is where PDM comes in as the future of OWC) (UPDF DF7). As a harmonisation strategy, general training is necessary. This is where all recruits are trained jointly, and after that, they are posted to different agencies for further professional development (UPDF DF12). There is a need for combined civil-military training to enable both sides to adopt the generally accepted work ethics (Survey Questionnaire R9).

### ***Legally Mandated Approach***

Some respondents argued that the current legal provisions are adequate and that every MDA should be allowed to carry out its constitutional role. The military (UPDF) should not be

imposed on other institutions; every MDA must adhere to its designated roles as outlined in the constitution and other relevant legal provisions in the country. This point was clear from the Survey Questionnaire respondent R1's response: "Let organisations perform their constitutional mandates. The Military's role in the civic space of government (Ministries, Departments and Agencies) is a constitutionally defined mandate and obligation."

### *MDAs to Copy the UPDF*

Some participants think that the other MDAs appear detached from the population (Ugandans), which is why they face political criticism and activities that affect their operations. Therefore, they recommend that the MDAs conduct community engagement as part of their routine activities. The MDAs should emulate the UPDF's work method, which involves hard work and regular interactions with the citizens. The respondents recommended seconding more officers to the MDAs to help change the ways and activities of the MDAs. Others even suggested that the UPDF should oversee all the other MDAs. The following quotes from the participants illustrate this point:

The UPDF institution carries with it a people-centred (sic) whole-of-government approach to national issues, concerns, and interests that other government MDAs must emulate in order to serve the citizenry much better. UPDF personnel tend to appreciate strategic interventions and execute their respective responsibilities with a clear sense of direction. The chain of command is well-emphasised (Survey Questionnaire R4). As civilians, we often lack the discipline, extensive skills and knowledge, flexibility, capabilities (equipment), and innovativeness that the military possesses in abundance. These traits enable the military to accomplish tasks with remarkable speed. To enhance efficiency and effectiveness across all MDAs, not just NAADS, we must harness these traits from the military (Civilian ND2).

### ***Multi-model Approach***

Some participants also believed there should be a multi-model approach to expanding the roles of UPDF, especially when deploying UPDF's support to other MDAs. This is because each type of MDA and the support it requires vary. It also means it is incorrect to use only one model because the situations or conditions of support are different. The participants argued that national security is no longer the traditional defence-related security. A national security role is now broad and deep, including other human-related security concerns. A respondent suggests that whatever model is employed, the strategic intent must be clear to all the players to avoid mixing roles. For instance, today, the OWC's role has expanded to overseeing other MDAs, not only NAADS. Details of these views and the coding are shown in Table 38 below. Examining the following quotes from the respondents, one gets the arguments.

Therefore, I recommend that the UPDF use multi-models when offering support to civilian institutions. The selected model should be guided by the prevailing situation. The integration model works well for the police; however, the liaison model appears to suffice for us here. You may need to do more research to determine which situation suits which model. I would not buy the idea of one-size-fits-all (Civilian ND2). Personal prosperity and environmental security are very important before doing anything else (Survey Questionnaire R18). Problems emerge from failure to understand three things: the original intent of the president, both stated and implied; the utility of capacity or calibre and harnessing of available resources to promote government programmes. [T]he leaders of NAADS and OWC should clarify the intent to all employees and the general population. Focus on using the available capacity to fulfil the objectives within the context of the intent (Civilian ND1).

**Table 45**

#### *Opinion of Participants on the Way Forward*

Do you have any idea(s) on how best to arrange this working relationship between the UPDF and civilian organisations if it continues?			
Respondent	Quoted Response	Code	Possible Theme

R110	There should not be any permanent collaboration with the army.	Collaborative approach.	Collaborate temporarily.
DF14	There is a need to keep working together due to the vast knowledge, skills, and ideas. It should be implemented throughout other government ministries, agencies, and departments (DF14).	Collaborative approach.	Collaborative work between UPDF and MDAs.
ND2	The military worldwide is endowed with technological capabilities and other innovations that can be borrowed for civilian use. We can draw on areas such as management, logistics, and technology. I therefore advocate for improved civil-military relations, as wars are no longer prevalent. We need the various capabilities available to the military to solve challenges within the civilian agencies. The country can be developed by using all our resources efficiently and effectively (ND2).	Collaborative approach.	Collaborative work between UPDF and MDAs.
ND11	If the arrangement between NAADS and OWC is to continue, then we need closer collaboration than we currently have. Coordination between us and OWC is slow and requires jumping through hoops to get things fitted (ND11).	Collaborative approach.	Collaborative work between UPDF and MDAs.
DF93	Given the nature of the challenges facing law and order in Uganda and the globe, we must support each other as joint security forces (DF93).	Collaborative approach.	Collaborative work between UPDF and MDAs.
PF3	Need for combined civil-military training to enable both sides to adapt to the generally accepted work ethics (PF3).	Collaborative approach.	Cooperative approach.
R13	Cooperation between military and civilian work relationships should increase, with more growth opportunities together (R13).	Collaborative approach.	Cooperative approach.
ND7	Overall, if the officers are seconded instead of attached, things will be straightforward. Their role will be well-defined, and we, as civilian	Collaborative approach.	Clearly defined roles.

	technocrats, will also have our roles well-defined. Currently, OWC helps us reach the most remote areas of Uganda, where we are located (ND7).		
DF10	Set up dedicated communication channels for efficient coordination and information sharing (DF10).	Collaborative approach.	Clearly defined roles.
PF11	For example, when I have a challenge as a Director, I just pick up the phone and call the UPDF for support. They also have a detachment here with me (PF11).	Collaborative approach.	Clearly defined roles.
ND3	Our challenges revolve around budgeting and leadership. If those two can be streamlined, I envision a great organisation that encompasses NAADS and OWC. We also need to harmonise the implementation of the NAADS/OWC strategies (ND3).	Collaborative approach.	Maintain clear channels of communication.
DF13	Working in parallel is better than merging organisations. This allows each institution to maintain its work culture. Organisations can only integrate when delivering service to the population (DF13).	Collaborative approach.	Separate (subverted) agencies.
DF13	Our challenges revolve around budgeting and leadership (ND3). Working in parallel is better than merging organisations (DF13).	Collaborative approach.	Separate funds in parallel collaboration
DF12	...the issues of robust information flow within the two establishments and command and control all require streamlining for effective service delivery (DF12).	Collaborative approach.	Streamline communication between MDAs
DF12	The OWC should streamline ranks with the titles of jobs done. This is particularly important for military officers, as their remuneration should be based on their job titles and ranks (DF12).	Improve the current system.	Align roles with ranks at OWC.
ND2	However, the support of the UPDF to civilian organisations should not be ad hoc. There must be a deliberate policy framework, preferably through an act of parliament, to ensure everyone is on board. We receive numerous	Improve the current system.	An Act of Parliament.

	criticisms due to the ad hoc nature of our approach. Today, we can accurately predict specific events that may overwhelm civilian institutions. These include disasters like landslides, floods, locust invasions, famine, and disease outbreaks. We need the military's capability whenever such events strike. Therefore, we can develop policies that guide us when such events are about to occur (ND2).		
R70	I appreciate the military's work—well done. Deploying the military to civil government agencies to participate in service delivery is not a bad idea (R70).	Improve the current system.	Appreciate the involvement of the UPDF
R89	...more improved technology should be applied in the programme (R89).	Improve the current system.	Embrace tech in joint work.
DF11	We have never had problems when the civilian organisation signs an MOU with the UPDF, e.g., URA. Things are streamlined, and roles are clearly defined and supported by SOPs (DF11).	Improve the current system.	Establish clear legal and operational guidelines.
DF10	Regularly evaluate the collaboration's effectiveness and incorporate feedback for continuous improvement (DF10).	Improve the current system.	Evaluation and accountability.
R14	More resources to be allocated in the relationship to work together as one through community-based organisations (R14).	Improve the current system.	Facilitate the work.
ND7	Politics is heavy at the lower levels, creating problems for NAADS and OWC. That is why we have moved from NAADS to OWC and now PDM (ND7).	Improve the current system.	Political effects affect work.
DF12	A professional qualification is essential for any job. This will solve the problem of deploying officers to other MDAs when they need to gain basic knowledge of the other organisations (DF12).	Improve the current system.	A professional qualification is vital.
R209	However, THEY ARE DISRUPTIVE PEOPLE. UPDF officers in some Districts exhibited a lot of greed and corrupt	Improve the current system.	UPDF are disruptive.

	tendencies, even more than their civilian counterparts. This damaged the rating of UPDF officers at the District and Constituency levels (R209).		
R207	...creating a unique culture for the working conditions of all groups into one. Make the institution effective and foster cooperation among the military, police, and civilians. (R207).	Integrated approach.	Create a conducive atmosphere for togetherness.
ND2	I strongly recommend that the UPDF be involved in policy discussions. We now have very educated officers like you who can contribute positively to the formulation of national policies and strategies. Yes, the UPDF is in parliament, which is a good thing. However, they should not wear uniforms when they are so they can discuss freely with their civilian counterparts (ND2).	Integrated approach.	Involve UPDF in Policy development.
DF7	OWC is an operation based on the directive of the Commander in Chief. After analysis, we came up with four phases of this campaign/operation: 1. Inception phase (mobilisation, sensitisation and popularisation of the original intent) 2. Stabilisation (monitoring and evaluation of the progress of the operation of wealth creation amidst the population). 3. Consolidation (value addition to the farmers' products, marketing and process. We are at this stage now). 4. Handover and exit (farmers shall be organised in groups, cooperatives and traders. This is where PDM comes in as the future of OWC) (DF7).	Integrated approach.	Involvement strategy for OWC.
DF12	OWC is supporting MDA, which focuses on wealth creation. As a harmonisation strategy, general training is necessary. This is where all recruits are trained jointly, and after that, they are posted to	Integrated approach.	Joint training.

	different agencies for further professional development (DF12).		
PF13	We need to train recruits for all security organisations in the country so that, later in their careers, if they are transferred to another security agency, they will fit in easily (PF13).	Integrated approach.	Joint training.
R9	There is a need for combined civil-military training to enable both sides to adopt the generally accepted work ethics (R9).	Integrated approach.	Joint training.
R247	Re-structure the UPDF(R247).	Integrated approach.	Restructure UPDF.
R9	The military should not dominate all the big posts (R98)	Legally mandated approach.	No military domination.
R1	Let organisations perform their constitutional mandates. The Military's role in the civic space of government (Ministries, Departments and Agencies) is a constitutional mandate and obligation (R1).	Legally mandated approach.	Stick to constitutional mandates.
DF10	Enhance community engagement to build public trust and support for the collaboration (DF10).	MDAs copy the UPDF approach.	Community engagement.
R4	The UPDF institution embodies a people-centred, whole-of-government approach to national issues, concerns, and interests that other government MDAs should emulate to serve the citizenry better. UPDF personnel tend to appreciate strategic interventions, and they execute their respective responsibilities with a clear sense of direction. The chain of command is well emphasised (R4).	MDAs copy the UPDF approach.	MDAs should emulate the UPDF and restructure their operations.
DF11	I think officers should go on secondment to avoid being discriminated against by the civilians. Most of the officers who went on attachment report conflicts with their civilian counterparts. An MOU appears to be a better model. We have never had problems with the civilian organisation signing an MOU with the UPDF, e.g., URA.	MDAs copy the UPDF approach.	Second, more officers for the MDAs.

	Things are streamlined, and roles are clearly defined and supported by SOPs (DF11).		
ND2	As civilians, we often lack the discipline, extensive skills and knowledge, flexibility, capabilities (equipment), and innovativeness that the military possesses in abundance. It's these very traits that enable the military to accomplish tasks with remarkable speed. To enhance efficiency and effectiveness across all MDAs, not just NAADS, we must harness these traits from the military (ND2).	MDAs copy the UPDF approach.	Second, more officers to the MDAs.
PF9	Since the challenges facing the police are numerous and some are beyond our capacity, it is better the strategic leaders encourage joint operations always (PF9).	MDAs copy the UPDF approach.	Second more officers to MDAs.
DF94	The UPDF should support civilian organisations by joining their ranks. It is much better than where they walk in parallel as seen with NAADS and OWC. We get a lot of challenges working with those civilians in NAADS (DF94).	MDAs copy the UPDF approach.	Second more officers to MDAs.
R15	I strongly recommend UPDF in peacetime to continue supporting civilian authorities for the development of our people and our country at large (R15).	MDAs copy the UPDF approach.	Second more officers to MDAs.
DF9	UPDF should be allowed to assume command roles during those operations to avoid indecisiveness of police commanders (DF9).	MDAs copy the UPDF approach.	UPDF should oversee other MDAs.
R34	THE MILITARY SHOULD OVERSEE MORE OF THE PROJECTS IN UGANDA (R34).	MDAs copy the UPDF approach.	UPDF should oversee other MDAs.
ND2	Therefore, I recommend that the UPDF use multi-models when offering support to civilian institutions. The selected model should be guided by the prevailing situation. The integration model works well for the police; however, for us here, the liaison model appears to suffice. You may need to do more research to determine	Multi-model approach.	Multi-model engagement driven by the situation.

	which situation suits which model. I wouldn't buy the idea of one-size-fits-all (ND2).		
PF8	This kind of working relationship is likely to continue in the future. It is high time we all work towards solidifying it by always training together in different capabilities and harnessing all national resources to achieve the desired national security (PF8).	Multi-model approach.	National security role is broad.
R18	Personal, property and environmental security is very important first before doing any other things (R18).	Multi-model approach.	National security role is broad.
ND2	You may need to do more research to determine which situation suits which model. I wouldn't buy the idea of one-size-fits-all (ND2).	Multi-model approach.	No one-size fits all.
DF7	<p>The role of OWC is now to oversee and supervise several MDAs, not only NAADS and UCDA. We strive to ensure that any ongoing government programme is well implemented through coordination with other MDAs and private companies. We participate in enterprise development and selection to ensure farmers' products are sent to the market and they get value for them.</p> <p>OWC is an operation based on the directive of the Commander in Chief. After analysis, we came up with four phases of this campaign/operation:</p> <ol style="list-style-type: none"> <li>1. Inception phase (mobilisation, sensitisation and popularisation of the original intent)</li> <li>2. Stabilisation (monitoring and evaluation of the progress of the operation of wealth creation amidst the population).</li> <li>3. Consolidation (value addition to the farmers' products, marketing and process. We are at this stage now).</li> <li>4. Handover and exit (farmers shall be organised in groups, cooperatives and traders. This is where PDM comes in as the future of OWC).(DF7)</li> </ol>	Multi-model approach.	OWC plays oversight roles now.

ND1	Problems emerge from failure to understand three things: the president's original intent, both stated and implied; the utility of capacity or calibre; and harnessing available resources to promote government programmes. The leaders of NAADS and OWC should make the intent clear to all employees and the general population. Focus on using the available capacity to fulfil the objectives within the context of the intent (ND1).	Multi-model approach.	Strategic intent must be clear to all.

*Note.* The Source is the Author's Field Data, 2024. DF denotes a Military (UPDF) respondent, PF is a Police (UPF) respondent, ND denotes a Civilian (NAADS/OWC) respondent, and R denotes a respondent to the open-ended question in the survey questionnaire.

### ***Results Presentation for the Quantitative Data Analysis of Participants' Opinions on Future Civil-Military Relations in Uganda***

The guiding hypothesis for the analysis of the data on the opinion of the participants concerning the future of civil-military relations in Uganda is:

**Hypothesis 5, H<sub>a</sub>: There is a relationship between the government's motivation to expand the UPDF's role and the participants' perception of the future of civil-military relations in Uganda.**

The Cronbach's alpha for the internal consistency for reliability of the variables in this sample is 0.72. A crosstab analysis of the variables regarding the participants' opinions on how best to arrange the working relationship between the UPDF and other government organisations, if it continues in the future, is shown in the table below. The results revealed that the participants

had a low perception of the assertion to keep the UPDF away from civil/police agencies (mean=2.31,  $\chi^2=13.961$ , p-value >0.05), engage the military in transactional terms only (mean=2.57,  $\chi^2=6.714$ , p-value >0.05), the military to provide humanitarian assistance only (mean=2.29,  $\chi^2=18.116$ , p-value <0.05), support specific departments only (mean=2.60,  $\chi^2=12.756$ , p-value >0.05), and support through a parallel agency (mean=2.43,  $\chi^2=8.784$ , p-value >0.05). Only the categories within the variables regarding seeking the support of the UPDF for humanitarian assistance are statistically significantly associated. The participants had a high perception of civilians and police acquiring the UPDF's work ethics (mean=3.15,  $\chi^2=10.085$ , p-value >0.05), contracting the UPDF for multiple engagements (mean=3.38,  $\chi^2=7.354$ , p-value >0.05), and restructuring civilian/police institutions to mimic the UPDF's structure (mean=3.32,  $\chi^2=4.717$ , p-value >0.05). None of these variables had categories that were statistically significantly associated.

**Table 46**

*Crosstab Analysis of the Opinion of Participants on the Future of Civil-Military Relations in Uganda*

Variable	Category	NAADS	UPF	UPDF	N (%)	Mean	SD	Chi-Square ( $\chi^2$ )	p-value
Keep the UPDF away from Civilian/Police roles	Strongly Disagree	19	18	22	59(22.0)	2.31	1.329	13.961	0.83
	Disagree	44	36	21	101(37.7)				
	Undecided	16	25	19	60(22.4)				
	Agree	10	3	6	19(7.1)				
	Strongly Agree	12	12	5	29(10.8)				
Train Civilian/Police to acquire UPDF work ethics	Strongly Disagree	8	6	2	16(6.0)	3.15	1.297	10.085	0.259
	Disagree	14	24	19	57(21.3)				
	Undecided	20	15	12	47(17.5)				

	Agree	48	45	34	127(47.4)				
	Strongly Agree	11	4	6	21(7.8)				
Use only transactional civil-military engagement	Strongly Disagree	4	0	3	7(2.6)	2.57	1.304	6.714	0.540
	Disagree	35	37	24	96(35.8)				
	Undecided	36	35	26	97(36.2)				
	Agree	20	17	16	53(19.8)				
	Strongly Agree	6	5	4	15(5.6)				
Use humanitarian Civil-military engagement only	Strongly Disagree	2	9	3	14(5.2)	2.29	1.345	18.116	0.020
	Disagree	37	21	23	81(30.2)				
	Undecided	28	27	18	73(27.2)				
	Agree	25	35	21	81(30.2)				
	Strongly Agree	9	2	8	19(7.1)				
Contract UPDF for multiple engagements (Roles)	Strongly Disagree	3	2	2	7(2.6)	3.39	1.151	7.354	0.499
	Disagree	8	19	10	37(13.8)				
	Undecided	25	24	17	66(24.6)				
	Agree	53	42	36	131(48.9)				
	Strongly Agree	12	7	8	27(10.1)				
Contract UPDF for specific departments in Civilian organisations	Strongly Disagree	9	3	9	21(7.8)	2.60	1.304	12.756	0.121
	Disagree	32	33	22	87(32.5)				
	Undecided	33	37	20	90(33.6)				
	Agree	16	18	17	51(19.0)				
	Strongly Agree	11	3	5	19(7.1)				
Keep the UPDF in parallel engagement with civilian agencies	Strongly Disagree	9	4	9	22(8.2)	2.43	1.357	8.784	0.361
	Disagree	40	45	25	110(41.0)				
	Undecided	25	21	17	63(23.5)				
	Agree	20	18	20	58(21.6)				
	Strongly Agree	7	6	2	15(5.6)				
Restructure civilian institutions to resemble the UPDF structure	Strongly Disagree	6	4	3	13(4.9)	3.32	1.249	4.717	0.111
	Disagree	10	17	13	40(14.9)				
	Undecided	29	29	24	82(30.6)				
	Agree	36	29	22	87(32.5)				
	Strongly Agree	20	15	11	46(17.2)				

*Note.* Weighted Mean=2.76. NAADS=National Agricultural Advisory Services, UPF=Uganda

Police Force, UPDF=Uganda People's Defence Forces, N=Frequency & SD=Standard

Deviation. The Source is the Author's Field Data, 2024.

A crosstab analysis of the multiple responses on the open question on any parting ideas shows the result in the table below. The majority (46.5%) of the respondents stated that other government Ministries, Departments and Agencies (MDAs) should establish cooperation with the UPDF. The association between the categories in this variable is statistically significant ( $\chi^2=46.809$ ,  $p$ -value  $<0.05$ ).

**Table 47**

*Crosstab Analysis of the Participants on any Ideas to Improve Civil-Military Relations in Uganda*

Variable	NAADS	UPF	UPDF	N (%)	Mean	SD	Chi-Square( $\chi^2$ )	$p$ -value
Stick to constitutional mandates	1	5	2	8(5.6)	2.37	2.783	46.809	0.026
Other Ministries, Departments & agencies (MDAs) to emulate UPDF	5	3	2	10(6.9)				
Conduct joint UPDF/Civilian/Police training	7	12	6	25(17.4)				
Establish cooperation between UPDF and other MDAs	17	29	21	67(46.5)				
UPDF should continue to support other MDAs	9	5	1	15(10.4)				
Train UPDF to effectively work with other MDAs	0	0	2	2(1.4)				
Involve UPDF in non-traditional security roles	1	0	2	3(2.1)				
Motivate the workers in the Civil-Military MDA	4	0	2	6(4.2)				
Harness Technology for effectiveness	1	1	0	2(1.4)				
UPDF should desist from victimising civilians (dominating civilians)	1	0	0	1(0.7)				
UPDF support should always be temporary	0	1	0	1(0.7)				

UPDF is less corrupt	1	0	0	1(0.7)				
UPDF lacks the expertise for the new roles	0	1	0	1(0.7)				
UPDF is disruptive to the MDAs	0	1	0	1(0.7)				
UPDF should emulate other MDAs	0	1	0	1(0.7)				

*Note.* Author's Field Data. NAADS=National Agricultural Advisory Services, UPF=Uganda

Police Force, UPDF=Uganda People's Defence Forces, N=Frequency & SD=Standard Deviation.

A linear regression analysis examining the relationship between the government's motivation to expand the roles of the Uganda People's Defence Force (UPDF) and the participants' views on future civil-military interactions is presented in the table below. The results demonstrate a statistically significant relationship between the factors driving the government to expand the UPDF's roles and the participants' opinions on future civil-military engagements in the study area ( $p\text{-value} < 0.001$ ,  $CI = 0.70, 0.27$ ,  $F\text{-value} = 30.45$ , and  $\beta = 0.18$ ). This indicates that the participants' opinions on structuring future civil-military interactions can effectively predict the government's motivation to broaden the UPDF's roles. Consequently, we accept the alternative hypothesis and reject the null hypothesis, concluding that **a statistically significant relationship exists between the participants' opinions on the future of civil-military relations and the government's motivation to extend the UPDF's role into civilian domains.**

**Table 48**

*Linear Regression Analysis of the Relationship between the Government's Motivation to Expand UPDF's Roles and the Opinion of the Participants on the Future of Civil-Military Relations in Uganda*

Variable	The Government's Motivation to Expand UPDF's Roles		
	Model ( $\beta$ )	Confidence Interval (CI)	
		Lower Bound	Upper Bound
Opinion of Participants on the Way Forward	0.18***	0.70	0.27
Model Fit Statistics			
<i>F</i> -value	30.45		
$R^2$	0.26		
$\Delta R^2$	0.03		

Note. \*\*\*  $P < .001$ . The Source is the Author's Field Data, 2024.

