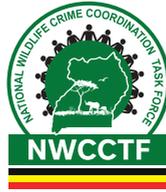




USAID
FROM THE AMERICAN PEOPLE



GENDER DYNAMICS IN WILDLIFE LAW ENFORCEMENT

March 2023



**GENDER DYNAMICS IN WILDLIFE
LAW ENFORCEMENT**



March 2023



About Wildlife Conservation Society

The Wildlife Conservation Society (WCS) is an international non-governmental, science-based conservation organization that works in over 50 countries around the world. Founded in 1895 as the New York Zoological Society, its mission is to save wildlife and wild places worldwide through science, conservation action, education, and inspiring people to value nature. The WCS approach to conservation is rooted in our belief that good conservation requires a sound understanding of the ecology and threats to conservation targets. WCS' credibility is established through scientific work, which not only acts as a basis for the development of conservation plans that will work in the real world but also informs the discovery of new knowledge, guides conservation action and informs policy decisions. Integral to this approach is the protection and rewilding of priority species and wild places and reducing the threats causing the loss of wildlife and wild places. WCS also inspires and engages people to care about wildlife and wild places by leveraging the power of WCS-managed zoos and the aquarium and expanding digital platforms to reach a global audience. It has been implementing conservation programs and research in Uganda since 1957.

About USAID/Uganda Combatting Wildlife Crime Activity

The USAID/Uganda Combating Wildlife Crime Activity is a five-year activity (2020 - 2025) implemented by WCS together with a consortium of partners including, African Wildlife Foundation, Natural Resource Conservation Network and The Royal United Services Institute. The goal of the activity is to reduce wildlife crime in Uganda by strengthening the capacity of CWC stakeholders to detect, deter and prosecute wildlife crime through close collaborations with security and law enforcement agencies, USAID implementing partners, private sector companies, and communities living adjacent to protected areas.

About National Wildlife Crime Coordination Task Force (NWCCTF)

The National Wildlife Crime Coordination Task Force (NWCCTF) is a national body comprising thirteen government security and law enforcement institutions set up to promote cooperation and coordination among law enforcement agencies to combat wildlife crime in Uganda. Its establishment was premised on the realization by the Government of Uganda of the fact that any successful strategy to stamp out wildlife crime and trafficking required a collective effort of all the agencies of government that are involved in law enforcement. The establishment of the NWCCTF was, therefore, necessary to strengthen effectiveness and efficiency in responding to wildlife crime.

This report is based on a mini-study and was commissioned by the Wildlife Conservation Society and executed by Monica Kapiriri Namumbya.

Disclaimer: This report is made possible by the generous support of the American people through the United States Agency for International Development (USAID)/Uganda Combating Wildlife Activity implemented by Wildlife Conservation Society (WCS). The report was authored by Monica Kapiriri Namumbya (a consultant) on behalf of WCS. The contents of this report are the responsibility of the author and do not necessarily reflect the views of USAID, the United States government or Wildlife Conservation Society.

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ACRONYMS

CWC	Combating Wildlife Crime
DCIC	Directorate of Citizenship and Immigration Control
EPF	Environmental Police Force
ICCWC	International Consortium on Combating Wildlife Crime
ISO	Internal Security Organization
MTWA	Ministry of Tourism, Wildlife & Antiquities
NEMA	National Environment Management Authority
NFA	National Forest Authority
NFTPA	National Forest and Tree Planting Act 2003
NFTPR	National Forestry and Tree Planting Regulation 2016
NGO	Non-Government Organizations
NWCCTF	National anti- Wildlife Crime Coordination Task Force
ODPP	Office of the Director of Public Prosecutions
UCAA	Uganda Civil Aviation Authority
UPF	Uganda Police Force
UWA	Uganda Wildlife Authority
WCS	Wildlife Conservation Society

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I would like to acknowledge the contributions of all the people who directly provided input into this short study. First and foremost, I recognize all the key informants from Uganda Wildlife Authority (UWA), National Forest Authority (NFA), Uganda Civil Aviation Authority (UCAA), Internal Security Organ (ISO), Uganda Police Force (UPF), and Directorate of Citizenship and Immigration Control (DCIC) for their valuable inputs. Secondly, I acknowledge the 15 Rangers from Mubako and Karuma who participated in the focus groups and whose candid discussions have provided valuable insights into the gender dynamics in wildlife law enforcement. I recognize WCS staff, particularly Ernest Oniba, who participated in all the field engagements and assisted in collecting information and clarifying responses. I also acknowledge the staff at the WCS headquarters, who provided logistical support, acted as a sounding board for ideas, and provided valuable constructive feedback. I recognize the validation of the report by members of the National anti- Wildlife Crime Coordination Task Force, who participated in the half-day validation workshop. While I fully own the shortcomings in this document, I owe its strengths and depth of insight to the people above. It was an honor to have been part of this assignment, and I strongly believe that its aims will greatly benefit the men and women in wildlife law enforcement.

Monica Kapiriri Namumbya - Consultant

EXECUTIVE SUMMARY

This report presents the finding from a short and quick study on gender dynamics in wildlife law enforcement, commissioned by the Wildlife Conservation Society (WCS) under the USAID/Uganda Combating Wildlife Crime (CWC) Activity. The information was generated through a detailed questionnaire survey involving men and women in management positions and frontline rangers, key informants' interviews with managers, and focus group discussions with male and female Rangers in Murchison Falls National Park and Karuma Wildlife Reserve. Participants from Uganda Wildlife Authority (UWA) made up 71% of respondents. The process included a validation half-day workshop with the National anti-Wildlife Crime Coordination Task Force members, which endorsed the results as representing the experiences and views of the respondents and recommended that results remain as presented.

The study was especially designed as a rapid appraisal to generate as much information from different gender groups' perspectives as possible, triangulate findings, and present insights into the gender dynamics in wildlife law enforcement. However, the time provided did not allow for a literature review. It further limited the number of respondents, and adequate engagement with the other agencies in wildlife law enforcement.

Overall, participants came from Uganda Wildlife Authority (UWA), National Forest Authority (NFA), Uganda Civil Aviation Authority (UCAA), Internal Security Organization (ISO), Uganda Police Force (UPF), Uganda Revenue Authority (URA) and Directorate of Citizenship and Immigration Control (DCIC).

The study employed the gender and intersectionality lens to shed light on how individuals' different identities overlapped and intersected with the organizational culture and norms to produce the complex and dynamic experiential realities of individual men and women in wildlife law enforcement. The identities of education, sex, age, tribe and marital status emerged as most important, influencing decision-making in deployment, promotion, access to essential resources, interactions between colleagues, team dynamics, and interactions between leaders and subordinates. The gender and intersectionality lens also revealed underlying reasons why people with the same academic qualifications, for example, had different experiences in wildlife law enforcement.

There were four objectives of this study:

1. Roles of different gender (men & women) in abating wildlife crime at national and community levels.
2. Challenges faced by women and men in the field of wildlife law enforcement.
3. Influence of gender on leadership in law enforcement.
4. How gender issues are incorporated or taken into consideration in the different institutions involved in wildlife law enforcement.

A summary of results under each objective is presented in turn below.

I. Considerations of gender issues in wildlife law enforcement

Gender policy: All program considerations begin with policy provisions. Based on the key informant interviews, none of the organizations had standalone gender policies. They had, gender policy provisions within the human resources, recruitment, and public service polices. These served to guide the implementation of maternity and paternity leaves, off days after working for 22 days in the field, exemptions from patrols and night duty for pregnant and breast-feeding mothers, medical coverage for families, fees for four children, and day care facilities and ramps in NFA. While **these policy provisions were helpful and detailed, separate gender policies were necessary** to elevate the need for gender integration to the organizational system level, to effectively demonstrate the commitment to gender responsiveness by the agencies in wildlife law enforcement, and to assist in resource mobilization.

Gender budgeting and essential resources: Gender budgeting, as a practice that focuses on gender-based analysis, an equity-oriented estimation, and evaluation of the distribution of resources periodically, was a new concept to respondents. All agencies had budget lines for specific gender-related needs, but with undertones of implementation challenges and inadequate resources. Only a few of the provisions in the gender policies were fully implemented.

Access, control, and ownership of essential resources: Adequate resources are central for successful gender integration. There was a general lack of resources in UWA.

Out of a list of 51 items listed by respondents, none of the rangers present accessed all of them. Access was dependent on:

- **The source of funding:** Programs funded by NGOs had more resources.
- **Rank of individuals:** higher ranking officers accessed most of what they needed than the ones below.
- **Position in the team:** Team leaders controlled all team resources.
- **Experience:** the experienced were entrusted with essential gargets.
- **Sex:** men who dominated the patrols, accessed more resources than women.
- **Tribe:** Favoritism based on tribe was suspected.