### *Socioeconomic Transformation: An Impact Comparison of 1995-2008 against 2010-2023*

#### *Datasets*

**Hypothesis 6,  $H_a$ : The support of the UPDF to NAADS through OWC has contributed to the socioeconomic development of Uganda.**

To conclude this research, the researcher obtained datasets from the websites of the Ministry of Agriculture, Animal Industry and Fisheries, and World Development Indicators concerning annual agricultural performance in Uganda from 1995 to 2023 (Uganda Government, 2025; WB, 2025). The data covered various sectors of agricultural productivity, including raw material exports and imports, the rural population involved in agriculture, value added to gross domestic product (GDP) by agricultural goods, access to electricity within the farming community, fertiliser consumption, and arable land as a percentage of available land. These variables measure growth in the agricultural sector as part of a nation's overall development. However, the UPDF began supporting agricultural production in 2010 through pilot projects, becoming effective in

2014 as part of Operation Wealth Creation (OWC), supporting the National Agricultural Advisory Services (NAADS). This support by the UPDF to NAADS continued up to 2024. Therefore, it can be effectively stated that the UPDF's intervention in agriculture, as part of its contribution to Uganda's socioeconomic development, began in 2010. It would suffice to pair data from 1995-2008 with that from 2010-2023 to compare them and establish whether there is a statistically significant difference in their means. Thereafter, the means of the variables would be consolidated to determine the existence and nature of the correlations and relationships between the variables.

The Cronbach's alpha for reliability of the instruments is 0.80, with Friedman's Chi-Square between items is 3402.23, which is statistically significant ( $p$ -value<0.001). The table below presents the Paired Samples Statistics, which detail the mean, number of pairs (N), standard deviation, and standard error mean for each variable analysed. Due to some missing data, the number of pairs varies between 10 and 14 across the variables examined. This information is crucial for understanding the distribution and variability of the paired samples in the study.

**Table 49**

*Paired Samples Statistics for the Agricultural Sector in Uganda*

<b>Variables</b>		<b>Mean</b>	<b>N</b>	<b>Std. Deviation</b>	<b>Std. Error Mean</b>
Pair 1	Agric raw materials exports (% of merchandise exports)-Before	9.9328	14	4.05321	1.08327
	Agric raw materials exports (% of merchandise exports)-After	4.5451	14	1.77594	.47464
Pair 2	Agric raw materials imports (% of merchandise imports)-Before	2.0816	14	.62593	.16729
	Agric raw materials imports (% of merchandise imports)-After	1.5186	14	.29459	.07873
Pair 3	Rural population-Before	21331502.50	14	2257143.420	603246.954
	Rural population-After	30650268.1429	14	3147746.22396	841270.56504
Pair 4	Employment in Agric (% of total employment)-Before	80.1388	14	1.96572	.52536

	Employment in Agric (% of total employment)-After	69.7400	14	4.50947	1.20521
Pair 5	Agric, forestry, and fishing, value added (% of GDP)-Before	29.6595	14	8.12525	2.17157
	Agric, forestry, and fishing, value added (% of GDP)-After	25.1089	14	2.84319	.75987
Pair 6	Agric, forestry, and fishing, value added (current US\$)-Before	2189663702.4091	14	492016254.11985	131496875.11717
	Agric, forestry, and fishing, value added (current US\$)-After	8459407810.5555	14	1454088385.76995	388621467.83131
Pair 7	Access to electricity, rural (% of rural population)-Before	2.7502	10	2.12112	.67076
	Access to electricity, rural (% of rural population)-After	23.4000	10	12.12206	3.83333
Pair 8	Cereal yield (kg per hectare)-Before	1518.6231	13	148.79466	41.26821
	Cereal yield (kg per hectare)-After	2436.6385	13	661.98736	183.60226
Pair 9	Livestock production index-Before	60.94	13	14.274	3.959
	Livestock production index-After	99.7000	13	5.55988	1.54203
Pair 10	Food production index-Before	99.43	13	10.970	3.043
	Food production index-After	110.6969	13	19.41434	5.38457
Pair 11	Crop production index-Before	112.28	13	10.707	2.970
	Crop production index-After	114.6285	13	25.77829	7.14961
Pair 12	Agric land (sq. km)-Before	126670.6250	12	4971.82335	1435.24177
	Agric land (sq. km)-After	143983.3333	12	443.81268	128.11769
Pair 13	Fertiliser consumption (kilograms per hectare)-Before	.9397	13	.50236	.13933
	Fertiliser consumption (kilograms per hectare)-After	2.2761	13	.56899	.15781
Pair 14	Arable land (% of land area)-Before	27.6262	13	2.24843	.62360
	Arable land (% of land area)-After	34.3338	13	.21316	.05912

*Note.* The Source is the GoU and WB Dataset, 2025.

The table below presents the results of the Paired Sample T-Test for the means of various agricultural variables in Uganda. The findings reveal that all paired samples show significant differences from one another, with the exception of the samples related to crop production index ( $\Delta\text{mean} = -2.35$ , CI: -15.75 to 11.05, p-value = 0.71). There is positive change in the means of Agriculture raw materials exports ( $\Delta\text{mean} = 5.39$ , CI: 2.70 to 8.08, p-value < 0.05), raw materials

imports ( $\Delta\text{mean}=0.56$ , CI: 0.12 to 1.00, p-value  $<0.05$ ), Employment in Agric ( $\Delta\text{mean}=10.4$ , CI: 8.62 to 12.18, p-value  $<0.05$ ) and agriculture, forestry and fishing, value added ( $\Delta\text{mean}=4.55$ , CI: 1.20 to 7.90, p-value  $<0.05$ ). There is negative change in the means of rural population ( $\Delta\text{mean}= -9318765.64$ , CI: -9835332.66 to -8802198.62, p-value  $<0.05$ ), agriculture, forestry and fisheries (US\$) ( $\Delta\text{mean}=-6269744108.15$ , CI: -6924411438.05 to -5615076778.25, p-value  $<0.05$ ), access to electricity in the rural areas ( $\Delta\text{mean}=-20.65$ , CI: -28.62 to -12.68, p-value  $<0.05$ ), cereal yields ( $\Delta\text{mean}=-918.02$ , CI:-1317.23 to -518.81, p-value  $<0.05$ ), livestock production index ( $\Delta\text{mean}=-38.76$ , CI:-46.26 to -31.26, p-value  $<0.05$ ), food production index ( $\Delta\text{mean}=-11.27$ , CI:-19.67 to -2.87, p-value  $<0.05$ ), agricultural land use ( $\Delta\text{mean}=-17312.71$ , CI:-20358.47 to -14266.95, p-value  $<0.05$ ), fertiliser consumption ( $\Delta\text{mean}=-1.34$ , CI:-1.64 to -1.03, p-value  $<0.05$ ), and arable land coverage ( $\Delta\text{mean}=-6.71$ , CI:-8.02 to -5.39, p-value  $<0.05$ ). **Thus, we accept the alternative hypothesis and reject the null hypothesis: a statistically significant difference exists between agriculture's contributions to Uganda's socioeconomic development before and after 2009.**

**Table 50**

*Paired Sample T-Test for Agricultural Productivity Variables in Uganda*

Variables		Paired Differences				t	df	Sig. (2-tailed)
		Mean	Std. Deviation	95% Confidence Interval of the Difference				
				Lower	Upper			
Pair 1	Agric raw materials exports-Before - Agric raw materials exports-After	5.38771	4.65475	2.70013	8.07528	4.331	13	.001

Pair 2	Agric raw materials imports-Before - Agric raw materials imports-After	.56304	.76176	.12321	1.00286	2.766	13	.016
Pair 3	Rural population-Before - Rural population-After	- 9318765.64286	894669.90066	- 9835332.66423	- 8802198.62149	-38.973	13	.000
Pair 4	Employment in agric-Before - Employment in agric-After	10.39875	3.08022	8.62028	12.17721	12.632	13	.000
Pair 5	Agric, forestry, and fishing, value added-Before - Agric, forestry, and fishing, value added-After	4.55057	5.79580	1.20418	7.89697	2.938	13	.012
Pair 6	Agric, forestry, and fishing, value added (US\$)-Before - Agric, forestry, and fishing, value added (US\$)-After	- 6269744108.14643	1133853170.60441	- 6924411438.04771	- 5615076778.24515	-20.690	13	.000
Pair 7	Access to electricity, rural-Before - Access to electricity, rural-After	- 20.64979	11.13590	- 28.61593	- 12.68365	-5.864	9	.000
Pair 8	Cereal yield-Before - Cereal yield-After	- 918.01538	660.62158	- 1317.22501	- 518.80576	-5.010	12	.000
Pair 9	Livestock production index-Before - Livestock production index-After	- 38.76000	12.40572	- 46.25670	- 31.26330	-11.265	12	.000
Pair 10	Food production index-Before - Food production index-After	- 11.27000	13.90694	- 19.67388	- 2.86612	-2.922	12	.013
Pair 11	Crop production index-Before - Crop production index-After	-2.35077	22.16861	- 15.74713	11.04559	-.382	12	.709
Pair 12	Agric land (sq. km)-Before - Agric land (sq. km)-After	- 17312.70833	4793.68399	- 20358.46983	- 14266.94684	-12.511	11	.000

Pair 13	Fertiliser consumption (kg/ha)-Before - Fertiliser consumption (kg/ha)-After	-1.33644	.49970	-1.63840	- 1.03447	-9.643	12	.000
Pair 14	Arable land-Before - Arable land-After	-6.70756	2.17213	-8.02017	- 5.39496	-11.134	12	.000

*Note.* The Source is the GoU and WB Dataset, 2025.

***UPDF's Contribution to Enhancing Law Enforcement Effectiveness: A Comparison of 1995-2008 and 2010-2023 Crime Datasets***

**Hypothesis 7, H<sub>a</sub>: The UPDF's support to the UPF contributed to effective law enforcement in Uganda.**

The Uganda Police Force (UPF) releases annual crime statistics covering a range of crimes that have been reported, processed, prosecuted, and for which convictions have been secured, dismissed, or are pending conclusion by the Courts of Judicature. The first UPDF officer to serve under the police was General Katumba Wamala, who was deployed as the Inspector General of Police (IGP) in 2001. Gen Katumba worked with police officers without requiring additional support from other UPDF officers. In 2005, General Kale Kaihura, another military general who served in the UPF until 2018, succeeded General Katumba, the longest-serving IGP to date. During General Kale's tenure, several UPDF officers were seconded to the police. There is no data on the exact duration or number of UPDF officers who supported the police during General Kale's leadership. For convenience in calculations, this research estimates it from 2010. This suggests that adequate support from the UPDF to the UPF began around 2010 and continued through 2024. However, this research will utilise crime data from 1995 to 2023, grouping them into two periods:

1995-2008, before the UPDF intervention, and 2010-2023, after the UPDF intervention. The statistical analysis will compare the 1995-2008 data with the 2010-2023 data to determine if there is any significant difference between the two datasets (Kamusiime, 2025; UPF, 2025). The assumption is that an effective police force responds to reported crimes, processes them for prosecution, and secures convictions through thorough investigations. This is an assumption because securing a conviction is the responsibility of several departments, including the Judiciary and Public Prosecution.

The Cronbach's alpha for the internal consistency test is 0.72, with Friedman's Chi-Square between items is 52.90, which is statistically significant ( $p$ -value<0.001). The table below shows the Paired Samples Statistics for the Police's annual crime report. Each crime data set contains four pairs of 14 items, indicating crimes reported before and after 2009, the annual percentage change in crimes before and after 2009, crimes prosecuted before and after 2009, and convictions secured before and after 2009. The means, standard deviation, and standard error means are shown in the table. The means of the variables before and after 2009 differ from each other.

**Table 51**

*Paired Samples Statistics for the UPF Annual Crime Report Data Before and After 2009*

Variables		Mean	N	Std. Deviation	Std. Error Mean
Pair 1	UPF Annual Crime/'000-Before	112.9364	14	40.71824	10.88241
	UPF Annual Crime/'000-After	166.0014	14	61.10120	16.32998
Pair 2	UPF Annual % Change in crime- Before	-.1614	14	21.05313	5.62668
	UPF Annual % Change in crime- After	3.4978	14	18.18548	4.86027
Pair 3	UPF Prosecuted/1000 crime-Before	52.2038	14	19.18318	5.12692
	UPF Prosecuted/1000 crime-After	77.3567	14	28.47316	7.60977

Pair	UPF Convicted/1000 crimes-Before	41.7953	14	15.22877	4.07006
4	UPF Convicted/1000 crimes- After	61.7306	14	22.72158	6.07260

*Note.* The source is the UPF Crime Dataset (2025).

The table below presents the results of the Paired Samples T-Test for the UPF Annual Crime Datasets, comparing data from before and after 2009. The findings reveal significant differences in the means of various crime metrics. Specifically, the annual crimes reported showed a mean difference of -53.07 (CI: -95.74 to -10.39, p-value <0.05). Similarly, the number of crime cases prosecuted demonstrated a mean difference of -25.15 (CI: -4.99 to -2.70, p-value <0.05). Furthermore, crime cases that resulted in convictions exhibited a mean difference of -19.94 (CI: -35.97 to -3.90, p-value <0.05). All these differences are statistically significant. In contrast, the mean difference in the annual percentage change in crime before and after 2009 was found to be -3.66 (CI: -19.90 to 12.57, p-value >0.05), indicating that this particular difference is not statistically significant. Thus, we accept the alternative hypothesis and reject the null hypothesis: **there is a statistically significant difference between UPF annual crime processing before and after 2009.**

**Table 52**

*Paired Samples T-test for the UPF Annual Crimes Data Before and After 2009*

Variables		Paired Differences				t	df	Sig. (2-tailed)
		Mean	Std. Deviation	95% Confidence Interval of the Difference				
				Lower	Upper			
Pair 1	UPF Annual Crime/'000-Before - UPF Annual Crime/'000-After	-53.07	73.91	-95.4	-10.3	-2.69	13	.019
Pair 2	UPF Annual % Change in crime-Before - UPF Annual % Change in crime-After	-3.66	28.11	-19.89	12.57	-.49	13	.634
Pair 3	UPF prosecuted/1000	-25.15	34.92	-45.32	-4.99	-2.70	13	.018

	Crime-Before - UPF prosecuted/1000 Crime-After							
Pair 4	UPF Convicted/1000 crimes-Before - UPF Convicted/1000 crimes-After	-19.94	27.77	-35.97	-3.90	-2.69	13	.019

*Note.* The source is the UPF Crime Dataset (2025).

Figure 15 illustrates the trends of NAADS and UPF activities from 2001 to 2023. To avoid clutter, some previously discussed variables have been omitted. Nonetheless, the variables displayed demonstrate a statistically significant improvement after the UPDF intervention. Support from the UPDF to these agencies effectively began after 2009, indicated by the dashed line. Food, crop, and livestock production showed consistent growth over time, reaching a peak around 2020. A notable decline occurred after 2020, likely due to the COVID-19 pandemic. Moreover, exports of agricultural raw materials steadily decreased over the years, reflecting Uganda's move toward adding value to its agricultural products. This shift aligns with the strategies for agricultural modernisation that NAADS/OWC has been tasked with implementing (NAADS, 2023). Overall, Uganda experienced significant agricultural growth following the intervention of the UPDF.

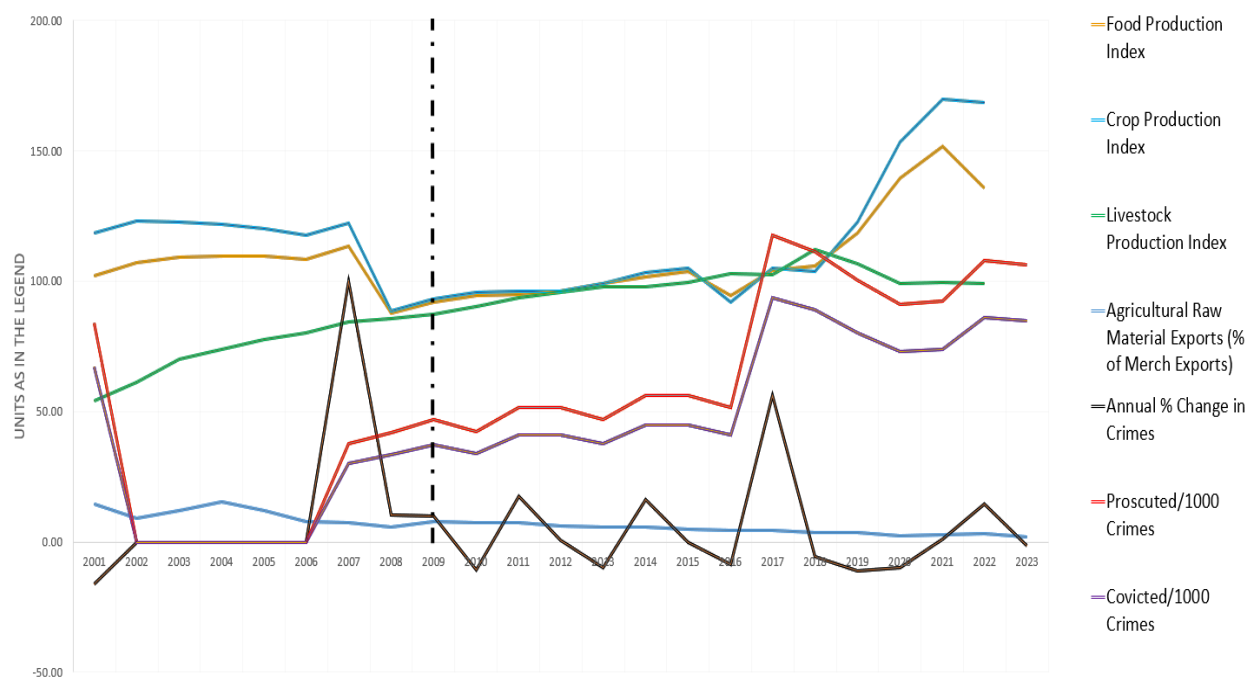
The support from UPDF to UPF shows steady improvements in prosecuting criminal cases and securing convictions. These metrics have clearly risen from 2017 to 2023, in line with the government's decision to deploy more UPDF officers to aid the UPF (The Independent Editor, 2019). Notably, fluctuations in criminal cases and convictions correlate with changes in crime rates; significant increases in reported crimes occurred during the election years of 2011, 2016,

and 2021. Overall, criminal activity tends to rise before, during, and after elections, as illustrated in the accompanying graph.

In this section, we provide a thorough evaluation of the findings, carefully combining both qualitative and quantitative results. This detailed analysis aims to uncover deeper insights from the data, highlighting patterns and trends that may not be immediately obvious. Through this synthesis, we hope to foster a more comprehensive understanding of the findings and their implications.

### Figure 15

*The chart illustrates the effect of UPDF's strategic intervention in NAADS and UPF after 2009, compared to the period before 2009.*



*Note.* The data source is the World Bank's Development Indicators and UPF's Annual Crime Status Datasets (UPF, 2025; World Bank, 2025).

## **Evaluation of the Findings**

This section aims to provide insights into the findings from the previous section. The brief evaluation and interpretations are organised around the research objectives and questions. It examines the data on demographics, the government's motivation for expanding the role of the UPDF, and how the UPDF and supported institutions conceptualised and formalised these expanded roles. It then interprets the findings concerning the experiences of UPDF Officers and civilian/police personnel. The final subsection evaluates the ideas presented by participants on how best to conduct future role expansion for the military, including an assessment of the effectiveness of UPDF's interventions in socioeconomic development and public law enforcement efforts, collectively referred to as social development indicators/goals (SDGs).

### ***Socio-demographic***

The socio-demographic data, a crucial aspect of our research, encompasses seven key categories. These include gender, generation, marital status, affiliation agency, years of service, position at work, and the participants' highest educational qualification. The following paragraphs will examine the evaluation of these groups of results.

#### **Gender**

The gender results reveal a significant imbalance, with males comprising the majority of the respondents at 67.53% and females at 32.47%. These figures, derived from separate qualitative and quantitative data, reflect the prevailing gender dynamics in Uganda and possibly other parts of the world (BMAU Briefing Paper, 2019; UNDP, 2024). It is essential to acknowledge that this imbalance may potentially impact the results, as gender often influences perspectives on issues related to gender disparity. However, despite these potential biases, this study's findings should

align with the national character and the reality of the area and population under study. Additionally, in this study, contentious gender preferences are not apparent.

### **Generation**

The findings on the Generation of the participants indicate that most of them are from Generation Y, also known as millennials, at 171 (55.52%). Generation X at 100(32.47%) and Generation Z at 28(9.09%) followed. Uganda's major working force is Gen Y, since they dominate the country's population structure. Gen X is on the way to retirement, while Gen Z is eager to take over from Gen Y. The older generations have retired or passed away and are no longer included in the public employment scheme. The younger generations are yet to enter the workforce. Over the next 5 to 10 years, Gen Z and Gen Alpha are expected to make up a significant portion of the public workforce. It is essential to note that the qualitative phase of the study was dominated by Gen X, indicating that its members currently hold leadership positions in the public sector. At the same time, Gen Y and Gen Z form the junior managers and other workforce members, indicating a potential shift in generational leadership and workforce dynamics for the future. Since Gen X is the organisation's current strategic thinkers and planners, their dominating numbers in the interview sessions are acceptable because the core objective of this study is to explore the rationale behind expanding the UPDF's role to facilitate national economic development.

### **Marital Status**

Most respondents are married, at 77.27%, and single individuals, at 12.66%; the remaining percentage comprises those with unique or troubled marital statuses. Most married individuals participated in the interview sessions, at a rate of 92.5%. This result indicates that most respondents lead stable family lives. Since married individuals are also the leaders of the organisations, they

play an essential part in developing cardinal policies that favour the family life of their employees. Single individuals may sometimes be radical in their thinking because they do not have a family to protect; however, their thinking will be moderated because they work under married people.

### **Categorisation by Agency**

The majority of respondents were civilian NAADS professionals, at 113 (36.69%), followed by the Police at 108 (35.06%), and UPDF Officers at 87 (28.25%). However, there were 14 participants for the interview sessions with the UPDF and the Police, and 12 for NAADS. The overall ratio of UPDF to civilians and police officers is 87 to 221. This reflects the same ratio (about 1:3) of the UPDF officers seconded or attached to support other government institutions. It is unlikely that the difference in numbers affected the findings, as this study is primarily qualitative, focusing heavily on the views/opinions of the interviewed individuals. Besides, there appears to be general consistency in the survey questionnaire results. This ratio also reflects the government's workforce, with UPDF having fewer employees than the rest of the MDAs. Therefore, the findings may apply to the rest of the government workforce population that did not have the opportunity to participate in this study.

### **Years of Service**

The majority of respondents have served between 6 and 25 years, with the most significant number falling below 21 years of service. These are the most active employees managing the routine activities in the agencies. Those who have served for 25 years and above are the most experienced employees who contribute to policy development and share experiences with the younger generations eager to take the mantle of leadership in the organisations. Those who have

served for less than six years form about 17% of the workforce. They are the upcoming employees of the agencies with less experience; only three of them participated in the study's interviews.

### **Position/Appointments**

Only 25 (8.12%) individuals under lower-level management participated in this study. The rest included 86(27.922%) of Mid-level management; the majority, 187(63.96%), were Top-level staff members. These figures reflect the focus of this research study; they overlook the typical government institution with a hierarchical organisation, where top managers are fewer in number and usually older than the bottom-level staff members. Top managers or leaders develop policies and design strategies for lower cadres to implement. Both the qualitative and quantitative strands required a substantial number of participants across the levels of leadership and management in the three agencies, with a greater focus on the individuals who design policy and strategy. For instance, during the interview sessions, there were 23 top-level managers and 17 junior staff. The findings thus have a fair representation of the views across the organisation's positions based on the core objective of this study.

### **Highest Formal Education Qualification**

Majority of the respondents attained bachelor's degree, 80(28.90%), diploma, 80(25.97%), and Masters; degree, 43(13.96%). Those with higher degrees, PhD and post-PhD, were only 7 (2.27%). The respondents attained tertiary, advanced, and ordinary or lower-level certificates. Since employees were employed based on their job qualification requirements, the highest formal education qualifications inevitably follow the hierarchical organisational structure of the agencies in this study. The findings suggest that the respondents were educated enough to understand organisational policy and their role in implementing the policies. In the same vein, the participants

shared their views with the researcher, who was well aware of the data they provided for this research study.

### ***Motivation of the Executive to Expand the Role of the UPDF***

The objective of this sub-section was to establish the underlying cause for the government's expansion of the military's (UPDF) role to include those traditionally reserved for civilians and other security organs (Police). The available literature reveals significant failures in both institutions, NAADS and the Uganda Police Force. They were accused of rampant corruption and failing to meet their constitutional mandate of alleviating poverty and protecting citizens and their property from thuggery and other security threats. The government also argued that using available resources to enhance service delivery to the people motivates the expansion of the military's role. Additionally, the Constitution of Uganda and other regulatory statutes provide military support to civil authorities during adverse conditions (ACCU, 2014; Candia, 2005; Editorial New Vision, 2010; LLC, 2010; NRM Secretariat, 2016, 2021).

The findings provided additional motivating factors, such as capacity enhancement, cost reduction, creating employment opportunities for veterans, exploring joint approaches to solving social problems, and attending to the broad national security perspectives within the concept of "people's army theory." It should also be noted that there were opposing voices to military role expansion, and some respondents thought that, given the opportunity, the supported institutions could have improved (15.7%). However, the survey questionnaire results confirm that the participants were satisfied with the expansion of the military role. The UPDF Officers are more patriotic (58.6%) and hard-working (64.6%), and are rated as great performers and models (67.5%) by other institutions. However, on the issue of corruption, the respondents preferred neutrality

(36.9%), although others agreed that the UPDF Officers are less corrupt (41.8%). For the UPDF Officers, this was another opportunity to apply the national guardian concept; they believe that the UPDF is a people's army and must do everything to help the citizens, especially in times of emergencies or struggles (Bell, 2012; Constitution of the Republic of Uganda, 1995; UPDF Act, 2025; Ministry of Defence, Uganda, 2009). The doctrine and culture of the UPDF instil in the soldiers a sense of national service and patriotism. These are institutional values that every soldier or officer must learn as part of their role conception (Anglin et al., 2022).

The quantitative results produced compelling evidence indicating that the military role expansion framework established is both credible and compelling. This framework is designed to assist the government in enhancing the role of the Uganda People's Defence Force (UPDF) in fostering national sustainable development. By leveraging the strengths and capabilities of the UPDF, the government aims to integrate military resources into broader development initiatives, ultimately contributing to the country's economic growth and social progress. The findings underscore the potential for the military to play a pivotal role in achieving sustainable development goals, suggesting that with the proper support and strategic direction, the UPDF can become an essential partner in the national development agenda.

### ***Conceptualisation and Formalisation of the Expanded UPDF Roles***

This section aims to provide insights into the conception of military role expansion and how this concept was formalised for implementation. The literature suggests that when new roles are assigned to the military, two things may happen: first, they may accept the new role and incorporate it into their training and operational doctrines; second, they may reject it outright or

fail to adopt it by other means (Cusumano, 2015; Gordon & Gordon, 1982; Harig et al., 2022; Harig & Ruffa, 2022).

The findings suggest that the UPDF attempted to provide officers with briefings, orientations, and sometimes pre-deployment training. The hosting institutions also attempted to brief the supporting officers, provide orientation, and occasionally conduct pre-deployment training. However, the training doctrine of the UPDF remains unchanged. The operational doctrine was modified by issuing joint operation orders and standing operating procedures that they shared with the supported institutions. The concept of on-the-job training (OJT) for Officers seconded or attached to support other MDAs is the most favoured approach by the UPDF. Their previous experiences and military training enabled the UPDF Officers to use initiative and creativity to adapt to the new working environment. Adapting to new roles and incorporating them into one's routine is a process. It requires the focal person to shed old routines in favour of new ones learned from colleagues and the supervisor's guidance (Klein & Heuser, 2008).

The hypothesis concerning the connection between the government's motivations and the strategies employed by UPDF officers to adapt to their new roles is decidedly statistically significant. This suggests that the government effectively leveraged the unique capabilities of the UPDF to assist struggling institutions (UPF and NAADS/OWC) in reclaiming their significance and enhancing their contributions to the national economy. Through this strategic partnership, the government aimed not only to restore functionality within these institutions but also to foster a more resilient and productive economic landscape.

### *Experience of the UPDF Officers*

This subsection aims to draw insights from UPDF Officers about their experiences working in the supported institutions. The literature suggests that during the role conception process, individuals and institutions undergoing new role conception will receive the role, adapt to it, and incorporate it as their new role (Biddle, 1986; Clement et al., 2022; Lee et al., 2020).

The respondents reported a mix of challenging and frustrating experiences on one hand, and enlightening and enriching experiences on the other, which explains the difficulty involved in learning a new role. The officers needed help in conceptualising the new role(s), understanding aspects they had not been taught or experienced before, and making these part of their routine duties. This process requires support from those with experience and knowledge of the job. The hosting colleagues and supervisors assisted the UPDF officers in learning and adapting to the new working environment. The UPDF officers acknowledged that the hosting institutions varied in many ways, including legal, cultural, ethical, and operational aspects. However, they related well to the planning processes because these were similar to those in the UPDF. The officers used ongoing communication, compromise, flexibility, learning, and mutual respect to facilitate their adaptation to the new role(s). The officers were interested in using initiative, creativity, and persuasion to complete tasks. This was part of their effort to adapt and understand the new roles assigned to them as newcomers in the hosting agencies. Being uncooperative, failing to communicate adequately, and lacking mutual respect can easily undermine the socialisation process, preventing role conception (Anglin et al., 2022; B. E. Ashforth et al., 2007a; Biddle, 1986; Clement et al., 2022; Smerek, 2011). The result could be an uncooperative relationship that may lead to victimisation.

A compelling and statistically significant relationship has been identified between UPDF officers' experiences in their new roles and their assessments of interactions with their police counterparts and NAADS/OWC officials. This finding underscores the importance of the quality of reception and the nature of interactions between UPDF officers and employees of supported institutions. These dynamics play a crucial role in determining the effectiveness of their collaboration and ultimately influence their collective impact on national socioeconomic development. Positive, constructive interactions are vital for fostering a cooperative environment that can substantially enhance their contributions to the wider community.

### ***Experience of the Civilian/Police Personnel***

This subsection aims to gather insights from employees of the hosting institutions on how they received newcomers from the UPDF and integrated them into their work environment. It also seeks to determine whether the presence of the officers influenced them, either positively or negatively, to help them continue working harmoniously with the officers. The literature indicates that when newcomers join an organisation, they gain an understanding of what is expected from supervisors and colleagues, interpret the tasks, test them, and adapt them to their own needs. This process occurs at both the organisational and individual levels (Cooper-Thomas & Anderson, 2006; Danielson, 2004; Gioia & Chittipeddi, 1991; Kammeyer-Mueller et al., 2013; Klein & Heuser, 2008; Louis, 1980; Maitlis & Christianson, 2014; Phungsoonthorn & Charoensukmongkol, 2020; Reio & Callahan, 2004; van Maanen & Schein, 1979).

The civilians at NAADS, OWC, and the police officers reported experiencing challenging relationships with the UPDF officers. This was worsened by the suspicion of the host institution's workmates towards the newcomers, to the point that some hosting workmates preferred having

parallel organisations with liaisons as the contact points. The civilians and police officers felt their systems were bureaucratic and slower, yet the UPDF officers favoured faster and result-oriented systems. Nevertheless, the leaders in the hosting institutions acknowledged that the presence of the UPDF officers brought fresh energy to their employees and motivated them to work harder. Eventually, the agency employees learned to cooperate, work as a team, and guide the UPDF officers in their new roles. This helped socialise the UPDF officers into their new roles. Some traits of the UPDF officers, such as being respectful, quick learners, flexible, collaborative, courteous, and inquisitive, enabled them to socialise easily. Some respondents disagreed that the UPDF officers influenced them; however, they agreed that both influenced each other, which is common for harmonious coexistence among people from different organisational cultures. The literature suggests that harmony is formed when the newcomer adopts the culture of the host organisation or a subculture blending elements from both cultures (Ashforth et al., 1998, 2007; Caprar et al., 2022; Harrison et al., 2023). Since the respondents mentioned influencing, cooperating, and learning from each other, it is likely a familiar subculture was created to facilitate their work and promote harmonious coexistence.

The quantitative analysis shows a clear and statistically significant link between the experience levels of police personnel and NAADS/OWC staff and their views of UPDF officers in the workplace. This finding highlights the importance of fostering harmonious collaboration in civil-military relations, demonstrating how such cooperation can boost overall productivity and effectiveness in development projects.

### ***Recommendations for Future Military Role Expansion***

The final sub-section, featured in both the interview guide and the survey questionnaire, aimed to gather participants' opinions on the most effective way to broaden the military's role beyond their comfort zone. The guide question was open-ended and included multiple-choice options to allow respondents to articulate their thoughts freely and to direct them towards potential alternative responses developed from the document review and pre-test. Existing literature indicates that the military's role tends to expand during emergencies or adverse conditions due to its unmatched capabilities. In other words, the military intervenes only as a last resort to resolve issues that others have failed to address—this is known as operational pulling. However, there are cases of political manipulation, where the military is involved in political activities by the ruling government to counter opposing political activists (Djuyandi et al., 2018; Harig et al., 2022; Harig & Ruffa, 2022; Sebastian et al., 2018).

The participants devised six alternatives for how UPDF should continue supporting other government institutions.

#### **Collaborative Approach**

In the collaborative approach, participants oppose deploying the UPDF through secondment to join the ranks of the supported organisation. This group preferred the current arrangement between NAADS and OWC, where each organisation is structured differently, and their point of contact is the shared liaison. They interact during meetings or joint activities as part of service delivery to citizens. This approach involves adhering to the existing legal strategy and the current system.

### **Stick to the Legal Approach**

The Constitution of Uganda, under Articles 208 and 209, provides for the UPDF's support to civil authorities in emergencies and natural disasters, fostering a harmonious coexistence between the defence forces and the civilian population. These Articles are further detailed in the UPDF Act 07/2005. In essence, the UPDF is mandated to support civilians during adverse conditions and to maintain harmony between civilians and itself. The law does not explicitly permit military support to other institutions under different circumstances unless through a Presidential Executive Order. The legal experts among the respondents prefer that each government institution follows its own course as defined by the country's laws, outside of executive directives.

### **Improve the Current System (ad hoc)**

Some respondents propose keeping the current system with modifications. For example, NAADS and OWC share liaisons and operate independently within what they describe as a tangled system. Due to the risk of mainstreaming NAADS, officials plan to work more closely with OWC at the policy implementation level while retaining separate headquarters. They suggest that the Executive Order be submitted to Parliament and transformed into an Act of Parliament to enable ongoing collaboration.

### **Multi-model Approach**

Some participants suggested employing multiple approaches as the situation demands. They argued that each condition or problem is unique; therefore, no single model can be universal. Members from the UPDF and the supported institution must develop a specific model. In human security, the military can assist society, the economy, health, the environment, and culture, among others. Each area requires different kinds of support, and the manner of providing support also

matters. For example, socio-economic support can differ from environmental and health support. The former is less technical than the latter.

### **Integrated Approach**

Supporters of the integrated approach argue that the UPDF and other agencies should operate as a single unit. This implies that UPDF officers should sit and collaborate directly with the supported organisations, just as they currently do with the UPF. The UPDF deploys its officers to the UPF, where they dress and work alongside police colleagues. These officers become integrated into the police system until their tour of duty concludes; afterwards, they revert to the UPDF.

### **MDAs should copy (mimic) the UPDF**

For some participants, the best solution is for other MDAs to adopt the UPDF's operational and training doctrines. Since the era of the National Resistance Army (NRA), the guiding philosophy has been respect for civilians and their property, along with the strong belief that the NRA/UPDF is the people's army. This means that the UPDF will always work closely with the population on all matters affecting ordinary people. This appears to be the main reason behind the executive order deploying the UPDF to support other government institutions, as well as the common view among most UPDF commanders. It is not only emphasised in the UPDF doctrine but also in military, political education, and other institutional curricula. It is the nature of UPDF Officers to consistently support civilians whenever they are involved in activities that benefit the ordinary person.

The analysis reveals a significant and statistically meaningful correlation between the government's eagerness to strengthen the role of the UPDF and the participants' perceptions of

future civil-military relations in Uganda. An in-depth review of the survey data shows that participants' optimistic views regarding cooperation between civilian authorities and the military are key in shaping the government's willingness to garner the army's support. This support is seen as essential for addressing institutional challenges and fostering long-term economic growth across the country.

Strong statistical evidence highlights the influential role played by the UPDF in strengthening the NAADS through the innovative OWC initiative. This strategic collaboration has been instrumental in promoting sustainable socioeconomic development across Uganda, driving meaningful change in rural communities. The findings emphasise that the UPDF has significantly boosted the capacity of the often-overburdened NAADS agency, empowering it to succeed in its vital mission. This partnership has not only improved NAADS's operational efficiency but also enhanced its effectiveness. However, it has also been crucial in revitalising the agricultural sector, thereby substantially contributing to the goal of improving livelihoods and boosting the country's economic vitality. As a result, the cooperation between the UPDF and NAADS has paved the way for a more prosperous and resilient Uganda. National statistical evidence shows that the percentage of subsistence farmers has decreased from 67 per cent to 33 per cent since the start of OWC in 2014 (UBOS, 2022a).

The analysis of the data reveals a significant finding: the involvement of the UPDF in enhancing the capabilities of the Uganda Police Force has a statistically meaningful impact on improving law enforcement effectiveness nationwide. The observed changes in the mean values are negative, indicating a notable improvement in performance compared to previous datasets. This suggests a positive trend in law enforcement outcomes, reflecting successful collaboration

between these two entities in addressing the challenges faced in maintaining public order and safety in Uganda.

### **Summary**

This chapter is divided into six logically connected sections. Section 1 serves as the introduction to Chapter 4. Section 2 addresses the study's trustworthiness by discussing issues related to credibility, transferability, dependability, confirmability, and authenticity. The main goal of this section is to outline the measures taken by the researcher to ensure findings are responsible, accurate, consistent, and representative. These findings can be effectively replicated when applied to another research population with similar characteristics. Section 3 focuses on the validity and reliability of the study. As this is a qualitative study, it faces inherent methodological challenges concerning concepts of validity and reliability. To overcome these issues, a quantitative component was developed to complement the qualitative research by attempting to validate the instruments and establish reliability. The interview guide and the related questionnaires support each other to ensure the instruments measure what they are intended to and that the results can be generalised to the entire study population. Peer review and respondent confirmation of the questions further reinforce this aim of ensuring validity and reliability.

Section 4 presented the results of the study. The results comprise both qualitative and quantitative parts, presented in accordance with the objectives, questions, and sub-questions. The objectives and research questions formed the subsections under this section. The first subsection focused on the demographics of the qualitative interviews and survey questionnaires. The results indicate that males predominate in both the interview and questionnaire sessions, which is a typical reflection of the gender distribution in the Ugandan public service (BMAU Briefing Paper, 2019).

Therefore, it reflects the characteristics of the study population. The participants were grouped according to their generations, and the findings show that Millennials, also known as Gen Y, are the majority, followed by the aging Gen X. Gen Z is the upcoming workforce, while the Baby Boomers are retiring. Again, this reflects Uganda's public workforce's nature (BMAU Briefing Paper, 2019; UNDP, 2024). The majority of participants were married, followed by those who were single. Since this study focused on the leaders of three government institutions who design policy and strategy, it is expected that most would be those living responsible family lives. Given that they belong to Gen Y and Gen X, they are likely within the married age group. Their thinking is oriented towards maintaining societal continuity by designing policies that will secure their children's future.

The demographic data also show that most participants came from the civilian NAADS and the Police; the UPDF are the minority. This reflects the typical ratio of security forces to the civilian population. The UPDF constituted 28.25% of the total respondents in both the qualitative and quantitative parts of the study. Most respondents served for 6 to 10 years, while the second-largest group served for 16 to 20 years. Top-level and mid-level positions are usually held by those with more than ten years of service, and these participants tend to have greater knowledge of the policies and strategies guiding their organisations. The demographic data also recorded the participants' positions or appointments, categorising them into junior, mid-level, and top-level roles. Most respondents were in the junior category (63%), followed by the mid-level category (27.92%), and the top-level category (8.12%). A typical hierarchical organisation, such as those in the Ugandan public service, would have fewer individuals at the top and more at the bottom of the pyramid (Mundua, 2024). The final demographic detail presented the highest level of education

achieved by the respondents, with most holding bachelor's degrees and diplomas. Those with a master's degree came third, while the fewest had doctorates, followed by post-doctorates.

The primary goal was to understand why the Ugandan government decided to expand the military's role to include functions usually carried out by civilians and other security agencies. There were four sub-questions under this goal: Why did the UPDF need to support civilian and police organisations? Is there a framework guiding this cooperation between the UPDF and the supported entities? Can you explain how these organisations tried to solve the problems the UPDF was called upon to address? How would you evaluate the performance of the UPDF within these organisations? Participants cited several reasons for supporting military involvement in civilian and police institutions, such as service delivery, capacity building, and national security. They generally disagreed with the idea that UPDF support was unnecessary and that these organisations could manage their internal issues independently. The participants expressed confidence in the UPDF, describing them as hardworking, patriotic, industrious, and less corrupt compared to other institutions. They referred to constitutional backing, parliamentary regulations, and executive directives as reasons for expanding the UPDF's role. While the supported agencies tried to resolve their issues, the problems continued. Overall, the participants rated the UPDF's performance in these supported organisations as good.

The second objective was to explore all parties' understanding and formalisation of the expanded UPDF roles. To support this aim, two sub-questions were formulated. How was the UPDF prepared before joining the organisation? Tell me how the UPDF officers fit into this [supported] organisation. The respondents reported that the UPDF officers adhered to laws, regulations, and joint operation orders, and they were briefed, oriented, and trained before

deployment. In some cases, the UPDF assigns or secures technically qualified personnel, so no training is required prior to deployment; such individuals simply receive a briefing and orientation to start work. The respondents stated that the UPDF officers agreed to work under civilian supervisors, collaborated, and shared learning with their colleagues. However, some of them learned on the job, using their military experience and training to adapt quickly to the new work environment.

The third objective was to explore the experiences of UPDF officers while working in the expanded role. Four sub-questions were developed to support this objective. As a member of the UPDF, describe your experience working with this other organisation (Police/NAADS). How does it differ from working within a UPDF establishment? How did you adapt to the differences in work approaches? What was it like working with civilians/police officers in their organisation? The respondents, who were UPDF officers, reported facing both challenging and frustrating experiences, as well as enlightening and enriching ones. They acknowledged learning from their civilian/police counterparts and noted that their hosts were courteous and welcoming despite their distinct culture. The officers reported encountering corrupt systems and different legal, objective, and ethical frameworks in the host institutions. They had to employ various methods to adapt to the host agencies' working systems, including maintaining constant communication with the hosts, being flexible, demonstrating initiative, utilising intuition, and fostering an atmosphere of mutual respect. They also tried to persuade their counterparts to streamline bureaucratic procedures. The officers acknowledged that their previous military experience and training had helped them adapt to the new working environment.

The fourth objective was to explore the experiences of civilians and police officers working with UPDF officers in their institution as hosts. Four sub-questions contributed to achieving this objective. As a civilian employee of this organisation, describe your experience working with the UPDF officers. Describe the UPDF officers' approach to work in your organisation. How did you get along with the UPDF officers? Did the UPDF officers influence you in any way? (Describe). The civilians and police officers initially reported being suspicious of the UPDF officers. They also confirmed what the UPDF officers alleged regarding challenging and bureaucratic work processes. However, they also acknowledged that UPDF officers achieve results faster and that their presence in the institution injected fresh energy into the colleagues. Cooperation made them a team; the UPDF officers learned from and listened to them, and they always consulted with each other, supporting one another. The civilian and police personnel reported that the UPDF officers were creative, workaholic, obedient, respectful, and did not tolerate laxity at work. However, due to overzealousness, some UPDF officers ended up mixing roles. The civilian and police personnel reported influencing each other, and they particularly appreciated the soldiers' attitude towards work, which encouraged them to be committed to their jobs.

The last objective was to gather the participants' opinions on the best way to involve the UPDF in civilian and police activities, should the military's role continue to expand. The qualitative interview guide included an open-ended question, while the survey questionnaire provided respondents with options. The guiding question was: Do you have any idea(s) on how best to arrange this working relationship between the UPDF and civilian organisations if it continues? Participants' responses fell into six related categories: collaboration, improving the current system, adhering to legal provisions, integration, other MDAs copying UPDF, and multi-

model approaches to military role expansion. There was strong support for maintaining the expanded roles of the military and transferring the qualities of the UPDF Officers to civilians and police personnel. The participants preferred a combination of models to engage the military with other government institutions, as each engagement varies depending on the prevailing conditions.

Section 5 reviewed the findings discussed in Section 4. It explained and interpreted the data presented as results and findings in the previous section. Section 6 summarises this chapter. In the next chapter, the study elaborates on the significance of these findings by examining the implications of the results for both theory and practice, providing recommendations for practice, outlining further research, and drawing a conclusion.

The final part of the findings examined how the Uganda People's Defence Forces contributed to the National Agricultural Advisory Services, especially through the Operation Wealth Creation initiative, as well as the Uganda Police Force. The analysis showed a noticeable improvement in the operational effectiveness of these agencies, as demonstrated by their better performance against set benchmarks. It is fair to conclude that the UPDF's strategic involvement in these institutions has been crucial in fostering a safer and more prosperous Uganda, supporting the country's broader sustainable development goals.