Access to resources reflected the organization's importance on the roles assigned to individual employees. Overall, males who carried out patrols had more resources than their female counterparts who performed other duties.

Formal and informal laws and norms: There were enabling policies and laws that provided overall guidance and freedoms of operations and governed interactions among men and women in wildlife law enforcement. Mentioned were, the Wildlife Act 2019, Human Resource Manual in UWA, NFA's National Forestry and Tree Planting Regulation (NFTPA) 2003, and NFTPR 2016. Unfortunately, limiting informal practices weaken the formal laws rendering them ineffective. There was a need for a review of policies and their implementation processes in light of gender, to identify and address the strengths, weaknesses, and gaps.

Gender dynamics in teams: Defined as relations and interactions between and among people in an organization, based on their multiple identities, gender dynamics were complex, and a few gaps emerged. First, the criteria used for team composition did not consider or see “people” and their identities but rather emphasized experience, discipline, abilities, etc. Gender considerations were implied but not specifically mentioned as important for teams. Both men and women, young and elderly, participated in patrols, but the continual involvement of individual women and the elderly men was deliberate and happened after conscious consideration. They considered the purpose of involvement (orientation or filling gaps), the levels of risk of the operation (safety), value addition (if there was a specific need for them), and malice (to punish someone). The design of patrol teams favored and provided for youthful, energetic, and agile male team members as compared to the women.

Consequently, patrols brought out the weaknesses instead of the strengths of women and elderly men. On the other hand, women did well in teams at the gates (hospitality services to park visitors), community policing, intelligence gathering, and investigations, and These roles brought out the strength of the women.

Terms of reference for team leaders: Generally, the terms of reference were masculine for the patrol priority areas, arrests and collecting of snares. These required physical strengths and speed, knowledge and experience of the route and area to be patrolled, ability to command and order, competencies in legal provisions for handling suspects, briefing teams, debriefing with the supervisors, and persistence to have operations succeed. Women had to develop the mindset of men to succeed and remain in combat-related patrols.

Two opposing propositions came up regarding women and patrol: “*women will never be like men, exempt them from all patrols*” and “*women need to prove themselves in patrols to qualify for promotions*”; exemptions disadvantage them”. The challenge seemed not to be the actual participation in patrols but rather the differences in attributions of honor assigned to the tasks assigned to men and women. There was need for recognition and a reward system for the roles given to women. The validation workshop noted that the short study did not consider the UWA sectors of Tourism, Research, and Monitoring, where most women in UWA work.

Enabling and limiting team behaviors of men and women: These were different for men and women. They were situational and time specific. Respect was the most enabling team behavior for men in both focus groups; intimidation, intrigues, and mistrust were the most limiting behaviors. Cooperation, effective communication, and teamwork were the women’s most important enabling behaviors. Intimidation, withholding information, harassment, and comparisons were the most limiting behaviors. It was clear men and women were motivated or demotivated by slightly different team behaviors.

II. Roles of different genders in abating wildlife crime at the national level as well as community level

Representation of men and women: Overall, there were more men than women in wildlife law enforcement. Mubako, as a case in focus, the ratio of men to women was 31 men: 11 women. The same huge difference was reflected in NFA and UPF's estimates. Only UCAA had 50:50 from immigration officer level downwards. Men dominated the combat-related patrols, and arrests. Women were more active in escort and guard duties, managing gates, community engagements, intelligence, and investigations, and providing information to tourists. Women participated in several roles. However, they were always fewer than their male counterparts, which is attributable to the nature of work that seems to favor men more than women. Nonetheless, the validation workshop clarified that other sectors in UWA (Tourism and Research) had many more women.

Dynamics working with different age groups of men and women: Age-specific attributes that cut across agencies included knowledge, skills, and experience.

Although all age groups had both beneficial and challenging attributes, these were not consciously used by management to maximize the benefits and minimize the challenges. While not all people in the age groups possessed all the negative or positive, some stood out as good and bad characteristics. Several young people had the energy, were teachable, had the morale and stamina to complete tasks, and some with good qualifications had the knowledge. Some of the older people had the knowledge, skills, and experience; they mentored and advised the young and led by example. Challenging attributes of some of the young people included lack of focus and concentration, indiscipline, peer pressure and being easily lured into illegal activities for money. Some older people were inflexible, harsh, and arrogant, lacked energy and speed, and slowed down operations. The study served to bring this up from the subconscious.

III. Influence of gender on leadership in law enforcement

Naturally men and women possessed and exhibited different leadership styles, but there is a place and circumstances for all leadership styles in an organization. The challenge is knowing which style to employ when and where, because each style prompted a specific response from subordinates. The reactions were either good leading to enhanced team performance, or were negative, reducing the team performance.

Cultural gender influences on leadership practices and expectations: Although not part of the formal laws in wildlife law enforcement, gender cultural norms were central in decision making, informing the positions, assignments and deployment of men and women in wildlife law enforcement. There were stereotype views about what men and women could and could not do, which originated from the cultural gender roles and responsibilities. Most cultures placed men in the public domain, and women in the private domestic domain. The resultant effects in wildlife law enforcement were that men confidently took up leadership positions while making it hard for women to lead. Men were expected to protect and defend women.



Women were expected to take up domestic related jobs, like cooking during patrols, and were expected to be “submissive to all men”. All these came from social cultures, and gender socialization of the expected behaviors of men and women.

The influences of identities on leadership: All the identities that were discussed had both advantages and disadvantages for different people in wildlife law enforcement. Marital status, tribe, and disability had more respondents with negative experiences than positive ones. Being single or married determined how easily one accessed their off days. Being male or female, determined whether one led an operation. Coming from a certain tribe excluded one from opportunities, and having “no rank”¹, excluded rangers at the level of private from freedom of speech and attending certain meetings.

Priority Identities for leadership: Education (ranks were linked to specific academic qualification), sex (stereotypes dictated the roles of men and women), age (bias that young people lack seriousness and experience) and tribe (suspicions that favor for good positions was based on tribal connections) emerged as the important considerations for one to become a leader in wildlife law enforcement. Most respondents thought men were the most suited to lead given the conditions and provisions in wildlife law enforcement. Only those women who could swim against the tide progressed.

IV. Challenges faced by women and men in field of wildlife law enforcement

The challenges affected both men and women, young and old, but in different ways. Poor welfare made long-term field patrols repulsive to women and the elderly (both male and female). Prolonged isolation at the outposts led to behavioral swings of young men, setting in motion a chain of negative reactions: overdrinking and uncontrolled sexual activities even for marrieds, increased HIV/AIDS infections, multiple children from multiple partners, unplanned polygamy, and family breakups, which only exacerbated social and psychological traumas. There were sexuality issues for women where managers regarded the resultant frequent pregnancy cases, pregnancy related illnesses, and subsequent demand for maternity leave as the problem. Getting pregnant was treated as “crime” by some supervisors.



Rangers at the level of “private” were referred to as rank-less but “Private” is the first rank in law enforcement.

¹ Rangers at the level of “private” were referred to as rank-less but “Private” is the first rank in law enforcement.

There was gender-biased promotions criteria that was prejudiced against women and young people; as a result, women had a low aspiration for leadership roles. There are also gender stereotypes about women's capabilities that claim that all women acceded to sex for promotion. Men were compelled to quit because of low salaries and allowances. The worst experiences shared, revealing the gruesome circumstances most rangers faced in their line of duty, include:

- The double standards used for entrance into the National Park visiting of spouses – particularly in cases where the person in authority has interest in or is in a relationship with the staff being visited.
- Excluding park management from budgeting and fundraising meetings by top UWA management.
- The absence of a partnership strategy.
- Malicious deployment and transfers as punishment to dreaded locations.

All these challenges revealed both the negative informal practices and weaknesses in the formal provisions. Several gaps were listed in relation to gender integration: These were many including knowledge and skills in leadership and management to spearhead gender integration; the right leadership styles for diverse teams; family planning, mentoring services to enable young people develop long-term life plans, delayed family life until after achieving some career goals; In-service training especially to qualify more women for promotions; menstrual hygiene and management; essential resources especially at outpost, to make them conducive for women and the elderly men; ambulance services, potable water, and revised remuneration for rangers. If these gaps are addressed, integrating gender will be made easier.



INTRODUCTION AND METHODS

Introduction

What is gender?

Gender is a social construct of prescribed (pre-arranged) roles, responsibilities, expectations, characteristics, behaviours, rights, privileges, and exclusions assigned to people based on their multiple identities. Multiple identities include age, sex, marital status, ethnicity - tribe, religion, profession, caste, class, etc., and they are best summarized by the term “intersectionality”. Intersectionality is the complex, cumulative way the effects of different forms of discrimination (differentiation) combine, overlap, or intersect to inform the experiential reality of individuals and groups. Forms of differentiation, in this case, included the multiple identities of sex, age, marital status, rank, education levels, disability, and religion.

Gender has been for so long wrongly equated to women.

And while it is understandable that women and other minority categories had been excluded from sections of the public domain, it still does not justify the conclusions. Gender is about all people, and the niche society cuts out for them, based on the multiple identities defined above.

What is wildlife crime?

International Consortium on Combating Wildlife Crime (ICWC) considers ‘wildlife’ to include all wild fauna and flora, including animals, birds, and fish, as well as timber and non-timber forest products. ‘Wildlife crime’ refers to the taking, trading (supplying, selling, or trafficking), importing, exporting, processing, possessing, obtaining, and consuming wild fauna and flora, including timber and other forest products, in contravention of national or international law.

Why should gender in combating wildlife crime matter?

The Wildlife Conservation Society and its partners are focused on strengthening Ugandan Combating Wildlife Crime (CWC) actors’ capacity to detect, deter and prosecute wildlife crime by working directly with security and law enforcement agencies. WCS recognizes that women and youth play a pivotal role and can immensely contribute to efforts to counter socioeconomic inequalities that fuel Illegal Wildlife Trade and must be appropriately facilitated.

This short study clarifies the value of gender considerations and integration for more effectiveness in combating wildlife crime by revealing challenges encountered by people on the frontline based on their sex, age, rank, tribe, and marital status.

Objectives of the study

The study responds to the four objectives below

- Roles of different gender (men & women) in abating wildlife crime at national and community levels.
- Challenges faced by women and men in the field of wildlife law enforcement
- Influence of gender on leadership in law enforcement
- How gender issues are incorporated or taken into consideration in the different institutions involved in wildlife law enforcement

Methods Used In The Study

Four approaches were employed

- The questionnaire survey** is designed to cover the bio-data of respondents- their sex, age bracket, and marital status; work profiles: organization, unit, job, years in service, and location; team dynamics – the roles and issues of diversity; challenges in law enforcement faced by the different gender groups; formal and informal norms affecting gender categories; vertical relationships: between male or female supervisors; experiences of gender and law enforcement leadership and integration of gender issues by agencies in crime prevention. There were 12 respondents: 2 women and 10 men who responded online, and 15 hard copies by the rangers who also participated in the focus group discussions, a total of 27 respondents.
- Focus group discussions** with 4 male and 3 female Rangers at Murchison Falls National Park, and 5 men and 3 women in Karuma Wildlife Reserve, totaling 15 rangers. **Topics discussed included:** Gender and teams- enabling and challenging behaviors; Gender dynamics in management and leadership- enabling and limiting behaviors; Gender dynamics and resources- a list of essential resources, access, control, and ownership of resources; and the most challenging experiences in combating wildlife crime.
- Key informants:** There was a total of seven respondents, 2 women and 5 men - 3 from UWA, 1 from NFA, 1 from UCAA, 1 from ISO, and 1 from UPF. The discussion covered the work profile, gender policy, budget, representation of men and women, team composition and leadership terms of reference, specific challenges faced by men and women, resources, gaps, and needs for gender integration.
- Validation workshop:** The half-day workshop involved the National anti- Wildlife Crime Coordination Task Force, representing the key agencies in wildlife law enforcement. It attracted members from WCS, ODPP, DCIC, NEMA, MTWA, UWA, NFA, UPDF, UPF, URA, and ISO. About 18 participants. The meeting endorsed the study results, recognizing the need for a detailed study involving face-to-face interviews with equitable representation of officers from the various agencies, ample time to cover the relevant depth and review of relevant to up to date reports. A follow up presentation to leaders of the wildlife enforcement agencies was proposed.



Limitations to the methods used

Time: The 10 days provided for this study could not adequately cover the study design, field visit, reporting, validation workshop and literature review. The literature review was eliminated. Furthermore, the 1 hour provided for key informant interviews and the 2 hours for focus group discussions were not enough for in-depth probing on some of the responses that seemed contradictory and to clarify inconsistencies.

The number of respondents: The design was to have 32 rangers, 07 key informants, and at least 50 respondents to the questionnaire; this was however not possible. The number of women respondents to the questionnaire was particularly low. As indicated above, there were 27 questionnaire respondents. The representation of women was very low: 06 women out of 12 rangers for focus group discussions, 08 women out of 27 questionnaire respondents, and 02 women of 07 key informants.

Participation by other agencies: The study had been designed to equally draw from the experiences of all agencies in wildlife law enforcement. Unfortunately, over 70% of respondents were from UWA. The other agencies had only one or two respondents. The study became predominantly UWA experiences.

Mitigation: Questions were revised so that all respondents provided perspectives on both issues affecting male and females, and all age groups. Some questions were answered in the focus groups, key informant interviews and questionnaires to enable triangulation of facts.

The respondents

Bio and Work profiles of respondents

Agencies: Responses came from seven organizations: Uganda Wildlife Authority, National Forest Authority, Uganda Civil Aviation Authority, Directorate of Citizenship and Immigration Control, Internal Security Organization, Uganda Revenue Authority, and Uganda Police Force. There were 34 respondents (Table 1), but not all responded to all questions of the questionnaires and the key informant interviews. For example, those from UWA were 24, making 71% of respondents. Altogether, there were 11 women and 23 men.

TABLES 1: RESPONDENTS BY SEX

	UWA					Online						Total
	Mubako	KI	Karuma	KI	Online	UCAA	CDIC	ISO	UPF	URA	NFA	
Men	5	2	3	1	2	2	2	2	1	2	1	23
Women	3	0	4	1	3		0	0	0	0	0	11
	8	2	7	2	5	2	2	2	1	2	1	34

Respondents by age groups

TABLES 2: RESPONSES BY AGE

	UWA									UCAA		DCIC		ISO		UPF		URA		NFA		Totals
	Mubako			Karuma			Online			Questionnaire and key informants												
	FGD		KI	FGD		KI																
Sex	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	
18-35	3	2	0	0	2	3	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	11 (32%)
36-45	2	0	0	0	1	1	0	1	0	3	2	0	2	0	0	0	0	0	1	0	1	14 (41%)
46-55	0	1	2	0	0	0	1	0	2	0	0	0	0	2	0	1	0	0	0	0	0	9 (27%)
56-65	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0 (0%)
Total	5	3	2	0	3	4	1	1	2	3	2	0	2	0	2	0	1	0	2	0	1	34 (100%)
	24 (71%)									2 (6%)		1 (3%)		2 (6%)		1 (3%)		2 (6%)		1 (3%)		

NB: questionnaire respondents from Mubako and Karuma were also the FGD participants.

Most respondents (41%) were between 36-45 years, followed by 18-35 years (32%), indicating 73% of respondents were below 45 years of age (Table 2).

Respondents by positions

Most respondents were frontline Private Rangers from UWA (15) Table 3. The others were high-level managers.

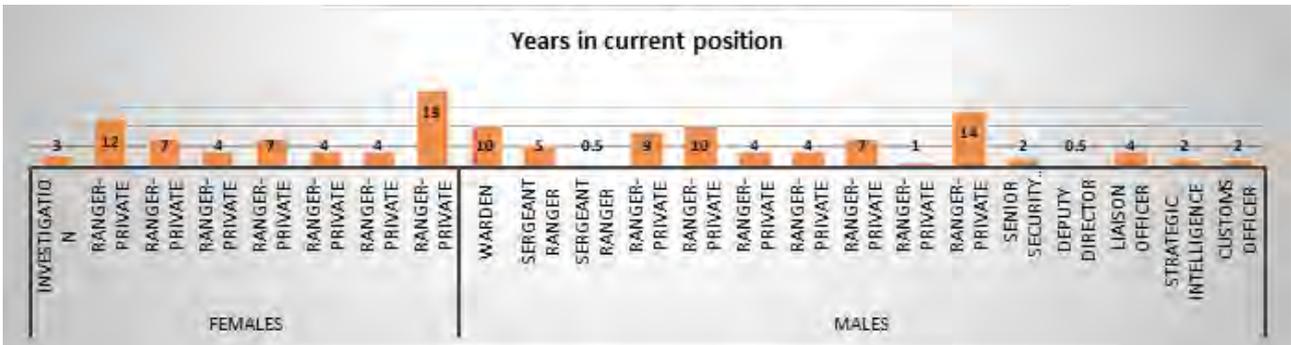
TABLE 3: UWA RESPONSES BY POSITION

Positions	Numbers
Investigation	1
Female Private Rangers	8
Male Private Rangers	7
Sergeant Ranger	2
Warden Law Enforcement	1
Team leaders Dog handler	1