## **CHAPTER 5: IMPLICATIONS, RECOMMENDATIONS, AND CONCLUSIONS**

This study aims to examine the potential effects of expanding the role of the Uganda People's Defence Forces (UPDF) to include traditionally non-military roles, thereby balancing civil-military relations in the country and promoting sustainable socioeconomic development. The study selected two government institutions that the UPDF currently supports: the Uganda Police Force (UPF) and the National Agricultural Advisory Services (NAADS). The former involves law enforcement, while the latter concerns a government socio-economic policy aimed at poverty reduction and improved agricultural modernisation. The deployment of the military to perform non-military roles influences both the military and the supported institutions at organisational and individual levels. The army and these institutions must adapt their structures, doctrines, and organisational cultures to foster a balanced coexistence (Harig et al., 2022; Harig & Ruffa, 2022). To create a conducive environment for national progress, the individuals working within the new arrangement must also adapt to the latest work relations; the newcomers will seek inclusion while the hosts may harbour suspicion, but they must orient themselves and embrace the newcomers as part of the organisation (Ashforth & Saks, 1996; Cooper-Thomas & Anderson, 2006; Kammeyer-Mueller et al., 2013).

The conceptual framework of this study suggests that civilians and the military may cooperate or not cooperate, and this is a projected implication of expanding the military's role into domains outside its usual routine. This will also affect how effective the supported organisations become following their interaction with the army. When there is close cooperation between the military and civilians, the impact may result in a harmonious working relationship, which, in turn, can cause over-dependency on the military, thereby undermining the authority of civilian

institutions. Where the civil-military relationship is non-cooperative, the military is unlikely to shy away; the most likely course of action is to take over the supported institution completely, which may result in civilian victimisation. These outcomes occur in a spectrum depending on the level of cooperation between the civilian institution(s) and the military. Either way, the effectiveness of the supported institution in delivering public services will be hampered.

In Uganda, the effects of the UPDF's involvement in supporting other institutions, both in the short and long term, on civil-military relations in the country require clarification and assessment. This study focused on this phenomenon, which is gaining traction as more civilian institutions are now supported by the UPDF. Therefore, it was essential to conduct this research to ensure that policymakers are aware of the short- and long-term implications and how best to support civilian institutions to mitigate undesirable consequences. This phenomenon is observed in Uganda and some neighbouring countries, both within and beyond the region. Therefore, this study's findings would be a valuable policy tool for those states, especially developing nations, that are venturing into or planning to do the same in civil-military working relations for national economic development and stability.

This study was designed to explore the implications of UPDF's role expansion on civil-military relations in Uganda. This exploratory study employed the "exploratory sequential mixed methods" approach, applying both qualitative and quantitative approaches in a supportive mode. The primary method employed is the qualitative approach, with quantitative methods serving as a complementary tool to enhance the validity and reliability of the study (Creswell & Creswell, 2018). For the qualitative strand of the study, 40 participants were interviewed from the UPDF (14), UPF (14) and NAADS/OWC (12). According to the literature, the number of interviewees

was sufficient to meet the minimum requirement for achieving saturation, six to twelve (Are, 2021; Dworkin, 2012; Galvin, 2015; G. Guest et al., 2006). The interviews covered the three institutions (UPDF, UPF and NAADS/OWC) to ensure adequate coverage of the study population. The quantitative part developed questionnaires corresponding to the research objectives and the research questions used in the qualitative interview guide. This ensured that the survey questions supported the interview guide's corresponding questions. The survey questionnaire was successfully administered to 268 participants, comprising 73 from the UPDF, 94 from the police, and 101 civilians at NAADS/OWC. The analysis presented the qualitative results concurrently with the quantitative results in a supportive role.

This study used purposive and convenience sampling to select the three institutions and the participants for the interviews and the survey questionnaire. It is assumed that the conditions in these institutions are similar to those in other institutions where the UPDF offers support roles. For instance, the UPDF supports law enforcement roles in the Uganda Revenue Authority, the Fisheries Department, the Uganda Wildlife Authority, and the National Forestry Authority. It also supports socio-economic development and public administration in immigration, as well as in ministerial positions, including those of permanent secretaries. All these roles are unique, and similar research conducted in those MDAs may not produce the same findings. A civil-military relationship not guided by written regulations or laws depends on the relationship between the leaders of the military and civilian institutions. When leaders cooperate, one should expect cooperation to be reflected at the institutional level and vice versa. For instance, respondent ND7, a civilian at NAADS, stated, “It is exciting for those [UPDF officers] I worked with here at NAADS. However, some of the leadership elements at OWC created disruptions during their

reign.” This statement emphasises the significance of leadership in determining the nature of cohesion and relationship culture in joint organisations.

The current study followed the five fundamental principles of research ethics. First, all participants provided informed consent before participating in the interview and questionnaire sessions. For the interviews, each participant signed the informed consent form. For the survey questionnaire, participants were required to check a box to indicate their consent. The online version was designed to prevent participants from proceeding to the questions page without checking the consent box. The respondents were briefed, verbally and/or in writing, before participating in the study. Second, the research adhered to the principle of Non-Maleficence. The study ensured that the participants did not experience psychological or physical harm that might disadvantage them socially or otherwise when interacting with others in society. Third, the study kept the participants' identity and data tags confidential and anonymous to avoid victimisation when disclosed. The researcher assured the participants of the confidentiality and anonymity of their identity and data. Fourth, the researcher had to disclose their identity to the participants, as well as the purpose and benefits of the study, to both individual participants and the state and society. It was also made clear to the participants why they were selected and that they still reserved the right to decline participation. The last principle emphasised the previous sentence: the participants remained at liberty to terminate and/or withdraw their consent at any stage of the study without giving any reason for their decision (Al-Amad, 2017b; Allmark et al., 2009; Bos, 2020; Oates et al., 2021).

Before commencing data collection, the study fulfilled the ethical requirements and clearance by the Unicaf Research Ethics Committee (UREC). Conducting research in Uganda by

Ugandans studying at foreign universities requires additional procedures for obtaining research ethical clearance before collecting data in the field. Before obtaining clearance from the Uganda National Council for Science and Technology (UNCST SS2335ES), the researcher must obtain ethical clearance from a locally accredited university. This study got that clearance from the Makerere University Social Science Research Ethics Committee (MAKSSREC 11.2023.709). It also got gatekeeper letters from the UPDF, UPF, NAADS and OWC before conducting the study in those institutions.

After data collection, analyses were conducted, and the results and findings were presented in the previous chapter. This chapter is divided into five sections. Section 1 provides an introduction to the chapter, as previously discussed. Section 2 outlines the implications of the findings, organised around the research objectives and the related questions. Section 3 offers recommendations for the practical application of the findings. Section 4 presents suggestions for future research that were identified throughout this study. Section 5 summarises the study's conclusions, highlighting the key points of this doctoral dissertation.

## **Implications**

### ***The Motivation to Expand the Role of the UPDF***

This objective involved a series of research questions aimed at understanding respondents' views on the need for UPDF to support troubled civilian institutions, the existence of a framework for such a policy, how the supported institutions attempted to address their issues, and how respondents assessed UPDF's performance in its expanded roles. The study identified several reasons for broadening UPDF's role to include supported institutions. These reasons include enhancing capacity, tackling corruption and inefficiency, reducing costs, ensuring value for

money, leveraging available capacity to deliver services to the people, establishing a routine for UPDF to support other institutions under the concept of 'Peoples' Army,' as well as addressing national security concerns related to failing law enforcement and the ineffective implementation of government socio-economic policies. Respondents agreed that UPDF support was essential for these institutions to overcome their challenges. The research found that the existing framework, supported by executive directives and MOUS with other MDAs, provided a legal basis for expanding UPDF's role. Although supported institutions attempted to resolve the issues that prompted UPDF support, the problems persisted, and public outcry intensified, increasing the demand for government intervention. Overall, UPDF's performance in its expanded role was rated positively (51.1 per cent good and 16.4 per cent excellent) and could serve as a model for other MDAs.

#### **Impact of Potential Limitations on the Results' Interpretation**

A few participants held dissenting views against expanding the role of the UPDF to include those traditionally assigned to other government institutions. As a minority group, their views are essential but not significant enough to override the majority's opinion. The quantitative strand of the study was designed to address problems such as this and aid decision-making in the event of contradictory views. Only 18 per cent of the participants agreed with the suggestion of keeping the military away from civilian roles. Over 67% supported the idea, while the remaining respondents were undecided.

#### **Results' Response to the Research Problem and Purpose**

This study provided insights into why the government decided to expand the role of the UPDF to include those traditionally assigned to other MDAs. It also provided the legal justification

and framework under which the role expansion was implemented, and the performance of the UPDF in the expanded role was reported as satisfactory. The information in the findings is reasonably sufficient for policymakers to develop a future UPDF role expansion policy and strategy, ensuring harmonious working relations with the supported MDAs. Due to their improved effectiveness, the UPDF-supported institutions (UPF and NAADS) enhanced national stability and progress.

### **Alignment of the Results to the Conceptual Framework and the Significance**

The findings under this objective align well with the conceptual framework for triggering the government's decision to expand the military's role. The conceptual framework suggests that the government may use political or operational “pulling” of the military to address political or operational challenges facing other MDAs. In this case of the UPDF, there were operational challenges of law enforcement and government policy implementation on socio-economic development that made the government of Uganda “pull” the UPDF to offer support to the responsible MDAs under the legal provisions available. Some people considered it the militarisation of the MDAs (CHRI, 2006), while to others, it was a securitisation arrangement (Harig et al., 2022), which aligns with the government's claim that it is using available resources and capacity to address service delivery to the people to spark national security and development (NRM Secretariat, 2021). This finding is significant in that it suggests alternative methods for resolving inefficiencies in government systems by leveraging a more efficient capability within the state system.

### **The Contribution and Alignment of the Results to Existing Literature**

This finding aligns well with the literature regarding “operational pulling” (Harig et al., 2022; Harig & Ruffa, 2022); however, it further demonstrates that operational matters may ultimately become entangled in the political sphere. For instance, the “pulling” of the military to address law enforcement (police roles) and development (NAADS role) issues was purely an operational matter supported by the laws of the country. However, political pressure from the electorate led the government to expand the role of the UPDF to help resolve a potentially politically sensitive issue. The success of the UPDF in addressing the failures in law enforcement and poverty alleviation underscored the government's political capital. In other words, there are situations where both “operational” and “political” pulls on the military may occur concurrently, driven by the quest for national security and socioeconomic development to achieve stability.

### **Implications of the Findings to Practice and Contribution to the Body of Area of Research**

Policymakers and other practitioners should be aware of the factors that could prompt the executive to expand the military's operational and political roles. If expanding the military's role is undesirable to civilian technocrats, they should avoid situations such as those identified in these findings, including inefficiencies and gross corruption cases that lead to public outcry. When the public roars, a democratic government will always listen and respond to maintain the social contract it has established through its election. However, expanding the military's role appears more likely in countries where the laws allow such interventions, albeit in adverse conditions. The executive, to address the failures in other MDAs, may easily brand them as “adverse” conditions warranting military intervention. It is also essential to note that once the military successfully addresses failures in one or two MDAs, the executive and other stakeholders may revert to it

whenever a challenge or any operational (social) activity arises. For instance, the UPDF Engineers are being contracted in several civilian projects because they get the job done in record time as attested to by participant PF11, “They [UPDF] respond very fast to orders. They are good at getting results faster, the weakness there notwithstanding” and PF1, “Because we have been working jointly in most operations, we have mastered how each agency personnel work. The UPDF officers usually come and finish their task fast and move to another site”.

### ***The Conceptualisation and Formalisation of the Expanded Roles***

The objective of the research instruments in this subsection was to explore how the idea of expanding the role of the UPDF was conceptualised by both the UPDF and the supported agencies and then formalised as a routine for continuity. It is essential to note that role conception occurs after the role has been assigned to the role actor (Biddle, 1986). There were two research questions under this objective: first, relating to how the UPDF and individual officers were prepared before deployment and second, how the expanded role(s) became routines (formalised) for the UPDF as an institution and for the individual officers. The findings suggest that the UPDF and/or the supported institutions brief, orient, train, and sometimes deploy technically qualified officers into expanded roles to ensure that they conceptualise and formalise their new roles. However, there has yet to be confirmation whether the UPDF modified its training doctrine to incorporate the expanded roles. The assumption is that the officers are trained to be creative and flexible enough to fit into new roles whenever assigned. Statements by participants confirmed this. For instance, UPDF Officer DF10 stated, “The experience is characterised by learning, adaptation, and partnership. Adjusting to civilian work methods involves understanding different operational cultures and practices and emphasising collaboration, communication, and mutual respect. [I]t is

an eye-opening journey into how military discipline, leadership, and logistical capabilities can be effectively integrated with civilian expertise to address complex challenges facing Uganda”. While UPDF officer DF93 stated, “My experience shows that being flexible and ready to learn always is very important to fit into a new system” and Police Officer PF7 stated, “I am surprised, most of them fitted very fast and work well with police officers.” The quantitative analysis results further support the assertion that the government’s motivation to expand the UPDF’s roles was associated with the officers' ability to adjust quickly to new roles.

### **Impact of Potential Limitations on Results’ Interpretation**

A potential limitation of this finding is the difficulty in determining the efforts put in place by the UPDF as an institution to conceptualise and formalise the expanded roles. This may require a fresh study specifically focused on the modifications in the training doctrine of the UPDF that are geared towards expanding roles. For this study, the report by the participants indicates that they utilised initiative, flexibility, creativity, and rapid learning to adapt (conceptualise) and fit (formalise) into the civilian roles, which is adequate (UPDF Officers DF10 & DF93).

### **Results’ Response to the Research Problem and Purpose**

This finding addresses the issue of deploying the UPDF to support roles that require training or the acquisition of additional skills. Specifically, it clarifies how the UPDF, both as an institution and as individual officers, adapt to new roles assigned to them and integrates these roles into their existing responsibilities. This finding provides policymakers, particularly the leaders of the UPDF and the supported agencies, with valuable insights for developing policies that address the challenges and risks faced by UPDF officers as they adapt to and assume expanded roles.

### **Alignment of the Results to the Conceptual Framework and the Significance**

The results align well with the conceptual framework under the role conception and socialisation process of the UPDF officers. The literature suggests that when a new role is assigned by the role giver and received by the role actor, the role actor undergoes a role adaptation process before conceptualising it to become their routine (Biddle, 1986; Nicholson, 1984). The conceptual framework predicts that the process of role conception is influenced by the role-taking institution's culture, history, memory and operational experiences. In other words, the UPDF as an institution will depend on its culture, historical experiences, and doctrine to adapt and formalise its expanded roles. The UPDF participants have confirmed this in their statements. For instance, UPDF Officer DF10 stated,

Adjusting to civilian work methods involves understanding different operational cultures and practices and emphasising collaboration, communication, and mutual respect. The experience highlights the importance of teamwork, the value of diverse skill sets, and the potential for military-civilian synergy in achieving common national goals. Engagement with Civilians: There is increased direct engagement with civilians, requiring sensitivity to civilian needs, perspectives, and legal frameworks, which may not be as pronounced in military contexts. It typically involves learning to navigate and respect different work cultures and practices, fostering mutual understanding, and leveraging diverse skills and experiences to achieve common goals (UPDF Officer DF10).

DF11 stated, “The whole idea came from the history of the UPDF as a people's army. The constitution directed UPDF to support civilians wherever required. Where the civilians are overwhelmed, the UPDF always comes in to support.” The concept of a “People’s Army” originated during the bush war of 1981-1986, coined by the National Resistance Army/Movement (NRA/M). Later, in 1995, the NRA changed its name to the UPDF when the new constitution was promulgated. However, the historical culture and doctrine of the NRA, especially the concept of a People’s Army, remain firmly rooted in the UPDF (Ministry of Defence, Uganda, 2009; UPDF

Joint Services Headquarters, 2021). Additionally, UPDF's counterinsurgency operations provided it with valuable experience in supporting the civil population, particularly during times of strife. This was the spirit captured in the 1995 Uganda Constitution, a philosophy that made the UPDF unique and, most of the time, thriving in its endeavours (Amaza, 1999; Bell, 2012; Constitution of the Republic of Uganda, 1995; UPDF Act, 2025; Kategaya, 2006; Museveni, 2016).

### **The Contribution and Alignment of the Results to Existing Literature**

The role assignment and reception process, role adaptation, and conception by the role receiver are consistent with the findings of this study (Biddle, 1986). The UPDF, both as an institution and through its individual officers, receives executive directives that assign them to supported agencies. While at the supported agency, they are given the specifics of the roles they are to perform as per the executive orders. The UPDF must develop new roles, such as law enforcement and socio-economic development, and make them routine tasks when they remain operational within the supported agencies. For instance, UPDF Officer DF10 and Police Officers PF13 and PF8 stated thus:

...working closely with civilian staff to ensure that their actions align with the organisation's overall objectives, including participating in joint planning and execution of projects. Training and capacity building: Sharing knowledge and skills with civilian counterparts, especially in security, first aid, and emergency response, to enhance the organisation's overall capacity (UPDF Officer DF10). After orientation, they learn other things from their workmates and superiors (Police Officer PF13). Through our guidance and support, they fitted very well into the police system (Police Officer PF8).

These statements depict the officers' difficulty adapting and conceiving the assigned roles they are expected to play within the expanded role framework.

### **Implications of the Findings to Practice and Contribution to the Body of Area of Research**

The findings of this study will offer policymakers valuable insights into the challenges faced by UPDF officers when assigned extraordinary roles. They will also guide UPDF leaders and individual officers on the steps they need to take to adapt to these expanded responsibilities. This study is among the first to examine the phenomenon of role expansion and conception by the UPDF in law enforcement and socio-economic development, as well as its implications for civil-military relations. Previous research has concentrated on Uganda's military and politics as an evaluation of civil-military relations in the country, with some authors describing it as the militarisation of politics (Centre for Resolution of International Conflicts, 2019; Khisa & Rwengabo, 2024). However, it is crucial to distinguish between militarisation and civil-military relations. These terms differ considerably: militarisation entails the military extending its values and doctrines to civilians, whereas civil-military relations refer to the cooperative interactions between the military and civilian populations.

### ***Experience of the UPDF Officers in the Expanded Role***

This subsection discusses the implications of the UPDF Officers' experience in expanded roles. Four questions directed the officers' responses to this research objective. The first question asked the officers to describe their experience working with civilians and police officers. The second question requested the respondents to elaborate on the differences in work experience between the UPDF and the expanded role. The third question asked participants to explain how they adapted to the differences in approaches to work, and the fourth asked them to describe the working relationships between civilians, police officers, and UPDF officers (newcomers). Initially, the UPDF Officers reported challenging and frustrating experiences. For example, UPDF Officers

DF4 and DF5 stated: “Its(sic) tasking because their bureaucratic methods are truly frustrating to military ethos attuned to swiftness and being results oriented” (UPDF Officer DF4) and “I noted trouble in the supply system; it is too complicated, and this gives room for corrupt people to steal from the government” (UPDF Officer DF5).

However, as the officers adapted to the expanded role, they had a much better experience of enlightenment and enrichment. UPDF Officers DF10 and DF7 confirmed this:

Working with civilians in their organisation is as enriching and enlightening, offering a new perspective on service and collaboration. [t]he experienced(sic) broadens one’s view of public service, emphasising the importance of teamwork, communication, and adaptability in addressing the needs and challenges of the wider community (DF10). It is always an interesting moment to share strategic development ideas at all levels of the organisation. The knowledge shared is always vast, presenting a motivational opportunity to appreciate our roles as UPDF during civil-military engagements (DF7).

Nevertheless, the officers learned from their hosts and adapted to the work systems in the expanded roles.

In their expanded roles, the UPDF officers reported differences in institutional culture, ethics, legal regimes, and levels of corruption. However, they also acknowledged some similarities, especially in the planning processes. For example, UPDF Officers DF9 and DF14 stated:

The UPDF differs in that commanders have complete control over their subordinates and full control over the systems under their command. Operational Culture: Civilian organisations often have a more flexible and collaborative operational culture compared to the hierarchical and command-driven culture of the military. Decision-Making: Decision-making processes in civilian setups may be more consultative and involve various stakeholders, contrasting with the more centralised and rapid decision-making typical in military environments (DF9). The planning is similar, but the implementation differs (DF14).

The most notable difficulties are the slow pace of activities and the stringent bureaucratic processes associated with the expanded roles.

The UPDF Officers reported that principles of mutual respect, collaboration, flexibility, compromise, a fluid communication network, and creativity enabled them to adapt and fit into the expanded roles. They also tried to influence their hosts' behaviour to be similar to theirs, in order to adjust to their new working environment. This statement from UPDF Officer DF10 illustrates the experiences of adaptation and working relationships between other institutions and the UPDF.

Adjusting to civilian work methods involves understanding different operational cultures and practices and emphasising collaboration, communication, and mutual respect. The experience highlights the importance of teamwork, the value of diverse skill sets, and the potential for military-civilian synergy in achieving common national goals. Engagement with Civilians: There is increased direct engagement with civilians, requiring sensitivity to civilian needs, perspectives, and legal frameworks, which may not be as pronounced in military contexts. It typically involves learning to navigate and respect different work cultures and practices, fostering mutual understanding, and leveraging diverse skills and experiences to achieve common goals (UPDF Officer DF10).

The findings from the quantitative analysis lend even greater weight to the argument that the experiences of UPDF officers, as they navigated their expanded roles, significantly influenced how they perceived and defined their relationships with the institutions they supported. Initially faced with a series of frustrations, the officers gradually witnessed a remarkable transformation in the dynamics of their interactions with their hosts. This evolution was complicatedly tied to the first-hand experiences they encountered while executing their assigned tasks, which ultimately shaped their understanding and characterisation of the individuals and environments they engaged with.

### **Impact of Potential Limitations on Results' Interpretation**

The literature discussed terms such as newcomer socialisation, sensegiving, sensereceiving, and sensemaking, which the researcher predicted would confuse the respondents because they needed to understand the technical meanings of these terms. This was done at the risk of losing some of the questions' actual context as understood by the respondents. Participants' meanings attached to their interview and survey questionnaire responses may not necessarily reflect what the researcher interpreted here in the technical context of socialising newcomers in organisations. Psychometric studies are required to further examine the socialisation process of UPDF officers in their expanded roles.

### **Results' Response to the Research Problem and Purpose**

The officers' experiences have highlighted the structural and doctrinal issues associated with expanding the UPDF's role. The UPDF Officers initially reported challenging and frustrating engagement with the hosting institutions. This was addressed through various methods to turn to enlightening and enriching relations. This working relationship directly affects civil-military relations, pitching the UPDF against the supported agencies at the institutional and individual levels. For instance, respondent ND1 reported, "However, their [UPDF and NAADS] relationship is marred by conflict. We need to understand the roles of the two organisations more. NAADS continued with its original mission and role at the strategic level. At the District level, they surrendered the task to OWC," and PF7 stated, "It was hard coping with their [UPDF] work method. However, being adaptive helped me to work well with them [UPDF]. My colleagues describe them as workaholics." Civil-military cooperation occurs on a continuum with extremes ranging from no cooperation to maximum cooperation. The level of collaboration oscillates within

the continuum as UPDF Officers interact with civilians, resulting in the effects of dependency or victimisation (Djuyandi et al., 2019; Huntington, 1957; R. Schiff, 2008; Sebastian et al., 2018). Managers and leaders must understand and support their employees through such challenging phases whenever the UPDF collaborates with other MDAs. The statistical analysis of the data from the World Bank and the UPF indicates that the UPDF's interaction with the hosting institutions had a positive impact on the stability and progress of Uganda.