- UCAA: Senior Security Officer- Operations
- DCIC: (Did not indicate their positions)
- ISO: Deputy Director- 1 (The second one did not indicate their positions)
- NFA: Police Liaison Officer
- URA- In-Charge Strategic Intelligence and Customs officer-1 (The second one did not indicate their positions)

Respondents by number of years in the current position

FIGURE 1: YEARS IN CURRENT POSITION OF RESPONDENTS FROM UWA



In Figure 1 above, staff who had stayed longest in the same positions included Private Rangers who are at the lowest level in law enforcement had served 19, 14, 12, and 10 years. The Warden had also served 10 years, which is an indication of good service. In this study, the years spent in the positions indicate that respondents had firsthand experience. Nonetheless, issues were raised concerning employees staying long in the same position. Several private rangers had not been promoted for years and yet met what they assumed was the criteria used.



STUDY FINDINGS

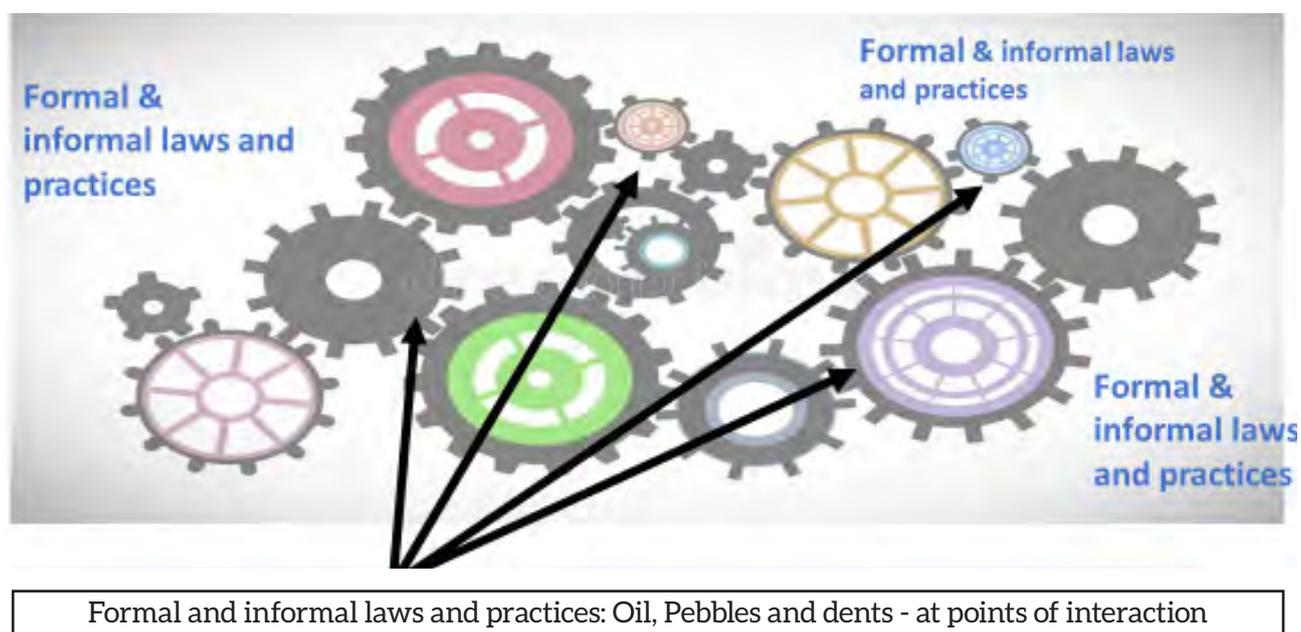
Introduction

Gender: In this study gender is understood as a social construct of prescribed (pre-arranged) roles, responsibilities, expectations, characteristics, behaviours, rights, privileges, and exclusions assigned to people based on their multiple identities (Age, Sex, Marital status, education, Ethnicity - tribe, Religion, Profession, and Rank).

In section above, gender was described as a niche (functional slot) that society cuts out for people.

Gender dynamics in organizations: Gender dynamics are relations and interactions between and among people in an organization, based on their gender as defined above. Consequently, gender dynamics in organizations is an interaction between niches of the different people in the organization as illustrated by Figure 2. For example, a male warden is not merely a warden, he is a married man, father, an elder in his clan, may have a lover at the station, a difficult teen son, may be a member of the rotary club, etc. Depending on what he is dealing with at the time, you may encounter a different person from the one you dealt with before.

FIGURE 2: INTERACTION OF DIFFERENT GENDER-BASED NICHES IN AN ORGANIZATION: SLIDE FROM THE VALIDATION WORKSHOP



Niches in an organization are linked in a single system, and for organization to function flawlessly, all niches must be synchronized. A dent in any niche will affect the whole system. The formal policies and informal laws and practices (Institutional provisions) create the operational environment, making it either conducive or toxic for niches to give their best. This is the understanding that informed the design and execution of this study.

Gender Policy

Policy in this study was understood as that definite course or method of action selected (by government, institution, programs, group, or individual) from among alternatives and considering given conditions to guide and to determine present and future decisions (paraphrased from Webster's Dictionary).

The Gender Policy is the appropriate starting point for discussions on gender dynamics in an organization. It is a guiding document that provides boundaries of freedom and limitations by recognizing and allocating rights, roles, responsibilities, exceptions to women's and men's freedoms of access and control over decisions, assets and resources, information, and knowledge and, for an equitable share of benefits. In addition, it provides the overall intentions, priority alternatives for a given period, and specific provisions and actions.

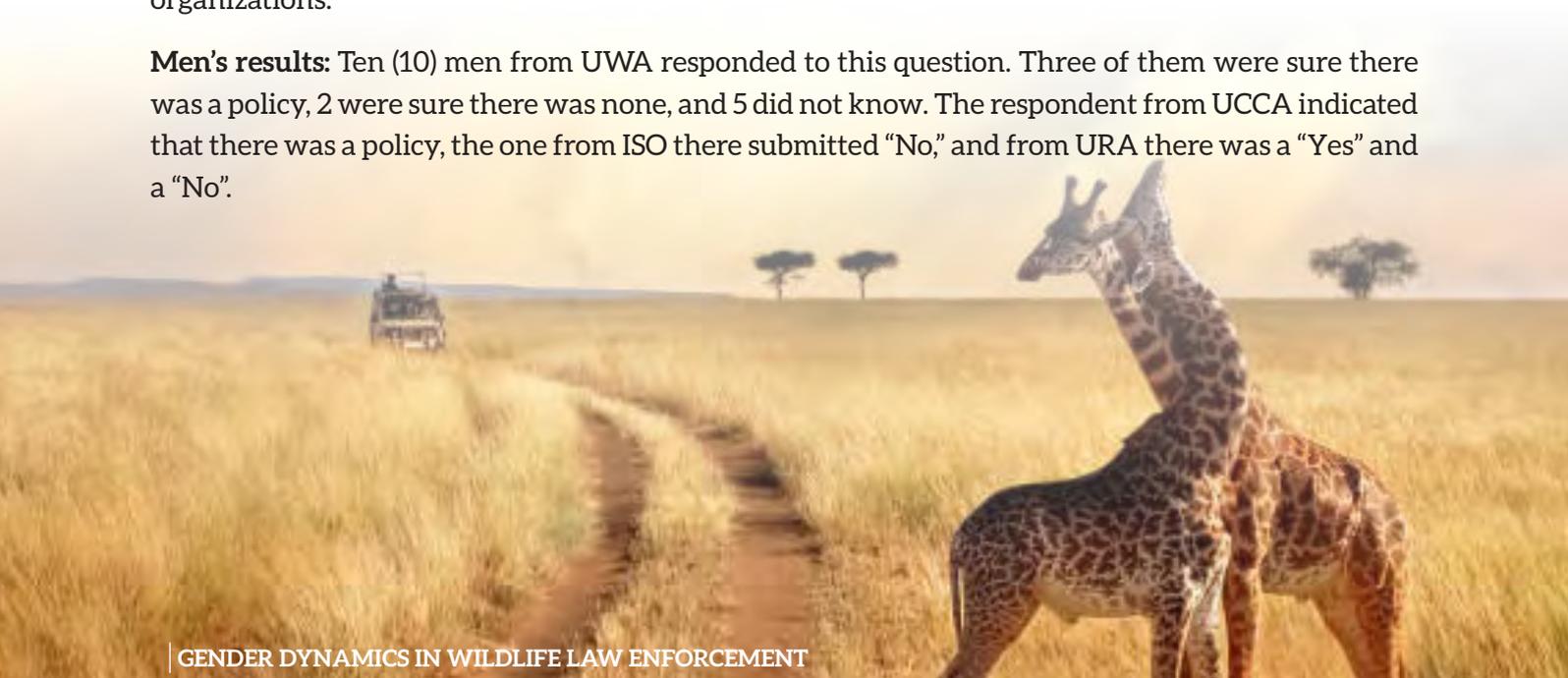
A policy document is therefore critical in mainstreaming gender issues into all aspects of the organization eliminating all negative economic, social, and cultural practices that impede equality and equity of men and women based on their multiple identities. It was, therefore, important to establish whether or not the agencies participating in wildlife law enforcement had gender policies guiding their decisions and actions. Ideally, gender dynamics in organizations should be guided by a gender policy.

Existence of gender policies

The study explored the existence of gender policies, specific policy provisions, and actions. The responses below were drawn from the questionnaire survey results of five National anti- Wildlife Crime Coordination Task Force (NWCCTF) member agencies: Uganda Wildlife Authority, including participants from Murchison Falls National Park and Karuma Wildlife Reserve, Uganda Civil Aviation Authority, Internal Security Organization, Uganda Police Force, and Uganda Revenue Authority. National Forest Authority only responded in the Key informant interviews.

Overall, there were mixed responses of "yes," "No," and "I do not know" even from the same organizations.

Men's results: Ten (10) men from UWA responded to this question. Three of them were sure there was a policy, 2 were sure there was none, and 5 did not know. The respondent from UCCA indicated that there was a policy, the one from ISO there submitted "No," and from URA there was a "Yes" and a "No".





Women's results: Nine (9) women responded from UWA, 3 submitted “yes”, one “No” and 5 did not know. The women from the other agencies did not respond to this question.

Respondents from UWA, UCAA, UPF, URA, and NFA made references to the gender provisions in the Human Resources manuals, the Recruitment policies, and the Public Service manual. Specifically, the provisions of maternity and paternity leave, off days for stations-based staff, considerations of HIV/AIDs and medical cover for families, mothers allowed to take time off to breastfeed their babies at night, and the sexual harassment offences elevation to zero tolerance. Specific to NFA was gender being taken as a priority consideration in the reporting requirements. All records had to capture sex, age, and tribe. The policy further provided guidance for deployment, arrests, or search of victims. There was a place for breastfeeding and a baby care facility at NFA headquarter, ramps for the physically disabled and arrangement underway to take the initiatives down to lower levels since last year, 2021.

Those who submitted “No” and “I do not know” did not submit reasons for their choice, except DCIC. The agency was still developing an immigration policy and was unsure if it would include gender. In DCIC, gender issues were implied in equally shared roles between men and women. For instance, whenever there was a female commissioner, her assistant was male. In addition, maternity and paternity leave were given but paternity leave was not always taken (reasons not given).

The results above could mean 2 things.

- i) There were gender policies, but these had not been adequately publicized for everyone to know.
- ii) There were no stand-alone gender policies, but special provisions were included in existing organizational policy documents mentioned by respondents. The later seemed to be the case, based on the reasons and examples provided by the respondents.

Gender budgeting and essential resources

A **budget** is an estimation of revenue and expenses over a specified future period, compiled and re-evaluated on a periodic basis. **Gender budgeting** focuses on a gender-based analysis, an equity-oriented estimation, and evaluation of the distribution of resources on a periodic basis.

Gender budgeting is about the degrees of access, control and ownership of resources required for men and women, different age groups, and ranks, to adequately play their roles in the organizations. This study's budget included financial and non-financial resources: Time, equipment, human, etc. The study explored three aspects of budgeting: the practice of gender budgeting, an inventory of all essential resources required by rangers to carry out their duties effectively, and the freedoms of access, control, and ownership of the resources.

Gender budgeting

Only the respondent from NWCCFT was certain of gender budgeting and implementation based on gender-based priority needs. For example, HIV/AIDs was a priority need in NFA, and there was a budget to manage it. In addition, there were resources for the Day care maintenance, and NFA's new buildings had ramps to enable access for people with physical disabled. All these were budgeted for.

All four key informants from the NWCCTF were unsure about gender budgeting. Nonetheless, resources were made available to facilitate gender-priority actions. In case of maternity leave, although UWA had limited human resources, temporary replacement had to be provided, even from other outposts to ensure work continued while officers were on leave. This, however meant the remaining officers had to share the roles of those on leave, leading to work overload. During residential courses, UWA paid for baby minders for the duration of the courses, one mentioned lasted a whole month. UPF had a budget supposed to provide condoms for the sexually active, but implementation was a challenge. The implementation challenge was also mentioned by respondents from UWA.

Based on the UWA human resource manual, a man was to go home after every 22 days in the field. That was mostly in theory, the practice was different. The staff had to submit the request with very good reasons for them to be released. The limited number of rangers made it hard for management to let men and women off as provided for in the manual.

List of essential Resources in combating wildlife crimes

The list of resources was generated by respondents from UWA. Only one other agency NFA, discussed resources.

A total of 51 essential resources were mentioned by UWA respondents (Annex 2), with 9 topmost items submitted by men, women focus groups, and key informants (Table 4).

TABLES 4: THE TOPMOST ESSENTIAL RESOURCES

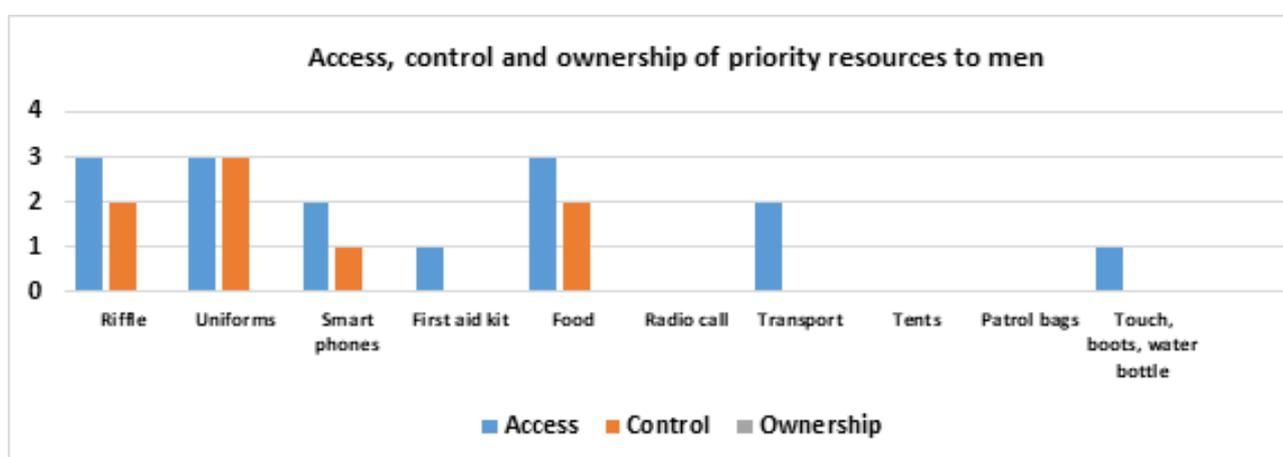
	Resources	Men	Women	Key informant	Total
1	Potable tent	2	2	3	7
2	First/medical aid kits	2	2	2	6
3	Water bottle	2	1	2	5
4	Torches/flashlight	1	2	2	5
5	Uniforms	2	1	1	4
6	Gumboots	2	1	1	4
7	Guns/ Rifle	1	1	1	3
8	GPS/ Compass	1	1	1	3
9	Patrol bags	1	1	1	3

This does not mean the other resources were not important, it just indicates those that were noticeably needed by rangers. The access, control, and ownership of some of these, and other resource are provided in Annex 2.

Access, control, and ownership of resources by Rangers

The assessment of the levels of freedoms of access, control and ownership of essential resources was carried out only during the focus groups discussion, with the men and women Rangers in Mubako and Karuma. Both men and women in separate groups listed all the essential resources in their line of duty. They discussed and scored the levels and freedoms of access, control and ownership of each item listed. Access in this case was given as the freedom to use a resource; control was the freedom to determine how a resource was used; and ownership, the freedom to dispose of a resource. A score of 3 indicated absolute freedom, all time; a score of 2 - sometimes, 1 - once in a long while and 0 - never. Figures 3 to 6 below capture the results from the men's and women's focus group in Mubako and Karuma.