#### **Alignment of the Results to the Conceptual Framework and the Significance**

The conceptual framework shows that individual UPDF Officers undergo socialisation within the new organisation alongside their role conception process. Socialisation involves using both institutional and personal tactics. The hosting organisation develops institutional tactics to orient newcomers and assist their adaptation. Simultaneously, newcomers apply their personal tactics, initiative, and creativity to navigate work relations within the organisation. This process is rooted in principles of sensegiving by colleagues and supervisors, as well as sense receiving and sensemaking by the newcomer. The newcomers (UPDF) are provided with rules and instructions on organisational procedures by supervisors. However, some methods and practices are demonstrated by colleagues. All these processes of sensing constitute sensegiving, which newcomers receive and interpret to learn and adapt effectively (Ashforth, 2001; Ashforth et al., 1998; Ashforth & Saks, 1996; Sluss, Ashforth, et al., 2012). These theoretical concepts elucidate the processes that occur in the minds and bodies of newcomers as they adapt to broader roles. Policymakers may find these theories (socialisation and sensemaking) useful when designing policies to support smooth transitions for newcomers into their new roles.

### **The Contribution and Alignment of the Results to Existing Literature**

The findings of this study are consistent with the literature on socialising newcomers and integrating them into host organisations. Newcomers have four strategies for integrating into their host organisation. First, accept the host organisation's culture, abandon their own, and become integrated. The second is to create a new culture by blending the cultures of the hosts and newcomers. Third, the staff of the hosting agency abandons their own culture and adopts that of one of the newcomers. Fourth, when newcomers and hosts reject each other's cultures and remain independent and opposed, no integration occurs (Cooper-Thomas et al., 2020; Kammeyer-Mueller et al., 2013). In this study, the UPDF Officers and their hosts chose the second option, creating a new culture that combines elements of both the UPDF and the hosting institutions' cultures. This was reflected in the participants' responses. For example, the following responses from different participants confirm this view. "We essentially learned from each other-Police and UPDF. After getting used to each other, work was moving on very well, as it is done in the UPDF" (UPDF Officer DF93), "For example, when I have a challenge as a Director, I just pick up the phone and call the UPDF for support. They also have a detachment here with me" (Police Officer PF11), and "Their presence in the field makes us act decisively and explicitly" (NAADS/OWC Civilian ND12). Learning from each other is considered the process of learning the work culture of each organisation (newcomers and hosts). Once this occurs, they can work together smoothly, which signifies that a new work culture has been created that both entities adopt as their new way of operating.

### **Implications of the Findings to Practice and Contribution to the Body of Area of Research**

Organisational leaders play an essential role in developing organisational cultures. Therefore, managers and leaders of supported organisations should be at the forefront of guiding newcomers and their hosting co-workers to create a culture that will favour the organisation's productivity and efficiency. The transition from one culture to another typically involves a phase of uncertainty, during which employees rely heavily on each other and their managers or leaders. At this point, the leaders of supported organisations must be very close to their subordinates to help them create the desired shared culture with newcomers (House et al., 2002; Karaminia et al., 2010; Schein, 2004; Tohidi & Jabbari, 2012). This study provides new knowledge on how UPDF Officers interact with other organisations without imposing their culture on others. They possess the unique characteristic of accepting a compromised position, creating and adopting a neutral culture among the workers of the supported MDAs. This is not the case with some military organisations across the world. This finding could be helpful to policymakers and scholars of military sciences and tactics.

### ***Experience of the Civilians and Police Working with the UPDF Officers***

This subsection aims to evaluate the experiences of civilians and Police officers working with UPDF officers deployed to expanded roles. Four questions guided the participants (civilians/police officers) under this category. The first question asked participants to describe their work with UPDF officers. The second question asked them to evaluate the approach of the UPDF officers towards work. The third assessed the participants' strategies for socialising the UPDF officers in their expanded job roles, and the last one asked them to state whether the UPDF officers had influenced them in any way. The civilian NAADS/OWC and Police officers reported that their

work systems are bureaucratic, challenging and slow. They were initially suspicious of the UPDF officers, as stated by Civilian ND1, “Initially, the NAADS officials were suspicious of the military officers. There was a lack of trust between the officers and civilians,” and confirmed by DF93, “Suspicion was there, they thought we came to investigate them or to threaten their job. The Police had suspicion but gained trust in us after realising that we are comrades in arms and that we came to support and not take their job.” Nevertheless, the civilians/police acknowledged that the UPDF officers are hard workers; they get results fast, and their presence among them injects fresh energy into their employees. ND7 confirmed these assertions, “I like their approach to work. Once planning is complete, they are eager to begin implementation. Unlike some civilians who require pushing to move forward”, ND5, “Every officer endeavour to clear their desk before leaving for home,” ND2, “I liked it when the officers came to work with us; they injected fresh blood into the organisation. Pushing everyone to be efficient and effective in delivering results,” and PF13, “I think they did it by the way they do their work. They brought in a culture of working hard without being pushed.” After the initial shock, the hosting workmates learned to work together with and guide the UPDF officers. The UPDF officers also consulted them concerning work in the expanded role.

The hosting employees described the UPDF workmates as respectful, creative, hardworking, fast learners, inquisitive, and obedient individuals. They do not tolerate laxity, unlike their hosting counterparts. However, due to overzealousness, they sometimes overlap roles by stepping into their workmates’ responsibilities. Participant ND12 reported these assertions, “The ones I worked with are polite and respectful;” PF9, “I know them as cooperative people, and they respect us in our different capacities;” ND5, “They are also innovative. They hardly ask for funds

and always use what is available to get the job done,” and PF12, “The only difference is that we always assess the given orders against the fundamentals of the law. We follow lawful orders only.” Otherwise, the hosting workmates attest to UPDF officers’ endeavour to follow procedures and adopt systematic work systems. For instance, Police Officer PF12 stated, “We use similar approaches. We follow orders from our superiors,” and Civilian ND5 stated, “I work with the UPDF officers at OWC. OWC is organised like a typical military institution. Everything flows smoothly.”

The civilian and police participants reported collaborating with UPDF officers and learning from one another. Additionally, since the UPDF officers are courteous and adaptable individuals, it was easy for them to adjust to their expanded roles. The following participants support this statement: Police Officer PF8, “In a group, when you work and play together, you become a family, and that is how we are today with the UPDF officer.” UPDF Officer DF93, “We essentially learned from each other-Police and UPDF. After getting used to each other, work was progressing very well, as it is done in the UPDF,” Civilian ND8, “They are friendly people, much easier to get along with than we initially thought. We work as a family, supporting each other depending on our areas of expertise,” and Police Officer PF7, “I have worked with the military in other sectors; they are versatile people.”

The civilian and police participants reported that they influenced each other, yet they appreciated the attitude of the UPDF officers towards work. For example, Civilian ND3 stated, “Of course, whenever you interact with someone for some time, you will not leave without getting some influence from that experience.” Civilian ND2 said, “The officers brought a fresh culture

into the agency, working very fast and demonstrating a sense of accountability, efficiency, and effectiveness.” Civilian ND12 remarked, “I like their fast way of doing things.”

Although the UPDF officers and the civilian/police personnel had different questions about their experiences, they seem to share similar views. For example, they all recognised the bureaucratic and slow procedures, the relaxed attitudes towards work, and the initially difficult and frustrating experiences in civilian/police institutions. Both groups also acknowledged learning from each other and agreed that the character of the UPDF officers, though unexpected, helped them to adapt easily to the expanded roles. They influenced one another, leading to the development of a positive working environment with a new organisational culture.

#### **Impact of Potential Limitations on Results’ Interpretation**

A few civilian and police officer respondents held dissenting views from the rest. To ensure their opinions were recognised, the instruments captured their ideas in the qualitative interview results and determined their actual numbers in the quantitative survey results. Their views are included in the conclusions of the interpretations. A psychometric test is necessary to investigate further how the personnel of the host institution socialise newcomers and contingent workmates (UPDF personnel).

#### **Results’ Response to the Research Problem and Purpose**

The research problem predicted intense inter-organisational conflict and poor working relationships between the UPDF officers and their hosts. However, the results show a different pattern. Initially, it was confirmed that the hosting institutions struggled to accommodate the UPDF officers who came to support them in their work. There was suspicion that the UPDF would take over the entire institution's activities, causing job insecurity among the host staff. However,

over time, those fears diminished mainly because of the character of the UPDF officers and the results they achieved working as a team. Consider the statements from civilian participants ND1, “Initially, the NAADS officials were suspicious of the military officers. There was a lack of trust between the officers and civilians,” and ND2, “The officers brought a fresh culture into the agency, working very fast and demonstrating a sense of accountability, efficiency, and effectiveness,” which illustrate this argument.

Policymakers might consider this finding to assist in creating a harmonious working environment whenever UPDF officers are deployed to support other MDAs. There will be initial shock; some supported colleagues may overcome it and be willing to work with UPDF officers, while others will persist and reject the idea entirely. Ensuring that roles are clearly defined within the supported organisation is vital. Participant ND7 emphasised this point, “Overall, if the officers are seconded instead of attached, things will be straightforward. Their role will be well-defined, and we, as civilian technocrats, will also have our roles well-defined. Currently, OWC helps us reach the lowest level of Uganda, where we are away.”

The quantitative analysis shows a significant link between the experiences and perceptions of UPF and NAADS/OWC personnel regarding their interactions with UPDF officers. Initially, the relationship was influenced by concerns that UPDF personnel might take control of their organisations. However, as familiarity and regular contact with UPDF officers increased, these civilian institutions gradually welcomed and even promoted closer ties with the military personnel. This change resulted in more harmonious collaborations that positively affected the national economy.

### **Alignment of the Results to the Conceptual Framework and the Significance**

The conceptual framework examined the experiences of UPDF officers and civilian/police personnel in the supported organisations. The former must undergo socialisation through sensemaking and adaptation by receiving roles and senses from the hosting personnel, supervisors, and workmates. The results demonstrate how UPDF officers learned from their host workmates and supervisors, and interacted with them to foster a working environment that benefited both parties—a new organisational culture. This finding is significant because it has uncovered the previously unknown nature of the working relationship between UPDF officers and the hosting employees in the supported agencies.

### **The Contribution and Alignment of the Results to Existing Literature**

The findings of this subsection are aligned with the theory of newcomer socialisation. Its specific contribution is the socialisation of contingent workers, the UPDF officers attached or seconded to the supported organisation, with unique military characteristics, by civilian and police personnel. This phenomenon has significant implications for human resource management within the UPDF and the supported agencies. For instance, recruitment, development, and reward systems require ad hoc measures to ensure that employees, UPDF personnel, and civilian/police personnel are equally motivated.

### **Implications of the Findings to Practice and Contribution to the Body of Area of Research**

The findings here aligned well with the literature on newcomer socialisation, apart from the distinctive nature of the newcomer personnel to be socialised. A military force like the UPDF might be easier to socialise with because of its unique military culture (Bell, 2012). This is not always the case with other militaries, as demonstrated by the story of the Indonesian army

(Djuyandi et al., 2018; Sebastian et al., 2018). The executive was partly motivated to change the mindset of employees in UPDF-supported institutions. This involves transforming their culture and attitude towards work processes in Uganda. This objective was achieved by developing a new organisational culture in the supported institutions through the presence of UPDF officers as contingent workers.

### ***Recommendations for Future Civil-Military Engagement in Uganda***

This subsection discusses the participants' views and opinions on how the expanded roles of the UPDF should be organised to promote harmonious civil-military relations. The interview guide contained only one question, while the survey questionnaire included several options to categorise or capture the diverse views of the participants. The participants held varying opinions; consequently, the findings in this subsection were organised into six categories.

#### ***Collaborative Approach***

Some respondents detested the idea of integrating the UPDF and the supported agencies. They preferred using a liaison system to coordinate with the UPDF, as is the case between NAADS and OWC. Each agency works independently and only comes together when undertaking a joint project. However, they each nominate liaison officers (Representatives) to their headquarters. This arrangement is supported, among others, by UPDF Officer DF13, “Working in parallel is better than merging organisations. This allows each institution to maintain its work culture. Organisations can only integrate when delivering service to the population.”

#### ***Improving the Current System (ad hoc)***

Some respondents appreciate the current working arrangement between the UPDF and the respective institutions they support. They suggested improving the existing ad hoc system by

making it more formal (legal) and better organised than it currently is. For instance, Civilian participant ND2 stated,

However, the support of the UPDF to civilian organisations should not be ad hoc. There must be a deliberate policy framework, preferably through an act of parliament, to ensure everyone is on board. We receive numerous criticisms due to the ad hoc nature of our approach. Today, we can accurately predict specific events that may overwhelm civilian institutions. These include landslides, floods, locust invasions, famine, and disease outbreaks. We need the military's capability whenever such events strike. Therefore, we can develop policies that guide us when such events are about to occur (Civilian ND2).

### ***Integrated Approach***

Some respondents chose the integrated approach, where the UPDF and supported institutions work together in the same environment, as is currently the case between the Police and the UPDF. Essentially, this means UPDF personnel will join the supported organisations in their workplaces and become part of their staff. For instance, Civilian participant ND2 suggested this:

I strongly recommend that the UPDF be involved in policy discussions. We now have highly educated officers like you [the Researcher] who can make positive contributions to the formulation of national policies and strategies. Yes, the UPDF is in parliament, which is a good thing. However, they should refrain from wearing uniforms to discuss freely with their civilian counterparts (Civilian ND2).

### ***Legal Approach (Legalism/Literalism)***

Some participants suggested that the government should follow the legal provisions outlined in the country's laws and allow each institution to carry out its constitutional mandate. However, the constitution also mandates the military's intervention in support of civil authority. The laws, however, do not specify the duration of the UPDF's support to these agencies. It remains the responsibility of the Executive to decide when to end such support. Respondent R1 from the survey questionnaire said, "Let organisations perform their constitutional mandates..." However, the

intervention was intended to address failures in the supported institutions. The expansion of the UPDF's role did not extend to MDAs that are effectively fulfilling their roles.

***MDAs should copy the UPDF***

Some participants suggested that the good traits cultivated in and demonstrated by the UPDF should also be fostered in the supported organisations. Since the government aims to see the same qualities in other government employees, the most effective approach is to encourage them to emulate the traits of UPDF personnel through policy development and implementation. The statement by Civilian respondent ND2 clearly illustrates this point:

As civilians, we often lack the discipline, extensive skills and knowledge, flexibility, capabilities (equipment), and innovativeness that the military possesses in abundance. It is these very traits that enable the military to accomplish tasks with remarkable speed. To enhance efficiency and effectiveness across all MDAs, not just NAADS, we must harness these traits from the military (Civilian ND2).

***Multi-Model Approach***

Participants also recommended adopting a multifaceted strategy to broaden the UPDF's role across various MDAs. They contended that the different challenges faced by each MDA and the specific support required mean that a generic or standardised approach is not appropriate. No single model is better; each has its own advantages and disadvantages. The chosen model should effectively accomplish goals that align with the overall purpose of the intervention. Civilian participant ND2 clarified this point more clearly:

Therefore, I recommend that the UPDF use multiple models when offering support to civilian institutions. The prevailing situation should inform the selection of the model. The integration model works well for the police; however, for us here, the liaison model appears to suffice. You may need to conduct further research to determine which situation best suits which model. I would not buy into the idea of a one-size-fits-all approach (Civilian ND2).

These opinions can be further condensed into three categories: (1) those supporting parallel organisations with liaisons, (2) those favouring an integrated model, and (3) those proposing a multi-model approach. This approach may involve either or both of the first two options, depending on the situation. The first model emphasises attachment, while the second advocates for secondment of the UPDF officers to the supported organisations. The third model varies based on the circumstances: attachment, secondment, or a combination of both.

This study favours the third model, and most respondents support this choice, as shown in the results of the quantitative survey questionnaire. The survey results indicate that 49% of participants preferred using a combination of engagements when expanding the role of the UPDF to include those traditionally assigned to other MDAs. They also agreed that civilians and police personnel should adopt the work ethic of the supporting UPDF soldiers.

Interestingly, the survey respondents disagreed on a Likert scale regarding keeping the military away from civilian and police roles (60%), involving the military only in commercial and humanitarian support (38% and 35%, respectively), and contracting the military solely to support specific departments within organisations (40%). These disagreement statements clarify the correct conclusions from the uncertain qualitative interview.

The results of the quantitative analysis show that participants' views on future civil-military interactions are statistically significantly linked to the government's motivation to extend the roles of the UPDF beyond the military sphere. This is further supported by the positive developments Uganda has experienced due to the collaborative relationship between the UPDF and other government institutions.

### **Impact of Potential Limitations on Results' Interpretation**

Several participants in the survey questionnaire chose neutrality on certain critical issues. What is in their minds needs to be clarified. When someone opts neither to disagree nor to agree, it reflects uncertainty that can sway in either direction depending on missing information. It is also true that the participant may lack a firm position on a matter they have yet to understand. They could be asked to provide reasons for their positions. The conclusions are thus based on those participants who took definite positions and the strength of the numerical data for the quantitative strand of the study. However, this finding remains largely consistent even when participants were asked to share any final comments at the end of the survey. The open-ended question produced responses that were similar to or related to the provided categories.

### **Results' Response to the Research Problem and Purpose**

The research problem focused on expanding the military's role in an unusual domain and its impact on civil-military relations in Uganda. It also aims to identify the most effective method for ensuring harmonious civil-military relations when the military extends support to other MDAs. The findings in this subsection effectively address the problem statement. It has established harmony in the relationship between civilians/police and the UPDF. Most civilians/police appear to favour continuous UPDF support for their institutions. The most preferred approach to engaging other institutions by the UPDF is the multi-model approach. This model allows a flexible method for the UPDF to engage with the supported institutions. For policymakers, this is a critical finding that could assist in developing policies to expand the UPDF's role and determine how supported institutions can effectively utilise UPDF's support.

### **Alignment of the Results to the Conceptual Framework and the Significance**

This subsection corresponds with the final part of the conceptual framework for evaluating the level of cooperation between the UPDF and the supported government institutions. The framework indicates that when there is a high level of collaboration between the military and civilian institutions, the latter may become overly reliant on the former. Conversely, when cooperation is lacking, the military may victimise the civilian institution by imposing its culture and methods. The degree of collaboration between the military and civilian institutions is dynamic, represented as a spectrum or balance. The optimal level of cooperation depends on the operating environment; however, a moderate level is preferable. Results show that participants favour closer or higher levels of cooperation, implying they tend to over-depend on the military rather than utilise military support to enhance their capabilities. In the survey, 60% of respondents disagreed with the idea that the army should be excluded from civilian/police roles, and 63.33% of these strongly opposed this notion. Furthermore, most participants disagreed with engaging the UPDF solely for commercial (35.8%) and humanitarian support (30.2%). In essence, they support the presence of the UPDF in a broader role of aiding civilian and police agencies. This finding is crucial for policymakers to gauge the appropriate levels of civil-military cooperation and ensure it remains within acceptable limits.

The main aim of expanding the role of the UPDF was to build a foundation for national stability and to promote socioeconomic development across the country. This initiative sought to improve the capacity of the supported institutions, enabling them to effectively deliver essential social services. In doing so, the goal was to empower these institutions to play a key role in contributing to Uganda's long-term stability and progress. Analysis of data from both the World

Bank and the UPF shows significant progress towards these ambitious goals. This outcome strongly supports the conceptual framework underlying this research study, demonstrating a clear alignment between operational efforts and developmental objectives.

### **The Contribution and Alignment of the Results to Existing Literature**

The existing literature warned of the phenomenon of dependency and civilian victimisation by the military depending on the level of cooperation demonstrated between the two. High levels of collaboration between the military and civilians lead to dependency on the military and vice versa (Huntington, 1957; R. Schiff, 2008; Sebastian et al., 2018). However, this study presents civil-military relations on a spectrum or continuum. It suggests that a moderate level is preferable because it avoids the undesirable extremes of overdependence and civilian victimisation. Nevertheless, this can only occur if the leaders of the institutions (military and civilian) closely monitor and assess their levels of cooperation and take action whenever a tendency to shift towards an extreme is observed.

### **Implications of the Findings to Practice and Contribution to the Body of Area of Research**

In Uganda, the decision to expand or reduce the roles of the UPDF is made by the Commander-in-Chief (President of the Republic of Uganda) and the strategic leadership of the UPDF. Only the Engineers Brigade signs commercial contracts with civilian institutions for construction projects, and even then, they must obtain approval from UPDF's strategic leadership. However, it is unclear whether a monitoring and evaluation mechanism exists to assess the cooperation levels between the UPDF and the supported institutions and to recommend further interventions or withdrawal where necessary. This issue was not clearly addressed, except for OWC, which was organised within the framework of a military operation other than war

(MOOTW) with specific intervention phases. However, this MOOTW lacks specific timelines for determining the phases. UPDF participant DF7 describes the design of the OWC campaign structure as follows.

The role of OWC is now to oversee and supervise several MDAs, not only NAADS and UCDA. We strive to ensure that any ongoing government programme is well implemented through coordination with other MDAs and private companies. We participate in enterprise development and selection to ensure that farmers' products reach the market and they receive a fair value for their products.

OWC is an operation based on the directive of the Commander in Chief. After analysis, we came up with four phases of this campaign/operation:

1. Inception phase (mobilisation, sensitisation and popularisation of the original intent)
2. Stabilisation (monitoring and evaluating the progress of the operation of wealth creation amidst the population).
3. Consolidation (value addition to the farmers' products, marketing and process. We are at this stage now).
4. Handover and exit (farmers shall be organised in groups, cooperatives and traders. This is where PDM comes in as the future of OWC) (UPDF Officer DF7).

UPDF officer DF7 suggests that they will hand over and exit at some point, but the specific timings for this and other phases still need to be determined, and most likely, no one is certain about them.

This study has identified six models for extending the military's role to other institutions. The engagement methods could be collaborative, ad hoc, integrated, legal, military-inspired, multi-model, or a combination of these. These are presented in the table below with annotations.