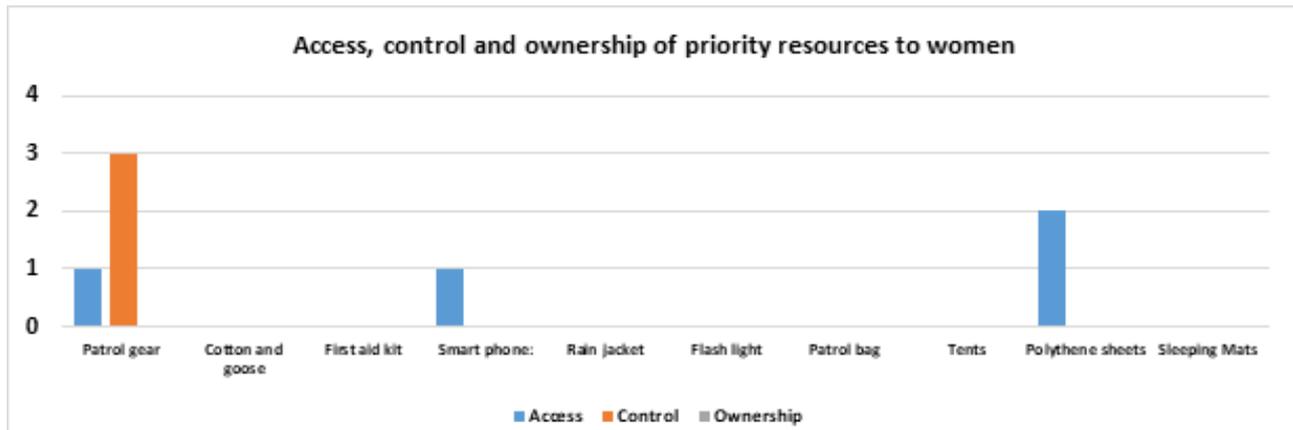
FIGURE 3: ACCESS, CONTROL AND OWNERSHIP OF RESOURCES BY MEN IN MUBAKO



Men in Mubako listed ten essential resources, as indicated in Figure 3, out of which only the rifle, uniforms, and food were accessed with absolute freedom. The smart phones and transport were accessed occasionally, while first aid and items like torches, boots, and water bottles rarely. There were a few rangers that bought for themselves some items that were supposed to be provided by UWA.

Please note that there was no ownership of any resources whatsoever. The UWA policies did not allow rangers to own or share resources outside the organization for security purposes.

FIGURE 4: ACCESS, CONTROL AND OWNERSHIP OF ESSENTIAL RESOURCES BY WOMEN IN MUBAKO



Of the 10 listed items (Figure 4), women accessed only the patrol gear, smartphones, and polythene sheets, and these rarely. However, for the patrol gear, once accessed, they had full control. Women were not given patrol bags, rain jackets, gumboots, and other resources because they hardly went for patrols. The few occasions they were called upon, the women had to make do with whatever they had, and many borrow from others.

FIGURE 5: ACCESS, CONTROL, AND OWNERSHIP OF ESSENTIAL RESOURCES BY MEN IN KARUMA

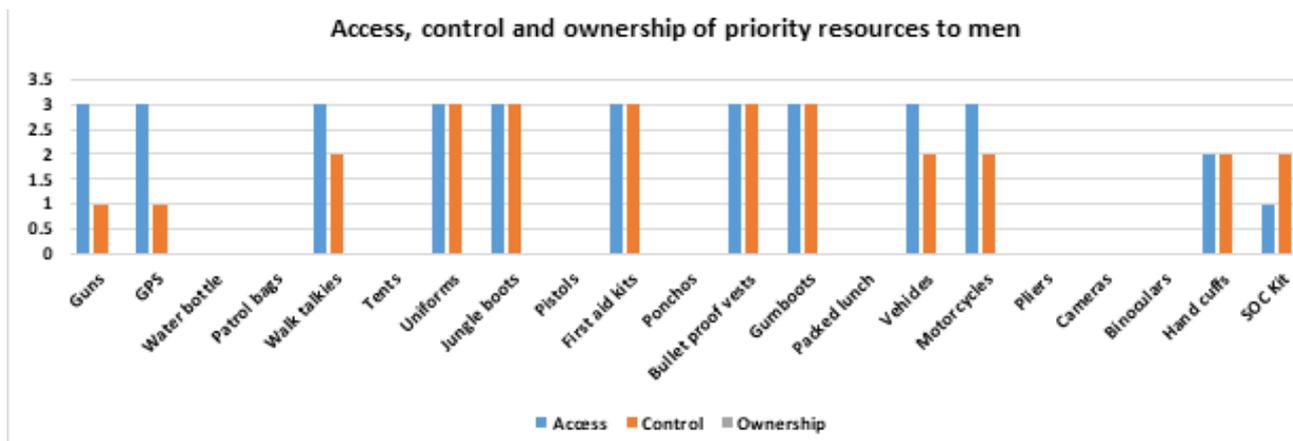
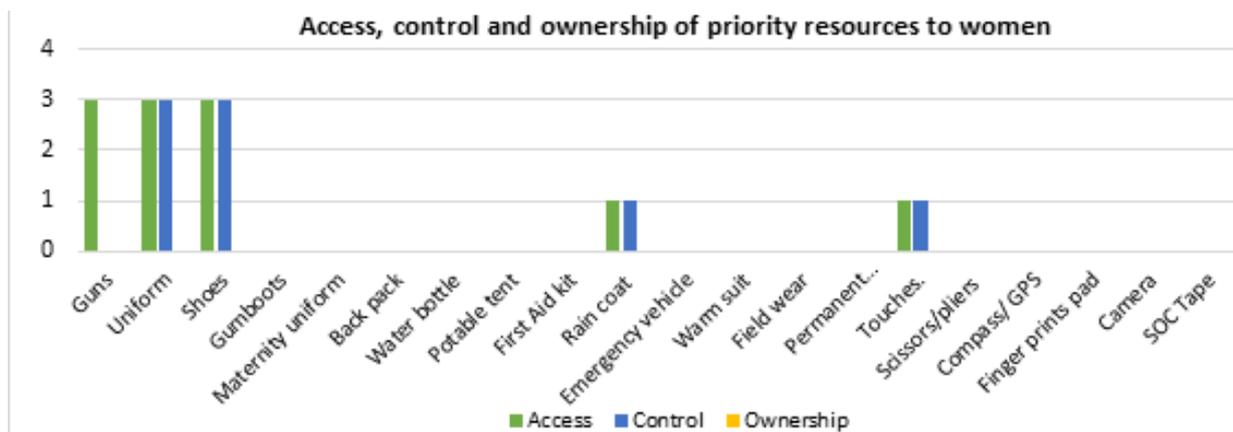


Figure 5 shows that out of 20 listed items, men in Karuma accessed and controlled 12. These men accessed many more resources than those at Mubako. It was pointed out that stations that had NGO-funded projects had more resources than those purely under UWA.



FIGURE 6: ACCESS, CONTROL, AND OWNERSHIP OF ESSENTIAL RESOURCES BY WOMEN IN KARUMA



In Figure 6, women also listed 20 essential resources but accessed only 5, controlled only the uniforms and shoes. The raincoats and touches were accessed by only those from the canine unit. Most women worked at the gate and rarely went for patrols but were called upon occasionally and found themselves without the necessary gear. They, too either borrowed from others or had to use whatever they had.

NFA's list of essential resources for frontline officers was not different from UWA's, but unlike UWA, most of the resources were provided and the staff were well motivated. NFA enjoyed support from the World Bank and provided resources as incentives to motivate the staff. The incentives included: appropriate resources (field gear, over time allowance for men, and operational allowance that covered items such as soap to wash field gear after operations). Women were also given opportunities to lead operations, chances to go for training so that they can confidently work side by side with men.

Comments on some of the resources

Potable tent: There were tents that accommodated two people, but these were not enough to cover all rangers. According to the key informants, the sector still used ancient means for patrols, they still constructed temporary shade/booths covered with polythene sheets, and the sheets were not always provided.

First/medical aid kits: Only one participant had access to a medical kit at their outpost. The kit was donated by an NGO. There was need for fully stocked medical kits for all rangers' teams going to the field.

Water bottle: "Kibuyi" water bottles were accessed by the respondents during training but were returned after training. Water bottles should be part of the patrol bags, but these were last purchased in 2016, were not sufficient, and now were already worn-out so rangers borrowed from each other.

FIGURE 7: THE THREE SHADES OF UNIFORMS: THE PLAIN DARK GREEN IS GENERAL FOR ALL UWA EMPLOYEES

GENDER BUDGET AND RESOURCES

ITEM 5: UNIFORMS - GO REFLECT IDENTITY OF ROLE PLAYED IN LAW ENFORCEMENT



The dark army green in for all employees

BOX 1: UNIFORMS IN UWA
Uniforms are given according to role

Camouflage uniforms benefit law enforcement rangers especially because they are more involved in combat action/activities than the rest. (Validation workshop)

Uniforms: Were not enough, the camouflage type used for combat was given to only a few rangers. The plain uniforms were given to all employees including drivers, workshop staff etc. (Figure 7). When rangers wear the plain uniforms, it becomes difficult to disaggregate between the station workers and the rangers. The validation workshop clarified that shades of uniforms are given based on the specific roles assigned to different rangers (Box 1).

The key informant proposed that workshop workers should be given overalls instead, and pregnant women maternity uniform. The suits were not meant for pregnant women. It was pointed out that the law was stronger on anyone attacking someone in "uniform".

Allowing pregnant women to wear their clothes to work removes the protective cover provided by the uniforms at her most vulnerable time. Furthermore, some ranger's uniforms were torn from field operations but were not replaced. Lastly, uninforms were not owned by anyone. Upon retirement, change of jobs, or even death, all uniform items are surrendered to the organization.

Gumboots: Not everyone got, most women were excluded.

Guns/ Rifle: They accessed rifles but handed over when off duty.

GPS/ Compass: No comment.

FIGURE 8: LEVELS AND FACTORS INFLUENCING ACCESS TO ESSENTIAL RESOURCES

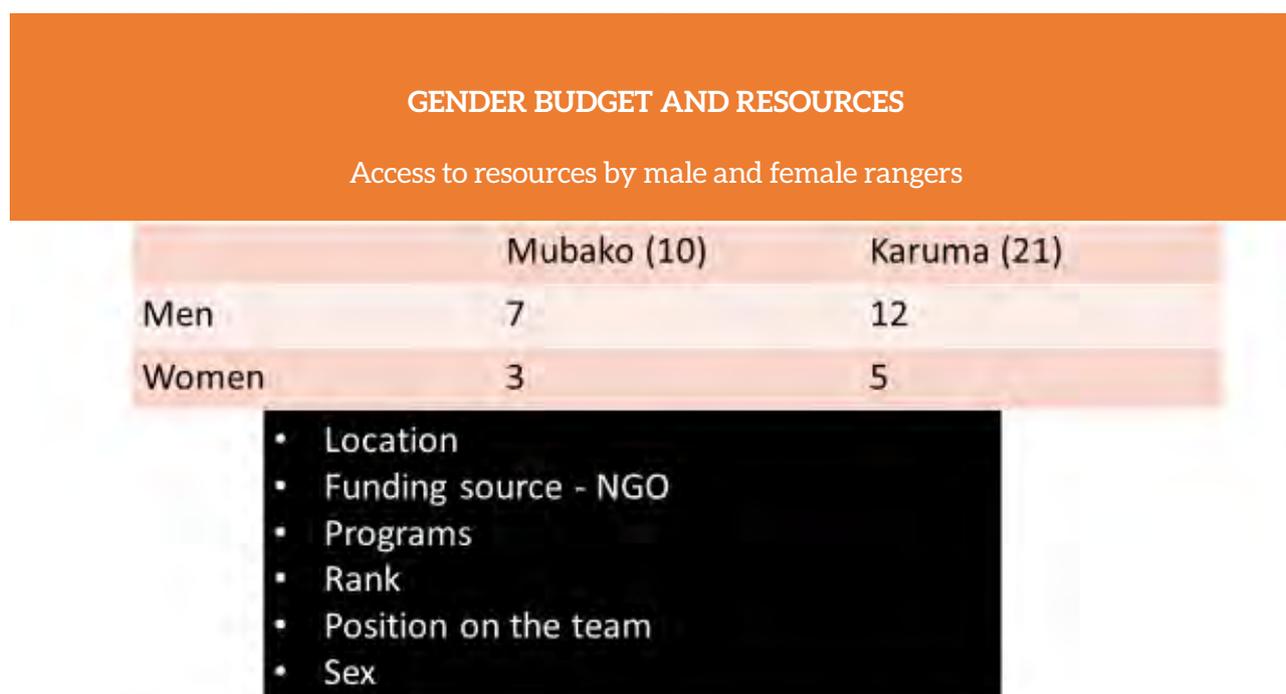


Figure 8 highlights the main factors influencing access to resources, clearly showing that Karuma was more advantaged than Mubako. Overall, availability and access to resources as presented in Figure 8 was dependent on:

- a) **Location:** Respondents from Karuma had access to many more resources and had higher expectations, listing 21 items. Mubako respondents listed only 10.
- b) **Sources of funding:** Stations that were funded purely by UWA had the basic minimum requirements. However, those that had external funding from especially NGOs, had access to more resources.
- c) **Programs:** Related to point “b” above, NGO funding came with projects. Stations with other programs besides the core patrols, had access to more resources. Karuma had the community conservation program, the canine that came with additional resources.
- d) **Within teams,** one’s access to resources dependent on their rank, position on the team and sex as indicated above.

While UWA and other agencies had reasons for the observed preferential access and control of resources by men, the fact remained that overall, women respondents had less access and control over the essential resources under law enforcement.

Access to essential resources depended on the value or importance the organization placed on the specific roles assigned to individuals. The validation workshop clarified that for uniforms as example, camouflage shaded types were for individuals involved in combat in forested areas. This can be extended to the jungle boots. The female rangers who hardly participated in extended patrols accessed less patrol related resources.

Formal and Informal Norms

The formal and informal laws and norms speak of the institutional provisions of organizations. These form the overall environment within which employees in their different niches function. The interaction of niches illustrated in Figure 2, operates within the institutional provisions of formal and informal laws and practices.

The study recognized that while organizations have formal written laws and policies, implementation is often influenced by unwritten norms of organizational culture, leadership styles and power relations. These represent the oil, dents, or pebbles between the niches, which influences the smooth functioning of the whole system.

This section therefore draws from the focus groups discussions, key informant interviews and questionnaire submissions to reveal how the institutional provisions influence the gender dynamics in wildlife law enforcement. The section has three parts: Enabling and limiting laws and practices, explores respondents' views on what needs to be done, and what needs to stop.

Enabling laws and practices

These are formal provisions that motivate, empower and support people to do their best. They are essential in gender discussions because what motivates one group may not work for another. Unfortunately, responses by women on this subject were few, so the section is dominated by the views of men. Nevertheless, the field trip provided input from rangers, while the key informant interviews and questionnaire provided managers' views, mostly from UWA.

UWA: One enabling submission by the women was the practice of emancipation (equality). The men on their part referred to the Wildlife Act 2019 that empowered staff to arrest, search and prosecute wildlife crime offenders. It allowed women to also arrest and search suspects based on their qualifications, rank, and deployment; the Human Resource Manual provided the code of conduct for every staff when executing the organization's duties. It outlined penalties for gross misconduct that led to dismissal, imprisonment, or both. It also provided UWA cooperate core values that included teamwork, integrity, and customer care. These core values effectively facilitated the proper handling of park visitors and facilitated positive team dynamics. In addition, UWA provided clear terms of reference on salary provisions and allowances, which if paid duly, motivated the officers to work; UWA also provided the staff with life insurance by which the organization compensated families in case of death or accident while on duty.

UCAA had a norm of equal treatment of all at the workplace, irrespective of gender. **NFA's** National Forest and Tree Planting Act 2003 (NTPA) and the National Forestry and Tree Planting Regulation (NFTPR) 2016 provided guidance to the sector.

Limiting laws and practices

Responses from UWA: The women submitted the norm of equality as enabling, and again as limiting but not elaborated. All the other submission were by men.

Inadequate paternity leave: Men regarded the paternity leave of 5 days as limiting in comparison to the women's maternity leave of 90 days. They too wanted ample time with family especially because most of them were denied the regular off days. While the policy was clear on the eight off days (to leave the station) after every 22 days of fieldwork, the men were repeatedly denied the opportunity take their days off, especially the young and single.