*Methods of Engagement for Expanded Military Roles*

Serial	Method of Engagement	Description
1.	Collaborative Approach	The military and civilian organisations work in parallel, exchange liaisons, and only collaborate when implementing a joint project. This approach is moderate in terms of its dependence on the military and civilian victimisation.
2.	Ad hoc Approach	No detailed planning is done; the military joins the supported organisation or vice versa to assist in solving an “overwhelming” situation, such as a disaster. An Ad hoc civil-military working arrangement is characterised by low civilian dependence on the military and high civilian victimisation by the military.
3.	Integrated Approach	The military and the supported organisation work in unison. The workmates (civilian and military) work side by side and have a common supervisor. When the working relationship is integrated, the civilians tend to over-depend on the military, and in such a scenario, civilian victimisation by the army is lower.
4.	Legalistic Approach	Adhere strictly to the mandates outlined in the Constitution and the supporting statutes. For instance, the Uganda constitution grants UPDF support to civilians only under emergency and disaster conditions and to promote harmonious co-existence between the UPDF and civilians (see Article 209 (b) & (c)). This means that under emergency and disaster conditions, the UPDF may be invited by other MDAs for support. The legalistic or literal approach is low on civilian victimisation by the military and civilian dependence on the military. Each party focuses on the legally provided institutional roles.
5.	Adopting the Military’s (Mimetic) Approach	Civilian institutions may adopt the military’s “ways” of improving efficiency and effectiveness, as well as coping with the military's doctrine and culture. This mimetic approach means civilians have to over-depend on the military, as military doctrine guides their conduct. This also means civilian victimisation by the army will be high.
6.	Multi-Model Approach	The military role expansion could concurrently adopt two or more of the above models in a single support intervention. The relationship may also switch from one type of approach to another in interactions. The actions and feedback from the role players will determine the strategy that prevails or emerges next.

*Note.* The Source is the Author’s Field Data, 2024.

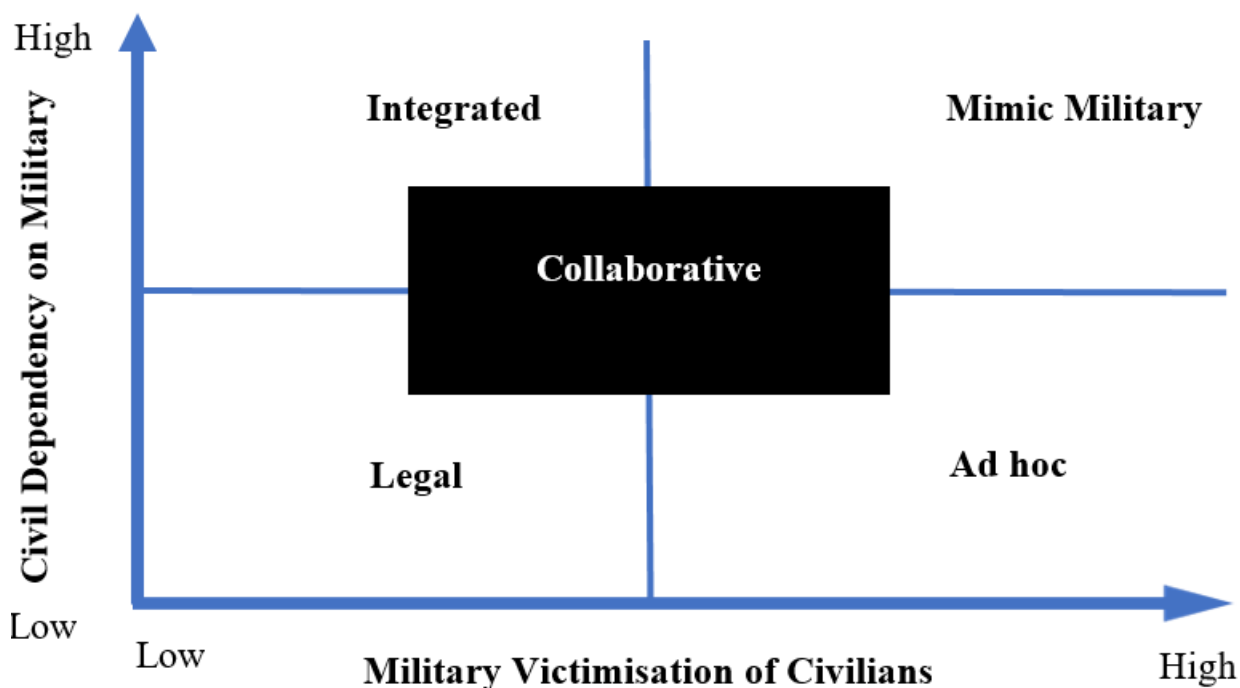
Each approach has inherent merits and demerits. The policymaker must select an approach that offers more benefits in addressing the matter under consideration.

### **The Dependency versus Victimisation Matrix**

To improve understanding, the descriptions in Table 53 can be efficiently shown using a graphical quadrant. This visual tool will illustrate the complex relationship between the risks of relying too heavily on military forces and the adverse effects on civilians. This idea is depicted in Figure 15, offering a deeper insight into these vital connections.

**Figure 16**

*Civil-Military Equilibrium - Dependence on Military vs Civilian Victimisation*



*Note.* The Source is the Author's Conceptual Interpretation of the Implications of the Findings.

### **Recommendations for Application**

The main aim of this study was to find ways to improve military support to other government Ministries, Departments, and Agencies (MDAs) in order to boost their effectiveness and productivity for the national economy. After stopping counterinsurgency operations in Uganda in the early 2000s, the Ugandan People's Defence Force expanded its roles to assist other government ministries and agencies, take part in peacekeeping missions, and support humanitarian efforts. This included helping individuals affected by floods in Kasese and landslides in Bududa,

as well as dealing with locust infestations in the northeastern region of Uganda. As a result, the UPDF received refresher training to carry out these new and diverse roles effectively (Namutebi, 2015; Ntambirweki-Karugonjo & Jones, 2015; The Independent Editor, 2019). This study gathered and categorised each engagement with a distinct method for easy reference. Going forward, the study suggests the following practical action points.

***(Re)Introduce National Service in Uganda***

The participants, mainly civilians and police officers, admired and appreciated the work attitude of the UPDF officers. They also acknowledged that the UPDF officers are more patriotic and hard-working. These admired traits of the UPDF stem from their training as military personnel, specifically ideological and physical endurance training that has enabled them to change their mindset and remain resilient in the face of adversity. Introducing national service training periods will mould the country's citizens with the same traits of patriotism and resilience. Probably, UPDF will never have to intervene in any organisation if the employees possess the same or similar traits as the UPDF personnel. National service training produces young people with mindsets aligned with the realities of the world, but more importantly, a love for their country and resilience to challenging situations (Staszweska, 2024). Rwanda is one of the countries in the East African region where national service is compulsory, and the impact is committed citizens dedicated to the good of their motherland (REB, 2024). It is, therefore, the recommendation of this study that the government of Uganda considers introducing a national service programme to promote patriotism, hard work, and resilience among its citizens, as per Article 17(e) of the Constitution of the Republic of Uganda.

### ***Introduce Civil Service Concepts in UPDF's Training Doctrine***

UPDF training manuals and the training have changed little since their inception in 1995. The modifications continue to focus on contemporary threats such as terrorism. Other human security threats have not undergone fundamental changes in the UPDF's training doctrine. Today's soldiers must be prepared to address environmental, health, economic, and social security threats, alongside traditional state-centric security threats. It is through civil service roles that human security challenges are tackled. Therefore, UPDF officers must be taught the fundamentals of serving the people as civil servants, as seen in the OWC, where they interact closely with citizens in their villages daily. This study recommends that UPDF training policymakers at the Ministry of Defence and Veteran Affairs (MODVA) consider integrating broader aspects of security into all levels of training in UPDF academies, schools, and colleges.

### ***Focus the Expanded UPDF Roles on the Securitisation (not militarisation) Framework.***

Many commentators accused the Ugandan government of militarising the government MDAs by deploying the UPDF to support them. They believed that civilians should perform any job meant for civilians, and introducing the military in a supportive role amounts to militarising such institutions (CHRI, 2006). However, this study argues the contrary. Today, the concept of security is broader and requires the concerted efforts of civilians and the military in a joint civil-military engagement framework to address emerging human security threats. It would be underutilising available resources to exclude military capability when it can assist in tackling such non-state-centric threats. Several countries have employed this approach to involve their military in the fight against the COVID-19 pandemic, vividly illustrating the securitisation of health threats to human society (Gibson-Fall, 2021; Opillard et al., 2020; Wilen, 2021). Therefore, expanding

the role of the UPDF should be understood as an effort to counter human security threats, rather than militarising civilian roles. When the UPDF joins the Police in law enforcement and NAADS in implementing the government's policies on poverty alleviation, improving household incomes, and ensuring food security, it should be seen as utilising available resources and capabilities to address these human security challenges.

***Formalise UPDF's Support to MDAs by Enacting an Act of Parliament***

The constitution of the Republic of Uganda and the supporting statutes/Acts permit the UPDF to support civil authorities in emergencies and ensure harmonious coexistence between the military and civilians, refer to Art 209 (b) & (c) (Constitution of the Republic of Uganda, 1995). However, the modern security environment is complex and often overwhelms civilian authorities. It is also unwise to wait until disaster strikes before the military responds. The proactive efforts by the UPDF to prevent extreme poverty, food insecurity, and civil strife (including riots) should be appreciated and encouraged. However, for the UPDF and MDAs to work effectively in addressing human security threats, they will need dedicated laws and regulations to guide their activities. As demonstrated in this study, expanding the role of the UPDF has several implications for the participating institutions and their workers. Issues such as the duration of support, conditions for withdrawing UPDF's support, human resource management challenges, training requirements, funding regimes, etc. UPDF relies more on the Executive direction of the President and the Commander-in-Chief to carry out its duties in the expanded roles. Formalising this arrangement through an Act of Parliament will make this more manageable for the UPDF and the supported MDAs. Conflicts, such as those mentioned by Civilian respondent ND3, "Conflicts usually emerge from budgeting and the laws governing procurement. The PPDA law requires one to be a full-time

employee of an institution to participate in the procurement process, which affected the UPDF because they were not full-time employees of NAADS”, will not arise. Therefore, this study recommends that the Ministry of Defence and Veteran Affairs (MODVA) draft a cabinet paper and bill, and have it passed into an Act of Parliament, to guide the government in expanding the roles of the UPDF in the context of non-traditional security.

***Establish a Monitoring and Evaluation Secretariat for Expanded UPDF Roles***

During the fieldwork for this study, it was not evident that there is an established system for monitoring and evaluating the progress of the UPDF in their expanded roles. UBOS found through its research methods that the proportion of Ugandans living on subsistence farming decreased from 68% to 39%, largely due to the efforts of the UPDF and the supported MDAs—namely, OWC/NAADS. Referring to Participant DF9’s statement, “...UBOS statistics show that we have managed to reduce farmers in subsistence from 68 per cent down to 39 per cent. This is attributed to OWC/NAADS/UCDA and other interventions.” Instead of depending on the Uganda Bureau of Statistics (UBOS), the UPDF should create its own independent monitoring and evaluation secretariat that consistently reports to UPDF leadership on the progress of its expanded roles. Such a secretariat would determine whether to continue or cease support provided by the UPDF to other MDAs. Since the supporting and supported agencies cannot provide an objective, unbiased assessment of their progress, it is preferable to establish an independent, research-based secretariat. The government of Uganda, ideally through Parliament, should assign an independent body to monitor and evaluate its institutions tasked with specific roles.

## ***Design a Civil-Military Relations Course Module for Military and Civilian Learning***

### ***Institutions***

The researcher is familiar with a civil-military relations course module taught at the Grade II and III levels of military officers' training. However, this course is generic; it does not address the specific challenges that UPDF officers face in their expanded roles. CIMIC in the UPDF primarily involves interacting with civilians for the common good as part of larger operations or campaigns. This study proposes more detailed and tailored engagement between the UPDF and other MDAs. Such a module should be taught to civilians and military personnel at all levels of education. Uganda needs to incorporate civil-military relations education at the Primary, Secondary, and Tertiary levels with varying degrees of detail. This aims to ensure that military personnel and civilians understand the importance of working together for the country's benefit, explicitly addressing non-traditional security threats. Some participants hinted at this matter. For instance, respondent R9 stated, "There is a need for combined civil-military training to enable both sides to adopt generally accepted work ethics (R9)." This study assumes that joint training or knowledge sharing through the same module will reduce conflicts when UPDF joins other MDAs in supportive roles.

### ***No Single Model is Sufficient for all the Expanded Military (UPDF) Roles***

As discussed earlier, the idea of creating a single model for all interactions with the UPDF should be abandoned. There is no universal model in this dynamic interaction between the UPDF and the supported organisations. The conditions that lead to deploying the UPDF to support specific MDAs vary, and the ways in which workers receive and engage with such arrangements naturally differ. Each engagement is unique and cannot be directly compared to others. Therefore,

before expanding the UPDF's role, the deploying authority must conduct a pre-deployment study to determine the most suitable approach for role extension. This will help prevent issues the UPDF faces, such as poor reception, rejection, and segregation during their socialisation into an expanded role, which often result from poorly planned engagement methods. This report recommends establishing a dedicated secretariat or institution to study the challenges and characteristics of the supported organisations, as well as to advise on the most effective approach for the UPDF to support organisations.

***This Finding is Applicable to the UPDF, NAADS and UPF***

The findings presented here concern the UPDF. The UPDF is a distinctive military force that may not share the same characteristics and culture as other military institutions. Many military organisations prefer to impose their modus operandi on different bodies, which is not the case with the UPDF. The UPDF aims to cultivate a moderate culture when engaging with other MDAs, one that is acceptable to both the supported MDA and the UPDF. Therefore, these findings should be regarded as theoretical knowledge that requires scrutiny and cautious application in other countries, given their differing military cultures. It is advisable that the chosen method of civil-military engagement be evaluated before implementation.

***Address the Motivating Factors for UPDF's Involvement within the Civilian Domain***

This study identified the factors prompting the government to extend the UPDF's role into the civilian sector. These included, among others, capacity building, corruption, cost reduction, employment creation, national security concerns, and the concept of a people's army. Most of these factors stem from flaws within the supported institutions that, if addressed, would eliminate the need for UPDF deployment. Consequently, leaders and managers of government MDAs should

proactively address these flaws before they escalate to the point where the UPDF needs to intervene to restore order. The UPDF should only step in after supported organisations have exhausted their efforts but problems persist. This approach will also help prevent civilians from becoming overly reliant on UPDF assistance.

***UPDF should Establish Demonstration Projects for Civic Education***

The most effective way to educate a population is by providing examples. As Albert Einstein stated, “Example is not another way to teach; it is the only way to teach.” For instance, establishing demonstration farm projects to support OWC and NAADS activities would be more effective than following subsistence farmers and instructing them on what to do. Even if sensitisation is necessary, it should take place at the demonstration farms so that village farmers clearly understand what the government expects of them. Ultimately, a harmonious civil-military relationship is what the government, represented by the UPDF and its supporting institutions, strives to achieve.

These recommendations were developed for various government institutions where the UPDF has an expanded role. Although they are specific to the Uganda Police Force (UPF) and the National Agricultural Advisory Services (NAADS), they could also apply to other supported MDAs such as the Fisheries Department, Uganda Revenue Authority (URA), Uganda Immigration and Citizenship Commission, and others.

**Recommendations for Future Research**

Further research is recommended in the following areas to solidify the concept of broadening the military's role into civilian and other security institutions.

### ***Explore Military Role Expansion in Other Third World Militaries***

UPDF's history and, therefore, culture are unique in many ways. It would be incorrect to compare it with other militaries worldwide. The UPDF began as an insurgent force under the name of the National Resistance Army (NRA), fought prolonged guerrilla and civil wars for five years, and, after seizing state power, continued to fight and carry out counterinsurgency operations for about twenty years. It managed to defeat its adversaries throughout its operations, mainly due to its culture and historical background, which emphasised the "a people's army" philosophy. This means that where UPDF operates, it respects and collaborates harmoniously with civil authorities. All its operational activities are aimed at the well-being of the civil population. Therefore, further research must be conducted on a similar topic, focusing on another military and country besides the UPDF and Uganda.

### ***Study Military-Civil Relations within the UPDF***

This research examined the relationship between civilian institutions and the UPDF, as well as its implications for civil-military relations. Civilians work within UPDF establishments as contractors (such as consultant doctors and aircraft technicians) and as administrative assistants, including secretaries and casual labourers. It may be valuable to study these expanded civilian roles in the UPDF and their impact on military-civil relations. Does this fall under the scope of corporate social responsibility or another category? How should it be organised to foster a harmonious working relationship between the military and the civilian population? What is its relation to civil-military relations? These and other guiding questions are among the considerations that a study of this kind might explore.

### ***Military Role Expansion and Its Implications on Military Doctrine, Culture, and Structure***

Expanding the military's role requires adjustments to its doctrine, culture, and structure to meet new responsibilities. Typically, the military trains and organises itself to defend national territory and sovereignty against external threats. Every operational experience connects to its history to shape the appropriate doctrine and culture. However, what happens when the military gains extensive experience from its expanded roles beyond the military sphere remains to be examined. Will such experience influence the development of their doctrine? Will it force the military to reorganise itself to accommodate these expanded roles? When such changes occur, the institution's culture will also evolve. This phenomenon warrants further research to understand the changes within the military and the institutions it supports.

### ***The Effectiveness of National Service in Cultivating Patriotism and Resilience in Citizens***

The government expanded the military's roles because its personnel were more patriotic, resilient, and hardworking. They possess unique capabilities that enable them to resolve challenges more efficiently. If these qualities are the ones governments consider when extending the military's role, why are they not taught to civilians, and why are civilians prevented from involving the military in their institutions? An investigation into the effectiveness of national service training in instilling such values in civilians could be considered for future research.

### ***Investigate Doctrinal Modifications in the UPDF as a Result of Expanded Roles***

The expansion of the UPDF's roles started in the early 2000s, following successful counterinsurgency operations in northern and western Uganda. Since then, the UPDF has continued to support various other MDAs and peace support operations outside Uganda's borders. There have been updates to the training doctrine to include counterterrorism and peace support

operations. However, the changes made to accommodate the expanding roles that assist government policy implementation and law enforcement remain unclear. Due to the sensitive nature of the investigation, this could be conducted as internal research for the UPDF to self-evaluate and plan for future expansion of its operational roles.

***Explore the Role of UPDF-supported Leaders in Promoting a Culture of Moderation for Effective Military Personnel Socialisation***

The UPDF experienced various interactions across supported institutions. Some encounters are challenging, others are exciting, and some are initially difficult but later become engaging. It is assumed that the leaders of these institutions greatly influence how UPDF personnel interact with their organic staff. Leaders are crucial in shaping the culture they want within their institutions, which also impacts how their subordinates perceive it. The way employees socialise with newcomers is influenced by the type of leadership interventions implemented. Therefore, investigating the role of leaders in UPDF-supported agencies is wise to understand their contribution to fostering a culture that benefits all employees (UPDF and host agencies).

***Explore the Implications of UPDF's Expanded Roles on HRM Practices in the Hosting Institutions***

One key challenge that hosting institutions face when working with UPDF officers is managing their HR issues. The UPDF assigns officers to expanded roles through attachment and secondment, each carrying distinct HRM implications. Attachment involves officers providing services at the supported institution while the UPDF Headquarters oversees their HR matters. Only their services transfer to the supported institution. Conversely, secondment entails detaching UPDF personnel from the institution for a set period. During this time, the supported institution

handles all HR needs for the officers. UPDF recruits and trains its personnel before they assume any roles within the army, and it offers promotional courses that develop officers throughout their careers. In contrast, civilian institutions recruit individuals who are already qualified, with their careers managed progressively based on years of experience. It will be interesting to see how HR managers in supported institutions handle UPDF personnel on attachment and secondment without causing demotivation.

### ***Explore Cultural Transition in the UPDF since 1986.***

The culture of the UPDF as an organisation has not yet been thoroughly examined. No study has accurately described the authentic culture of the UPDF. While officers are aware of their culture, no one has compiled their views or documented them in writing. UPDF inherited its culture from the National Resistance Army (NRA); however, over the years, the NRA evolved into UPDF, a professional military force. These changes indicate that UPDF's culture is no longer identical to that of the NRA. Some traits may have persisted, but many characteristics have also transformed to meet the demands of the modern security environment. Additionally, since UPDF recruits annually, new recruits bring cultural traits reflecting ongoing changes in the country since the NRA days. Thus, it is essential to conduct a study to explore the current culture of the UPDF and to examine how it differs from that of the NRA.

### **Conclusions**

This research study examined the implications of the expanded military role on civil-military relations in Uganda. The idea of broadening the role of the Ugandan Military, the Uganda People's Defence Forces, to include traditionally civilian functions has generated both positive and negative criticisms. Some commentators described it as the government's militarisation of the

civil service. Conversely, the government portrayed it as utilising available resources or capabilities to support struggling institutions and enhance service delivery to the people. The study found that the reception of UPDF officers in their expanded roles was also varied; some institutions embraced them, while others held reservations and suspicions regarding the army's presence.

This study investigated the expanded roles of the UPDF within the Uganda Police Force (UPF) and the National Agricultural Advisory Services (NAADS). The former relates to law enforcement, while the latter concerns the government's responsibilities in implementing socio-economic policies. The objective was to analyse the implications of these military role enlargements on civil-military relations by examining the motivating factors and frameworks behind the role expansion, the experiences of soldiers and civilians/police officers supported, and to identify the most appropriate model for future military role expansion. The following paragraphs present the conclusions drawn from the study's findings regarding the research objectives/questions outlined earlier.

### ***Conclusion on the Motivation to Expand UPDF's Roles into Civilian/Police Domains***

This study identified several factors that led to the government's decision to broaden the role of the UPDF to include responsibilities traditionally assigned to the Police and agricultural professionals at NAADS. These reasons include efforts to strengthen the capacity of supported institutions, reduce costs through policy implementation, generate employment opportunities for retired officers (UPDF and UPF), and address the deficiencies of these institutions. Moreover, poverty and poor law enforcement had become national security concerns, justifying the involvement of the UPDF as a cornerstone of security in the country, all within the spirit of securitising government policies. The main catalyst for expanding the UPDF's role was to tackle

the failures of these institutions following public outrage over corruption and incompetence. The government relied on legal frameworks such as the Ugandan Constitution, the UPDF Act 7 of 2005, and the Presidential Executive Order to extend the UPDF's responsibilities across other MDAs. Additionally, the UPDF has entered into memoranda of understanding (MoUs) with certain MDAs as part of this legal framework. Interestingly, the performance of the UPDF within these institutions was rated positively, and the officers were considered more patriotic and diligent by the host agencies. Furthermore, the involvement of the UPDF in these institutions improved their efficiency and productivity, contributing to national stability and development.

### ***Conclusion on the Conceptualisation and Formalisation of the Expanded UPDF Roles***

This research found that the UPDF and supported institutions experienced role conception and socialisation of UPDF officers into expanded roles. The UPDF officers received briefings, orientations, and sometimes pre-deployment training or seminars before taking on their new roles. The UPDF Headquarters conducts only briefings, while the responsibility for orienting and training officers in their expanded roles initially lay with the hosting institutions. Later, experienced UPDF officers assumed the task of guiding and training newcomers in the supported institutions. Standing orders, procedures, regulations, and other MDA-specific rules facilitated the officers' integration into the supported organisations. It was also noted that the UPDF deploys technically qualified officers to some supported institutions; in such cases, pre-deployment training generally involves briefings and orientations. The UPDF officers integrate seamlessly into the routines of supported agencies, mainly due to their discipline, flexibility, creativity, cooperation, hard work, and acceptance of civilian oversight and guidance. These qualities also allow them to learn on the job, even when superiors and colleagues provide little or no guidance.

### ***Conclusion on the Experience of the UPDF Officers in the Expanded Roles***

Initially, the UPDF officers' experience in the supported institutions was difficult and frustrating. The supported superiors and colleagues felt threatened and very suspicious of the officers' presence. Public outcry and statements from political leaders regarding corruption and failures within those institutions likely increased the fear among the supported entities. However, over time, the employees changed after interacting with the UPDF officers. The officers' qualities caused this shift, but it was mainly driven by mutual respect and the development of a moderate work culture that both parties adopted. The UPDF officers experienced cultural shock, which they handled with flexibility, compromise, and consultation, while also influencing and convincing their hosts to avoid drastic actions. These strategies helped the UPDF officers socialise and integrate into the supported institutions. This study was conducted in an environment characterised by visible teamwork and a harmonious working relationship between the UPDF officers and their hosts in the supported institutions.

### ***Conclusion on Experiences of the Civilians/Police Personnel Working with UPDF Officers in the UPDF's Expanded Roles***

Just as the UPDF officers reported, the working relationship between civilians and police personnel was initially challenging. Suspicion was high against the UPDF officers, and civilians and police personnel faced job insecurity, which dulled their hopes for a better career. The media and public statements were full of degrading comments about corruption and failures within the supported institutions. However, interaction between the UPDF officers and the hosts changed opinions of civilians and police colleagues regarding the UPDF. According to them, the UPDF officers are respectful and hardworking, achieving results more effectively, and their presence has

revitalised their institutions. The change in perception about the UPDF led to closer cooperation, mutual learning, idea-sharing (through consultation), and guidance for officers in the routines of the supported institutions. The obedient, creative, quick-learning, and inquisitive traits of the UPDF officers enabled them to socialise more effectively in their expanded roles. The hosting colleagues attested to sharing learning and influence with the UPDF officers working alongside them. Nonetheless, the hosts admired the work attitude of the UPDF officers, encouraged them to commit to their roles, and valued their presence among them.

### ***Conclusion on Recommendations for Future UPDF's Role Expansion***

The study identified several approaches to expanding the military's (UPDF) role within other government institutions. These include the collaborative approach, such as the partnership between the UPDF's Operation Wealth Creation (OWC) and NAADS, and the integrated approach, exemplified by cooperation between the UPDF and the Police. There is also the multi-model approach, as seen in collaboration between the UPDF and the Uganda Revenue Authority (URA), and the ad hoc approach, which occurs when the UPDF and other MDAs work together, for example, during a disaster response. The legal approach involves applying constitutional provisions to involve the military; for instance, the Police may request military support in emergencies, as stipulated under Article 209(c). Some MDAs may also engage UPDF Engineers for construction tasks, all of which fall under legal provisions. The final approach involves adopting the UPDF's methods, which the supported organisations are currently working to implement. In this scenario, institutions must adopt the UPDF's structure and operational methods, effectively mirroring its culture and work philosophy.

This study recommends that policymakers conduct thorough due diligence and evaluation to identify the most appropriate model for expanding the role of the UPDF to address challenges beyond the military domain. It is also crucial to recognise that involving the military in other MDAs will influence civil-military relations. When the working relationship is ideal, civilians may become overly reliant on the military in times of crisis, thereby usurping civil authority powers. Citizens might lose confidence in other agencies and place their trust solely in the military. Conversely, if the relationship is dysfunctional and conflict-ridden, the military is likely to take complete control of the supported organisation, victimising civilians within it. The recommended balance in civil-military relations is moderate, avoiding the extremes of maximum and minimum levels of cooperation.

This study recommends similar research in other third-world countries on the implications of civilians working within military institutions for military-civil relations and the relationship between military doctrines amidst expanded roles. Other areas of exploration include examining the role of leadership in fostering a moderate culture that both civilians and soldiers accept during military expansion. UPDF emerged from the NRA and inherited most of its traits from the NRA revolutionaries. However, UPDF has been recruiting, and global events have brought significant changes to Uganda's military landscape. It is worthwhile to research the cultural transition of the UPDF from the era of the NRA. The findings will help predict the future culture of the UPDF and support policymakers in developing doctrines and strategies that promote a secure and stable Uganda across all aspects of expanded security.

This study examines the significant implications of the UPDF assuming roles typically carried out by civilian agencies. It offers a detailed analysis of how this civil-military interaction

affects Uganda's overall stability and socio-economic development. Notably, it highlights the UPDF's cooperation with the Uganda Police and the National Agricultural Advisory Services as essential elements of this relationship. The study explores the reasons behind the government's decision to expand the UPDF's responsibilities and evaluates how these responsibilities have been incorporated into routine operations. It also includes firsthand accounts from UPDF officers, police officers, and civilians involved in this collaboration, providing diverse perspectives on their interactions and outcomes. By analysing these viewpoints, the study delivers valuable insights into opinions on the future of civil-military relations. The findings underscore a strong, positive influence on agricultural development and national stability, both of which are linked to the UPDF's strategic efforts. Overall, the research highlights the potential of civil-military cooperation to promote progress across various sectors of Ugandan society.

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## APPENDICES

## Appendix A: Table for Determining Sample Size for the Finite Population

Table 54

*Krejcie & Morgan Table for Determining Sample Size for Finite Population*

<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	1000000	384

Note.—*N* is population size. *S* is sample size.

Source: Krejcie &amp; Morgan, 1970

## Appendix B: Data Collection Tool – Interview Guide for KII and IDI

### Data Collection Tool for the Qualitative Phase of the Research Project

#### Interview Guide

##### Instructions:

- All responses are correct; they are your personal opinion.
- You will help this research project by being honest and truthful.
- You are free to correct your statements at any time.
- You can consult references or make calls to verify facts that are not immediately available.
- You do understand that you are free to withdraw from this study at any time without giving a reason for withdrawing and without negative consequences. You consent to the use of multimedia (e.g., audio recordings, video recordings) for the purposes of your participation in this study. You also understand that your data will remain anonymous and you consent voluntarily to be a participant in this study.
- The interview will take 20-30 minutes, including time for consulting references.

*Please check this box to confirm you have understood and consented to the instructions*

☐

##### Demographics:

1. What is your gender
2. How old are you?
3. What is your marital status?
4. When did you join this organisation (UPDF, UPF or OWC/NAADS)?
5. What is your current position/appointment in this organisation?
6. What is your formal education qualification?

##### Interview questions:

**RQ1** What motivates the government of Uganda to expand the role of the UPDF to include traditionally civilian roles? (Key Informant Interview)

7. Why was it necessary for UPDF to support this civilian organisation?
8. Is there a framework for this collaboration between the UPDF and this organisation?

9. Can you tell me how this organisation tried to resolve the problem the UPDF was called to address?
10. How would you rate the performance of the UPDF in this organisation?

**RQ2 How does the UPDF conceptualise and formalise the expanded roles? (Key Informant Interview)**

11. How was the UPDF prepared before joining this organisation?
12. Tell me how the UPDF officers fit into this organisation's work method.

**RQ3 What are the experiences of the UPDF officers in the supported civilian agency? (For military interviewees)**

13. As a member of the UPDF, describe your experience while working with this organisation.
14. How is it different from working within a UPDF establishment?
15. How did you adapt to the differences in work approach?
16. What was it like working with civilians in their organisation (if not answered in 12 above)?

**RQ4 What are the experiences of the civilians working with UPDF officers in their agency? (For civilian interviewees)**

17. As a civilian employee of this organisation, describe your experience working with the UPDF officers.
18. Describe the approach of the UPDF officers towards work at the organisation.
19. How did you get along with the UPDF officers?
20. Did the UPDF officers influence you in any way (if not answered in 15)?

**RQ5 What could be the best framework for ensuring a harmonious working relationship between the UPDF and civilians within civilian organisations? (All interviewees)**

21. Do you have any idea(s) on how best to arrange this working relationship between the UPDF and civilian organisations if it continues?

## Appendix C: Data Collection Tool – Survey Questionnaire

### Data Collection Tool for the Quantitative Phase of the Research Project

#### SURVEY QUESTIONNAIRE

Dear Sir/Madam,

#### INTRODUCTION

I am a PhD student from Unicaf University Zambia working on a research project titled **Exploring Military Role Expansion and its Implications on Civil-Military Relations in Uganda**. This research explores the implications of expanding the role of the Uganda People's Defence Forces (UPDF) to include supporting civilian/police government institutions. This study postulates that such a working relationship will have learning experiences in Civil-Military relations in Uganda and beyond. The findings of this research study will contribute to designing a framework for mutually beneficial and harmonious bi-institutional engagements between the UPDF and other government and non-government institutions in the country.

The researcher is pleased to have nominated you as a participant because of your vast experience working with an institution with UPDF personnel supporting civilians/police in their routine work. Undoubtedly, your contribution to this research is precious, constructive and appreciable.

Nevertheless, I request you to understand that you are free to withdraw from this study at any time without giving a reason for withdrawing and without negative consequences. That you consent to the use of multimedia (e.g., audio recordings, video recordings) for the purposes of your participation in this study. You also understand that your data will remain anonymous and you consent voluntarily to be a participant in this study.

*Please Tick the box to the left to confirm you have understood and consented*

☐

## INSTRUCTIONS

- All responses are correct; they are your personal opinion.
- You will help this research project by being honest and truthful.
- You can consult references or make calls to verify facts that are not immediately available.
- Please revise your responses before submitting the questionnaire.
- The survey will take about 10 minutes, including time for consulting references.
- **SECTION 4 is for UPDF personnel only while SECTION 5 is for civilian/police respondents.** Please respond to all the other SECTIONS (1, 2, 3 & 6).

### SECTION 1. Demographics: (Tick or insert figures in the boxes on the left)

1. What is your gender?

☐

a. Female.

☐

b. Male.

2. How old are you?

☐

*Insert your age in figures in the box.*

3. What is your marital status?

☐

a. Single.

☐

b. Married.

☐

c. Cohabiting.

☐ d. Separated.

☐ e. Divorced.

4. How long have you worked in this organisation (either of UPDF, UPF or OWC/NAADS)?

☐ *Insert the number of years in the box*

5. What is your current position/appointment category in this organisation?

☐ a. Top-level Management (ED [NAADS/OWC], Chief [UPDF] or Director [UPF] and their Deputies).

☐ b. Mid-level Management (Heads of Departments [NAADS/OWC], Directors & Officers-in-Charge [UPDF] or Assistants to Directors [UPF]).

☐ c. Junior Staff Members/Staff Officers.

6. What is your highest formal education qualification?

☐ a. Post PLE Certificate.

☐ b. UCE.

☐ c. Post UCE Certificate.

☐ d. UACE.

☐ e. Post UACE Certificate.

☐ f. Diploma.

☐ g. Bachelors.

☐ h. Masters.

☐

i. Doctorate.

☐

j. Post Doctorate.

7. How much is your monthly pay (salary and allowances) from this organisation (in UGX)

☐

a. Less than 1 million.

☐

b. 1 – 3 Million.

☐

c. 3.1 - 5 Million.

☐

d. 5.1- 7 Million.

☐

e. 7.1-9 Million.

☐

f. 9.1 and above million.

**SECTION 2.** The motivation of the government of Uganda to expand the role of the UPDF to include traditionally civilian/police roles:

8. Why do you think UPDF needed to support the organisation you work with?

*(Tick the appropriate boxes)*

Serial	Response	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
a.	UPDF's support was not necessary					
b.	This organisation could have improved without UPDF's support					
c.	UPDF is less corrupt					
d.	UPDF has the technical expertise					
e.	UPDF officers/men are more patriotic					

f.	The UPDF officers/men are hardworking people					
----	--	--	--	--	--	--

9. Is there a framework for this collaboration between the UPDF and this organisation?

(Tick the appropriate boxes)

Serial	Response	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
a.	No, there is no framework for the UPDF's support of this organisation					
b.	Yes, it is constitutionally supported					
c.	Yes, it is based on a memorandum of understanding (MoU) between the two organisations					
d.	Yes, the President directed it					

10. Did this organisation try to resolve the problem the UPDF is addressing?

- ☐ a. Yes, it did.
- ☐ b. Yes, but not good enough.
- ☐ c. No, it did not.
- ☐ d. Not sure.

11. How would you rate the performance of the UPDF in this organisation?

- ☐ a. Poor.
- ☐ b. Fair.
- ☐ c. Good.
- ☐ d. Excellent.

☐

e. Not sure.

**SECTION 3. How UPDF conceptualises and formalises the expanded roles:**

12. How was the UPDF prepared before joining this organisation?

☐

a. They were taken through an orientation or pre-deployment training.

☐

b. Qualified UPDF officers were nominated, so there was no need for pre-deployment training.

☐

c. They got briefing and did on-the-job training.

☐

d. They got briefing only.

☐

e. I have no idea.

13. Tell me about how the UPDF officers fit into this organisation's method of work.

*(Tick the appropriate boxes)*

Serial	Response	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
a.	They went through organised training					
b.	They learned on the job					
c.	They were guided by civilian/police supervisors					
d.	They were guided by civilian/police workmates					
e.	They had the experience on how to do the job					
f.	They failed to fit in the civilian/police organisation					

**SECTION 4. The experiences of the UPDF personnel in the supported civilian/police institution:**

*This section is for UPDF personnel only. If you are a civilian/police, go to SECTION 5.*

14. As a member of the UPDF, how would you rate your experience while working with civilians/police in their organisation?

*(Tick the appropriate boxes)*

Serial	Response	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
a.	It was challenging					
b.	I learned on the job					
c.	The civilians/police have a unique culture					
d.	The civilians/police are unwelcoming people					
e.	I was bored working in the civilian/police organisation					
f.	It was an interesting experience					
g.	The civilians/police are courteous people					
h.	I learned a lot from the civilian/police workmates					
i.	The civilians/police know their job well					

15. How is it different from working within UPDF establishments?

*(Tick the appropriate boxes)*

Serial	Response	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
a.	Things are done bureaucratically with less room for flexibility					
b.	Things are done bureaucratically with more room for flexibility					
c.	Very slow processes					

d.	Very fast processes					
e.	Teamwork is less visible					
f.	Teamwork is more visible					
g.	One is expected to know it all in the civilian/police jobs					

16. How did you adapt to the differences in the work approaches? *(Tick all that applies).*

- ☐ a. I followed what the civilian/police workmates did.
- ☐ b. I tried to influence the civilian/police workmates to work like us (UPDF).
- ☐ c. I ignored the civilian/police workmates and focused on doing my job.
- ☐ d. I worked closely with fellow UPDF soldiers only.

17. What was it like working with civilians/police in their organisation?  
*(Tick the appropriate boxes)*

Serial	Response	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
a.	Things are done bureaucratically					
b.	Things are done flexibly					
c.	Slow processes					
d.	Fast processes					
e.	Teamwork is less visible					
f.	Teamwork is more visible					
g.	One is expected to know what to do always					

18. Please, describe your experience while working with civilians/police in their organisation. *(Tick all that applies).*

- ☐ a. They left the job for us (UPDF personnel).
- ☐ b. They did their job and we did ours.
- ☐ c. We worked together; we learned and supported each other.

☐

d. We copied their work attitude.

☐

e. They copied our work attitude.

*Go to SECTION 6.*

**SECTION 5. The experiences of the civilian/police personnel working with UPDF officers/men in their organisation.**

*This section is for civilian/police personnel. If you are from UPDF, go to SECTION 6.*

19. As a civilian/police employee of this organisation, describe your experience working with the attached UPDF personnel.

Serial	Response	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
a.	It was challenging					
b.	The UPDF officers superimposed themselves on us					
c.	The UPDF officers have a unique culture					
d.	I ignored them and did my job					
e.	We cooperated well					
f.	We learned new things from the UPDF personnel					
g.	We guided them through the routines					
h.	They made effort to always consult us					

20. Describe the approach of the UPDF personnel towards work while at this organisation.

*(Tick the appropriate boxes)*

Serial	Response	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
a.	They are so committed to work					

b.	They want to finish every work in a short time					
c.	They are very inquisitive people					
d.	They are fast learners					
e.	They are slow learners					
f.	They are dis-interested learners					
g.	They are disruptive characters					

21. How did you get along with the UPDF officers? *(Tick all that applies).*

☐

a. We failed to get along with them (UPDF).

☐

b. They did their job and we did ours.

☐

c. We worked together; learned and supported each other.

☐

d. We copied their work attitude.

☐

e. They copied our work attitude.

22. Do the UPDF officers influence you in any way? *(Tick all that applies).*

☐

a. They (UPDF) did not influence how I worked.

☐

b. Their presence made me lose interest in the job.

☐

c. We did not get along.

☐

d. I like their attitude towards work.

☐

e. They encouraged me to be more committed to my job.

*Continue to SECTION 6.*

**SECTION 6. Decision on the best framework for ensuring a harmonious working relationship between the UPDF and civilians/police within the civil/police institutions.**

23. Do you have any idea(s) on how best to arrange this working relationship between the UPDF and civilian organisations, if it is to continue in future?

*(Tick the appropriate boxes)*

Serial	Reasons	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
a.	Keep the military away from civilian/police jobs					
b.	Train civilians/police to acquire the work ethics of soldiers					
c.	Use transactional (commercial) civil-military engagements only					
d.	Use humanitarian civil-military engagements only					
e.	Use a combination of engagements as appropriate					
f.	Contract the military only for specific departments in the organisation					
g.	Keep the military in a parallel organisation independent from the supported civilian/police organisations					
h.	Re-structure the supported civilian/police organisations similar to military structures to ensure the UPDF fits within the organisations					

24. Any other comments:

.....

.....

.....

## Appendix D: Informed Consent Form



UU\_IC - Version 2.1



### Informed Consent Form

#### Part 1: Debriefing of Participants

Student's Name:	David Okumu MUNYUA
Student's E-mail Address:	munyuado@gmail.com
Student ID #:	R2002D10481771
Supervisor's Name:	Dr. Mulero Waliu ADEGBITE
University Campus:	Unicaf University Zambia (UUZ)
Program of Study:	Doctor of Philosophy
Research Project Title:	Exploring Military Role Expansion and its Implications on Civil-Military Relations in Uganda
Date:	05-Oct-2023

Provide a short description (purpose, aim and significance) of the research project, and explain why and how you have chosen this person to participate in this research (maximum 150 words).

The purpose of this research is to explore the implications of expanding the role of the Uganda People's Defence Forces (UPDF) to include supporting civilian government institutions. It is the premise of this study that such a working relationship will have learning experiences on Civil-Military relations in Uganda and beyond. The findings of this research study will contribute to designing a framework for mutually beneficial and harmonious bi-institutional engagements between the UPDF and other government and non-government institutions.

The researcher is pleased to nominate you as a participant because of your vast experience working with an institution that has UPDF/military officers supporting civilians in their routine works. There is no doubt that your contribution to this research is very valuable, constructive and appreciable.

The above named student is committed to ensuring participant's voluntarily participation in the research project and guaranteeing there are no potential risks and/or harms to the participants.

Participants have the right to withdraw at any stage (prior or post the completion) of the research without any consequences and without providing any explanation. In these cases, data collected will be deleted.

All data and information collected will be coded and will not be accessible to anyone outside this research. Data described and included in dissemination activities will only refer to coded information ensuring beyond the bounds of possibility participant identification.

I, David Okumu MUNYUA, ensure that all information stated above is true and that all conditions have been met.

Student's Signature: David Okumu MUNYUA

## Appendix E: Certificate of Consent for research participants



UU\_IC - Version 2.1

### Informed Consent Form

#### Part 2: Certificate of Consent

**This section is mandatory and should to be signed by the participant(s)**

Student's Name:	David Okumu MUNYUA
Student's E-mail Address:	munyuado@gmail.com
Student ID #:	R2002D10481771
Supervisor's Name:	Dr. Mulero Waliu ADEGBITE
University Campus:	Unicaf University Zambia (UUZ)
Program of Study:	Doctor of Philosophy
Research Project Title:	Exploring Military Role Expansion and its Implications on Civil-Military Relations in Uganda

I have read the foregoing information about this study, or it has been read to me. I have had the opportunity to ask questions and discuss about it. I have received satisfactory answers to all my questions and I have received enough information about this study. I understand that I am free to withdraw from this study at any time without giving a reason for withdrawing and without negative consequences. I consent to the use of multimedia (e.g. audio recordings, video recordings) for the purposes of my participation in this study. I understand that my data will remain anonymous and confidential, unless stated otherwise. I consent voluntarily to be a participant in this study.

Participant's Print name:

Participant's Signature:

Date:

**If the Participant is illiterate:**

I have witnessed the accurate reading of the consent form to the potential participant, and the individual has had an opportunity to ask questions. I confirm that the aforementioned individual has given consent freely.

Witness's Print name:

Witness's Signature:

Date:

## Appendix F: Risk Assessment Form for Ethics Application

### 1. Introduction

The purpose of this document is to identify the hazards and associated risks related to the research activities which are carried out for the purpose of research project/dissertations and to describe the control measures/procedures which will be adopted to reduce the level of risk by researchers conducting research. It is important that researchers consider what hazards might arise in the course of their research activities, both for their own safety and for the safety of their participants, and then consider the measures required to reduce the level of risk posed by these hazards to safeguard health and safety.

Any student or faculty who embarks on a research project/dissertation must complete the Risk Assessment Form in consultation with their academic supervisor before starting their dissertation/research project. The Form should be signed by the student and supervisor or by the faculty member who will conduct research. The Risk Assessment Form should be submitted with REAF for approval from UREC.

The Risk Assessment should be revisited if any changes are made to the proposed research or if any circumstances change.

This document covers the following research activities: questionnaires, interviews (including online questionnaires and interviews), focus groups, elicited conversation, observations, recorded listening, videotaped activities and interviews.

### 2. Definitions

Please read the following definitions while completing this form:

**Hazard:** The potential for harm

**Risk:** The probability of harm occurring within a defined time interval and the severity of its consequences.

**Risk Assessment:** The process of deciding on actions to be taken to reduce risk to an acceptable level, preferably, "low" or "high" through the implementation of control measures / procedures. Risk Assessment involves consideration of physical and psychological risks along with the protection of privacy. The student / researcher must develop procedures that reduce and minimize any risks to human participants.

**Risk Rating:** The simplest form of risk assessment is to rate risk as "low" or "high", depending on how likely the activity is to cause harm and how serious that harm might be.

**Low Risk:** Harm arises under controlled conditions. Low-risk activities show that you have correctly identified a hazard, but that, in the particular circumstances, the risk is insignificant. No more than minimal risk is greater than what is typically encountered in everyday life.

#### Low-risk research activities do not involve:

1. Those who are considered vulnerable (persons who are incapable of protecting their own interests):
  - Children under 18.
  - Persons who have relative or absolute impairments in decisional capacity, education, resources, strength, or other attributes needed to protect their own interests.

- People who are marginalized, stigmatized, or face social exclusion or prejudice that increases the likelihood that others place their interests at risk, whether intentionally or unintentionally.
- Individuals in hierarchical relationships.
- Institutionalized persons.
- Women under specific circumstances: e.g. studies with female or transsexual sex workers; research on sexual and intimate partner violence; studies with trafficked women, refugees and asylum seekers.
- People living with special needs.
- Homeless persons, nomads, refugees or displaced persons.
- People with incurable or stigmatized conditions or diseases.
- People faced with physical frailty, for example, because of age and co-morbidities.
- Individuals who are politically powerless.
- Members of communities unfamiliar with modern medical concepts.

All research with children and young people under 18 covered by this Risk Assessment is carried out in the presence of a parent, legal guardian or a professional with a duty of care in a professional setting with children and/or young people. Parental/legal guardian or carer consent should be taken prior to undertaking the research.

2. Significant psychological stress or anxiety, or humiliation (make someone feel ashamed and foolish by injuring their dignity and pride) or cause of more than fleeting harm / negative consequences beyond the risks encountered in the normal life of participants.
3. Discussion of a sensitive or controversial topic in an interview that has potential to cause distress to participants because it delves into personal histories or traumatic experiences and provokes strong feelings in respondents.
4. Involve administration of drugs, placebos or other substances as part of this study.
5. Intervention procedures that are used for diagnosis or treatment.
6. Offer any financial inducement to participate in this study.
7. Serving prisoners or serving young offenders.
8. Deception, coercion or manipulation of behaviour.

**High Risk:** More than minimal risk exists when the possibility of physical or psychological harm or harm related to breach of confidentiality or invasion of privacy is greater than what it typically encountered in everyday life.

**N.B.:** Unicaf University follows the international guidelines for research with human participants, as prepared by CIOMS (Council for International Organizations of Medical Sciences) in collaboration with the World Health Organization (WHO). The document, *International Ethical Guidelines for Health-related Research Involving Humans*, Geneva (2016), indicates how the ethical principles set forth in the Declaration of Helsinki of the World Medical Association could be effectively applied, particularly in low-resource settings:

<https://cioms.ch/wp-content/uploads/2017/01/WEB-CIOMS-EthicalGuidelines.pdf>

You are strongly advised to read and consult the above document before completing the Risk Assessment Form.

3. Please describe what you perceive to be possible hazards to yourself or to participants that might arise during your research activities and list in the table below the potential hazards and persons at risk identified.

Name:

Student Number:

E-mail: |

Programme of Study:

Partner University:

Title of Research Project: Brief Description of research activity (mentions the research design you propose to use, details of all research instruments and procedures to be deployed and attach any relevant documents, such as questionnaires):

Dates (from/until):

Area/Locations that the research project will take place:

Hazards (e.g. travel risks to location of research project, physical threat or abuse, chemical or biological hazards involved):

Who can be harmed (e.g. disabled persons, people who have pre-existing health condition):

How can someone be harmed (e.g. physical injury, psychological harm)?

Number of people affected:

Consequences (e.g. exposure to risks of everyday life, such as road accidents and infectious illness, psychological harm as a result of violence or of the nature of what is disclosed during the interview):

Existing Control Measures (e.g. researcher to be aware of health and safety policies of research location):

Comments:

Risk Rating (choose one):

1. High

2. Low

Further possible control measures (e.g. Indicate what precautions you will take to minimize the identified risks):

Further actions required (e.g. Mention the person responsible, description of hazard, details of action taken, date completed):

The signatures below confirm that the hazard, risks and appropriate control measures/procedures outlined above have been read and understood.

We the undersigned have assessed the activity and the associated risks and declare that the risks will be controlled by the methods listed.

**Researcher's signature:**

**Supervisor's signature:**

## Appendix G: Debriefing Form

Study Title: Exploring military role expansion and its implications on civil-military relations in Uganda.

Thank you for your acceptance and interest in participating in the part of this study. The general purpose of this brief is to explain the basic constructs of this study.


This study will be using a qualitative research method to provide complex textual descriptions of employees' experience in this study area. This will help to provide information about the behaviours of employees towards the expansion of military role process implemented, beliefs of researchers on considering ethical conduct in the process of military role expansion and opinions and emotions of individual employees on the effect of this process. The method of this study design was selected because it is effective in identifying intangible factors. This will be achieved as it will interpret and give a better understanding of the complex reality of the situation. The general aim of this research is to evaluate the impact of expanding the role of the UPDF to include civilian roles on the stability and socioeconomic development of Uganda.

The purpose of this research will be explained to the participants highlighting potential benefits to the participants and organizations. Participants will be assured of confidentiality and their identities will not be revealed because all identifiers will be removed from the collected data. Potential risks such as possible disclosures from fellow participants will be explained.

Please be informed that data collected from this interview/survey will be highly confidential and participants' identity will also be recorded as anonymous. In addition to this, participants have the right to withdraw without been pressured or coerced at any stage without any explanation. Also note that the data provided by participants may be used only upon participant's consent to do so, if not, may be destroyed.

<b>Name of researcher</b>	<b>Name of Supervisor</b>
Unicaf contact details	Unicaf Supervisor Contact details
Tel:	Tel:
Email:	Email:

## Appendix H: UREC Approval Documents



UREC Decision, Version 2.0 ☐

**Unicaf University Research Ethics Committee  
Decision**

**Student's Name:**

**Student's ID #:**

**Supervisor's Name:**

**Program of Study:**

**Offer ID /Group ID:**

**Dissertation Stage:**

**Research Project Title:**

**Comments:**

**Decision\*:**

**Date:**

\*Provisional approval provided at the Dissertation Stage 1, whereas the final approval is provided at the Dissertation stage 3. The student is allowed to proceed to data collection following the final approval.



### Unicaf University Research Ethics Committee Decision

**Student's Name:** David Okumu Munyua

**Student's ID #:** R2002D10481771

**Supervisor's Name:** Dr Adegbite Waliu Mulero

**Program of Study:** UU-DOC-900-3-ZM

**OfferID / GroupID:** O60062G66364

**Dissertation stage:** DS3

**Research Project Title:** Exploring Military Role Expansion and its Implications on Civil-Military Relations in Uganda

**Ethical conditions for approval:** No comments.

**Methodological recommendations:**

**Decision\*:** A. Approved without revision or comments

**Date:** February 9, 2024

All Doctoral students are advised to check the regulations pertaining to research and General Data Protection Regulation (GDPR) of the country in which the research will take place as each country may have different restrictions on conducting research.

- i. Approval from a local Research Ethics Committee (REC) or professional regulatory body such as Institutional Review Board (IRB)
- ii. Approval from Ministry or public agency

\*Provisional approval provided at the Dissertation Stage 1, whereas the final approval is provided at the Dissertation stage 3. The student is allowed to proceed to data collection following the final approval.

## Appendix I: National/Local Research Ethics Approval Documents



### COLLEGE OF HUMANITIES AND SOCIAL SCIENCES SCHOOL OF SOCIAL SCIENCES RESEARCH ETHICS COMMITTEE

Your Ref:

Our Ref: MAKSSREC 11.2023.709AR

24<sup>th</sup> January 2024

M/S David Okumu Munyau  
Principal Investigator (MAKSSREC 11.2023.709)  
UNICAF, Zambia  
Phone: +256 772523847  
Email: [munyuado@gmail.com](mailto:munyuado@gmail.com)

Dear Sir,

#### Initial Review – Regular

**RE: Approval for the study titled: “Exploring Military Role expansion and its implications on civil military relations in Uganda”**

This is to inform you that, the Makerere University School of Social Sciences Research Ethics Committee (MAKSS REC) has granted approval to the above referenced study. The MAKSS REC reviewed the proposal using the full board review on **30<sup>th</sup> November 2023**. This has been done in line with the investigator's subsequent letter addressing comments and suggestions.

Your study protocol number with MAKSS REC is **MAKSSREC 10.2023.709**. Please be sure to reference this number in any correspondence with MAKSS REC. Note that, the initial approval date for your proposal by MAKSS REC was **30<sup>th</sup> November 2023**. This is an annual approval and therefore; approval expires on **29<sup>th</sup> November 2024**. Please note that, **final approval should be done by Uganda National Council for Science and Technology**. You should use stamped consent forms and study tools/instruments while executing your field activities at all times. However, continued approval is conditional upon your compliance with the following requirements.

#### Continued Review

In order to continue on this study (including data analysis) beyond the expiration date, Makerere University School of Social Sciences (MAKSS REC) must re-approve the protocol after conducting a substantive meaningful, continuing review. This means that you must submit a continuing report Form as a request for continuing review. To avoid a lapse, you should submit the request six (6) to eight (8) weeks before the lapse date. Please use the forms supplied by our office.



**Please also note the following:**

No other consent form(s), questionnaires and or advertisement documents should be used. The Consent form(s) must be signed by each subject prior to initiation of my protocol procedures. In addition, each research participant should be given a copy of the signed consent form.

**Amendments**

During the approval period, if you propose any changes to the protocol such as its funding source, recruiting materials or consent documents, you must seek Makerere University School of Social Sciences Research and Ethics Committee (MAKSS REC) for approval before implementing it.

Please summarise the proposed change and the rationale for it in a letter to the Makerere University School of Social Sciences Research and Ethics Committee. In addition, submit three (3) copies of an updated version of your original protocol application- one showing all proposed changes in bold or "track changes" and the other without bold or track changes.

**Reporting**

Among other events which must be reported in writing to the Makerere University School of Social Sciences Research and Ethics Committee include:

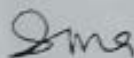
- i. Suspension or termination of the protocol by you or the grantor
- ii. Unexpected problems involving risk to participants or others.
- iii. Adverse events, including unanticipated or anticipated but severe physical harm to participants.

Do not hesitate to contact us if you have any questions. Thank you for your cooperation and commitment to the protection of human subjects in research.

**The legal requirement in Uganda is that, all research activities must be registered with the National Council for Science and Technology. The forms for this registration can be obtained from their website <https://nrims.uncst.go.ug>**

Please contact the Administrator of Makerere University School of Social Sciences Research and Ethics Committee at [makssrec@gmail.com](mailto:makssrec@gmail.com) OR [bjulied@yahoo.co.uk](mailto:bjulied@yahoo.co.uk) or telephone number +256 784 285402 if you encounter any problem.

Yours sincerely,



Dr. Stella Neema  
Chairperson

Makerere University School of Social Sciences Research and Ethics Committee



**c.c.: The Executive Secretary, Uganda National Council for Science and Technology**



## Uganda National Council for Science and Technology

*(Established by Act of Parliament of the Republic of Uganda)*

Our Ref: SS2335ES

26 February 2024

David Munyua  
Makerere University School of Social Sciences Research  
Ethics Committee  
Kampala

**Re: Research Approval: Exploring military role expansion and its implications on civil-military relations.**

I am pleased to inform you that on 26/02/2024, the Uganda National Council for Science and Technology (UNCST) approved the above referenced research project. The Approval of the research project is for the period of 26/02/2024 to 26/02/2025.

Your research registration number with the UNCST is SS2335ES. Please, cite this number in all your future correspondences with UNCST in respect of the above research project. As the Principal Investigator of the research project, you are responsible for fulfilling the following requirements of approval:

1. Keeping all co-investigators informed of the status of the research.
2. Submitting all changes, amendments, and addenda to the research protocol or the consent form (where applicable) to the designated Research Ethics Committee (REC) or Lead Agency for re-review and approval prior to the activation of the changes. UNCST must be notified of the approved changes within five working days.
3. For clinical trials, all serious adverse events must be reported promptly to the designated local REC for review with copies to the National Drug Authority and a notification to the UNCST.
4. Unanticipated problems involving risks to research participants or other must be reported promptly to the UNCST. New information that becomes available which could change the risk/benefit ratio must be submitted promptly for UNCST notification after review by the REC.
5. Only approved study procedures are to be implemented. The UNCST may conduct impromptu audits of all study records.
6. An annual progress report and approval letter of continuation from the REC must be submitted electronically to UNCST. Failure to do so may result in termination of the research project.

Please note that this approval includes all study related tools submitted as part of the application as shown below:

No.	Document Title	Language	Version Number	Version Date
1	Interview Guide In-Depth Interview	English	1	
2	Project Proposal	English	VERSION 2	
3	Approval Letter	English		
3	Informed Consent Form - In-Depth Interview	English	1	14 February 2024
4	Informed Consent Form - Survey Questionnaire	English	1	14 February 2024
5	Community Engagement Plan	English	1	14 February 2024
6	COVID-19 Risk Mitigation Plan	English	1	14 February 2024

Yours sincerely,



Hellen Opolot

For: Executive Secretary

UGANDA NATIONAL COUNCIL FOR SCIENCE AND TECHNOLOGY

---

**LOCATION/CORRESPONDENCE**

*Plot 6 Kimera Road, Ntinda  
P.O. Box 6884  
KAMPALA, UGANDA*

**COMMUNICATION**

TEL: (256) 414 705500  
FAX: (256) 414-234579  
EMAIL: [info@uncst.go.ug](mailto:info@uncst.go.ug)  
WEBSITE: <http://www.uncst.go.ug>

## Appendix J: Gatekeeper Letters

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## NATIONAL DEFENCE COLLEGE - UGANDA

### UGANDA PEOPLES' DEFENCE FORCES

Our Ref: UPDF/NDC-U/A2



OFFICE OF THE COMMANDANT  
P.O. Box 1980  
JINJA  
Tel: +256 414 673 569  
E-mail: [ndcu@updf.go.ug](mailto:ndcu@updf.go.ug)

The Chief of Joint Staff  
JHQs - UPDF  
MBUYA  
Sir,

19 Feb 24

#### REQUEST FOR PERMISSION TO CONDUCT ACADEMIC RESEARCH

1. Col David Okumu Munyua the Assistant Directing Staff and a member of the College Faculty is undertaking online doctoral studies with UNICAF University. He is in the third year of his studies, which involves field research.
2. His research is entitled **"Exploring military role expansion and its implications on civil-military relations in Uganda"**, an area, fortunately, related to one of the research topics the CDF directed the NDC-U to undertake, vide his letter UPDF/CDF/27/SF-2 dated 30 January 24, specifically, **"Demystifying the role of the Military for being only for war"**.
3. This research requires the Senior Officer to interact (Interviews and Questionnaires) with members of the UPDF and Civilians working jointly to explore their experiences. The research proposal covers two areas, UPDF's support to socio-economic transformation (National Agricultural Advisory Services/Operation Wealth Creation - NAADS/OWC) and law and order enforcement (UPF). The interviews and questionnaires will take 10-20 minutes per each consenting respondent.
4. Uganda National Council for Science and Technology (UNCST), UNICAF University and Makerere University, as affiliate, have all given ethical clearance to this research.
5. This research will add value to policies related to national security and strategy development in the sector of civil-military relations in the advent of

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## RESTRICTED

expanded roles of the UPDF. The College will also benefit in terms of staff capacity development.

6. The purpose hereof is to request you to write to NAADS/OWC and UPF to allow Col Munyua to interact with the Officers and Civilians in those two institutions where UPDF is offering role support. The senior officer is reachable by phone at 0772523847 and by email at [munyuado@gmail.com](mailto:munyuado@gmail.com) for additional information.

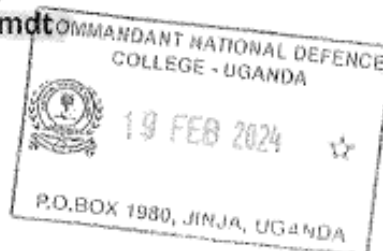
7. Submitted for your consideration.



FB OKELLO *psc, ndc+*

Maj Gen

Comdt



CC: CDF

# UGANDA PEOPLES' DEFENCE FORCES



OFFICE OF JOINT CHIEF OF STAFF  
MINISTRY OF DEFENCE HQS-MBUYA HILL  
P.O. BOX 3798 KAMPALA  
OFFICE TEL: +256 414 - 565146/144  
FAX: +256 414 - 223056  
EMAIL: jcos@updf.go.ug

Our Ref: UPDF/CJS/S10

Your Ref:

The **Inspector General of Police**  
Uganda Police Force  
**NAGURU**

26 February 2024

## REQUEST FOR PERMISSION TO CONDUCT ACADEMIC RESEARCH

Pursuant to the above captioned subject matter, this is to introduce Col David Okumu Munyua, a UPDF Senior Officer attached to the National Defence College – Uganda (NDC – U) as a member of the College Facility.

The Senior Officer is undertaking online Doctoral Studies with UNICAF University in 3<sup>rd</sup> year. He is required to conduct an academic research on the topic "Exploring Military Role Expansion and its Implications on Civil-Military Relations in Uganda".

The research has been given ethical clearance by the Uganda National Council for Science and Technology (UNCST), UNICAF University and Makerere University.

The purpose of this communication is to request you to permit the Senior Officer to conduct the research in Uganda Police Force.

Your usual cooperation is highly appreciated.

LEOPOLD E KYANDA *RS, LT, NIM, psc, ndc, M.Phil*  
Major General  
Chief of Joint Staff



TELEGRAMS: "GENOPOL"

TELEPHONE: 0414 - 233814, 0414 - 250613

FAX NO: (0414) 255639

WEBSITE: www.upf.go.ug

GENERAL EMAIL: upf@pf.go.ug

P.O. Box 7655 Kampala - Uganda

For any correspondence on this subject

PLEASE QUOTE NO: ADM143/208/01/VOL.3

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UGANDA POLICE FORCE  
POLICE HEADQUARTERS

Col David Okumu Munyua

05 Mar 24

**PERMISSION TO CONDUCT ACADEMIC RESEARCH IN UGANDA  
POLICE FORCE**

Reference: UPDF/CJS/S10 dated 26 Feb 24

The above reference from Chief of Joint Staff requested permission for you to conduct academic research in Uganda Police Force on the topic, *Exploring Military Role Expansion and its Implication on Civil-Military Relation in Uganda*.

This is to inform you that the request has been granted for the period between **25 Mar – 6 Apr 2024**. You are required to adhere to the ethical guidelines provided by the Uganda National Council for Science and Technology (UNCST).

By your research requirement, UPF officers directly involved in joint operations with UPDF and other joint ventures are best suitable for the research data collection.

Best wishes in your endeavors.

AIGP GODFREY K GOLOOBA *psc, ndc*  
For: INSPECTOR GENERAL OF POLICE

✓ Copy: Chief of Joint Staff - *ALICE OKUMU*  
AIGP Research and Planning

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# UGANDA PEOPLES' DEFENCE FORCES



OFFICE OF JOINT CHIEF OF STAFF  
MINISTRY OF DEFENCE HQS-MBUYA HILL  
P.O. BOX 3798 KAMPALA  
OFFICE TEL: +256 414 - 565146/144  
FAX: +256 414 - 223056  
EMAIL: jcos@updf.go.ug

Our Ref: UPDF/CJS/S10

Your Ref:

The SPADS/Coordinator OWC  
KAMPALA

26 February 2024

*File the Officer  
is cleared  
03/4/24  
H. H. H.  
CSO*

## REQUEST FOR PERMISSION TO CONDUCT ACADEMIC RESEARCH

Pursuant to the above captioned subject matter, this is to introduce Col David Okumu Munyua, a UPDF Senior Officer attached to the National Defence College – Uganda (NDC – U) as a member of the College Facility.

The Senior Officer is undertaking online Doctoral Studies with UNICAF University in 3<sup>rd</sup> year. He is required to conduct an academic research on the topic "Exploring Military Role Expansion and its Implications on Civil-Military Relations in Uganda".

The research has been given ethical clearance by the Uganda National Council for Science and Technology (UNCST), UNICAF University and Makerere University.

The purpose of this communication is to request you to permit the Senior Officer to conduct the research in OWC.

Your usual cooperation is highly appreciated.

LEOPOLD E KYANDA  
Major General  
Chief of Joint Staff



# OPERATION WEALTH CREATION

UPDF/CSO-OWC/2A



CHIEF STAFF OFFICER  
OFFICE OF THE PRESIDENT  
PO BOX 7168  
KAMPALA  
Mob: +256772632812  
+256782041408

See Distr

03 Apr 24

## PREMISSION TO CONDUCT ACADEMIC RESEARCH

1. This is to introduce **Col David Okumu Munyua** a UPDF Senior Officer attached to the National Defence College Uganda (NDC-U) as a member of the college faculty who has been cleared to conduct his doctoral research within OWC- NAADS for the fulfilment of the PHD requirement.
2. Find herewith attached is his referral letter from the Chief of Joint Staff of the UPDF.
3. The purpose of this letter is to request you not to hesitate if chosen as a respondent for the study to offer necessary assistance.

VICTOR MICHEAL OPERA *psc* (K)  
Lt Col  
**Ag Chief Staff Officer**

Distr:

Internal:

Action:

**Directors****Regional Coordinators****Liaison Officers****Head of Departments**

Internal:

Info:

**CC-OWC****DCC - OWC**

Info:

External

**JCOS****ED- NAADS**

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# NATIONAL DEFENCE COLLEGE - UGANDA

## UGANDA PEOPLES' DEFENCE FORCES

Your Ref: UPDF/JCOS/G2



P.O. Box 1980

JINJA

Tel: +256772523847/0751777245

E-mail: [munyuado@gmail.com](mailto:munyuado@gmail.com)

The Executive Director,  
National Agricultural Advisory Services  
Secretariat  
KAMPALA

11 March 24

Sir,

*Lo/owc*  
*Pre cardinal*  
*with staff to hel*  
*the researcher*  
*den*  
*11/4/24*

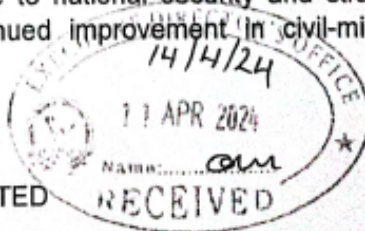
### REQUEST FOR PERMISSION TO CONDUCT ACADEMIC RESEARCH WITHIN NAADS SECRETARIAT

I am an online doctoral student at UNICAF University Zambia and a lecturer at the National Defence College-Uganda.

I took interest in studying the changing nature of civil-military relations in Uganda since the advent of the National Resistance Army (NRA). As part of the research study, I formulated the topic **"Exploring military role expansion and its implications on civil-military relations in Uganda"**. The assumption is that the Uganda People's Defence Forces (UPDF), unlike the NRA, has changed due to various reasons including constant recruitment, changed economic, social and cultural environment in Uganda and **increased UPDF support to civilian institutions**.

To achieve the objectives of the study, I intend to interact with NAADS officials working in liaison with UPDF/Operation Wealth Creation Officers. The study is designed in the form of interviews and questionnaires taking 10 and 5 minutes, respectively, to complete by each consenting respondent.

The findings of the study will add value to national security and strategy development that is cardinal for continued improvement in civil-military relations in Uganda.



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## RESTRICTED

The proposal for this study went through the evaluation of the Makerere University School of Social Sciences Research Ethics Committee (MAKSSREC), Uganda National Council for Science and Technology (UNCST), and UNICAF REC where it got ethical clearance. This research was also cleared by UPDF, OWC and UPF as shown by the attached letters.

I thank you in advance for your time and consideration for this study. I would be glad to give more information should you require any.

Yours Faithfully



DAVID OKUMU MUNYUA  
Colonel/UPDF  
Researcher

Copy To:

LO OWC/NAADS

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