Limited opportunities for promotion: Men noted that while the practice of deploying females only to guard, escort and gate duties seemed fair, it denied them the opportunity to do patrols and other combat-related activities in wildlife law enforcement, which would qualify them for quick promotion.

Unutilized knowledge and skills: Having qualifications relevant to the department but not allowed use them, because one was recruited for a specific role. This made those affected feel misplaced and underutilized.

Use of fear and intimidation: Managers used threats of termination of contract if suspected to be disrespectful or disobedient, which limited mostly the men's innovativeness. There was also "underrating" and use of harsh words by supervisors.

Lack of resources: There was a general lack of resources essential for work, as indicated above, and very low patrol allowances.

Weak policies: NFA's NFTP A and NFTP R were deemed weak and needed amendment.

BOX 2: REQUIREMENTS FOR PROMOTION

Promotions

"People are not promoted because of limited manpower and lack of a training curriculum to guide on which right skills one should acquire to enhance their carrier development. The good news however is that UWA has intensified its recruitment plan and at the moment, we have over 800 rangers undergoing basic ranger training. This will at least cover the gaps. UWA is also planning to professionalize tourism guides and community conservation rangers who will be deployed in those respective roles". Validation workshop

Unclear promotion guidelines (Box 2): Even when favorably appraised and recommended, most respondents had no promotion, which made respondents suspect that the promotion criteria had been changed. The validation workshop pointed to the limited manpower and ignorance about the specific skills required for one to progress in UWA.

Conflicting provisions: UCAA identified the resting places at the airport as responsible for detaching staff from their workplaces.

What needed to be done, and what needed to stop

Different gender groups perceive solutions to challenges, and responses to opportunities differently. After the limiting and enabling laws and practices, the study explored respondents' perceptions on what they saw as possible solutions to the challenges, and what had to be stopped.

What needed to be done?

Continuous capacity building: What needed to be done from men's perspective was for the organizations to give them sufficient training in relevant fields such as digital forensics, financial investigations, wildlife-related training courses, capacity building on communication and leadership. Training and equipping both the men and women with the right skills and equipment to execute their roles competently. UCAA respondent also submitted awareness and empowerment on appropriate standards, provision of role models for men and women in law enforcement. ISO also saw the need for continuous training of officers to cope with the dynamic changing situations, and URA the need for refresher courses and continuous capacity building to keep up the interest of the men and women in conservation and law enforcement.

Improve remuneration: There was need to increase staff remunerations because the economic situation was "biting hard". "We can't breathe", expressed by one of the men.

Other needs included:

- Equal opportunities for (both men and women) training, scholarships and promotion, and introduction of official guidance and counseling services.
- Provision of the necessary resources and allowances for both men and women, more basic patrol equipment - bags, tents, food, transport for deployment, and adequate medical provisions (fully equipped medical kit). NFA added transport and general improvement of the welfare package.
- There was need for time to refresh on emergency preparation for patrols, to ensure all rangers (male and females) understood and adhered to the guidelines.
- There was need to bring on board all the stakeholders in the fight against wildlife crimes. This would involve proactive partnership build for funding, resources provision, training and mentorship.
- Regular meetings to share challenges and achievements, solicit advice from all staff, even the private rangers without a rank (The validation workshop clarified that although officers termed private rangers "rank-less", "Private" is the first rank in law enforcement). This would give them morale, motivation, and encouragement.
- NFA specified the need for amendment of the laws being used, NFTP A and NFTP R to include gender considerations, and UCAA sensitizing airport stakeholders on the current legal provisions and screening requirements, including the requirement to screen by gender.

What needed to stop or be mitigated?

Gendered-ness of jobs: One female respondent was strong on what needed to be done: “Elimination of the issue of equality because a woman will never be equal to a man, both physical and biologically. They should stop deploying women on deadly missions which entail shooting”. She was the same respondent who saw the norms around equality as both enabling and limiting at the same time.

Political interferences: Submitted by respondents from UWA and UPF was the unfortunate practices of politicians conniving with lawbreakers who degrade the environment and corruption by both the forces and stakeholders involved in the fight against wildlife crimes. These actions put the men and women on the frontline in more danger, especially as regards releasing suspects they arrested.

The gender bias that only men can do certain jobs, was partly responsible for the stagnation of women’s potential in law enforcement. Gender bias in job assignment- to stop saying, “This group cannot do this assignment”. This was submitted by a man and was the direct opposite of what the lady above submitted. However, the same sentiments emerged from the focus group discussions by women. They felt underutilized when limited to the gates, escort, and guard duties. There were some who could do more, if not maliciously deployed or set up as elaborated on later in their worst experiences.

Little time to prepare: A lady mentioned being ambushed for duties with hardly time to prepare and forced them to go unprepared. Unlike their male counterparts, when in their periods, or if they had young children, women would not just jump and go, as required under emergency patrols. Those with young children need time to find someone to watch over the children before they leave. This links to the refreshers on emergence preparation guidelines for patrols, and menstrual management issues discussed later.

Poor working relationships with bosses, laziness, and negative attitude towards work especially by women. This is elaborated on later under leadership behaviors and practices.

Not working as a team- specifically by those from UWA, elements of tribalism, intimidation, superiority complex, undermining, micromanagement, and harassment by especially the male team leaders and supervisors.

Discrimination, gender inequality, arrogance, unclear communication from above to subordinates.

Not paying full allowance for patrol days: It was common for rangers to work 5 days and only be paid for 2 or 3 days and this after some time. This greatly affected their morale for work.

And from URA, the frequent transfers of the adequately trained men and women, with already built-up interest in Wildlife law enforcement, and the biased approach of selection of men or women to attend the wildlife training.

Clearly, the enabling provisions created a conducive environment for men and women in law enforcement to give their best, while the limiting laws and practices reduced their morale, job satisfaction and overall effectiveness.

Gender Dynamics In Teams

Gender dynamics were defined in the study as relations and interactions between and among people in an organization, based on their multiple identities: An interaction between niches.

Gender dynamics in teams therefore explored the horizontal interactions within teams of diverse identities. First the section explores how the teams came together, and second, the terms of reference for team leaders, and lastly, how men and women performed against the terms of reference.

Criteria for team composition

Wildlife law enforcement team composition in UWA was one of the roles of the Wardens in charge of law enforcement. These participated mainly in the key informant interviews and their perceptive informed this section of the report. The results helped to lay the ground for assessing key consideration in team compositions, and if gender was one of them. A long list of consideration was generated from respondents. These have been clustered around common ideas for presentation purposes.

Experience: There had to be someone with prior knowledge about the operation, a track record of performing, knowledge of the specific task, including both the legal and surveillance modalities, and how to make arrests; good communication skills with communities, understanding and making the right judgements of situations for team success. These were an important consideration for UWA, NFA and DCIC.

Ability to plan: The team had to have someone with the knowledge and skills in designing the whole operation, with a mobility plan, clearly showing the entry and exit points into the patrol area. This was normally the role of team leaders. It gave them visibility and made them stand out for promotion in UWA and NFA.

Knowledgeable about the operational procedures: Someone on the team must have the expertise to brief members on the operational procedures, the details of the operation – the area, target, expectation, and action in case of confrontation. They had to ensure all members understood the tasks, plan and moves. The operational procedures also included de-briefing supervisors after operations – sharing positive and negative experiences and facilitating learning.

Command and order: For UWA and NFA, the teams needed someone who could command others to listen to the instructions and follow the procedures. As an armed operation, law enforcement required someone with the ability and personality to command obedience to instructions and keep the team sober. A successful patrol operation was based on the correct sequencing, precision of instructions, and accuracy of actions. For this to happen team members had to be disciplined. In UPF, discipline was of paramount importance. It entailed being organized, neat and clean. Officers were demoted if undisciplined.

Investigators and Intelligence units: Investigations required people who could collect all the required information/evidence to make up a good case in courts of law. Well collected and documented evidence resulted into successful prosecution. The personnel on the intelligence team needed to have skills, knowledge, and experience of gathering and verifying information from the adjacent communities for example, on suspected plans of poachers to enter the park, cooperation, mutual support, and action were required for safety of the team.

Ability to “read the ground”: From the perspective of conservation, there were two types of conservation rangers – law enforcement rangers, were mostly men who were good at arrests but poor at interfacing with communities. Conservation rangers, mostly women, employed Human Rights laws and policies, and were good with communities. A team going to communities needed to have both. In UWA it was necessary that the team had a clear understanding of the community, was able to employment of human rights laws, and to build rapport with communities. The team had to have the ability to assess the expectation and anticipated behavior of communities and poachers and be able to prepare the team accordingly. Knowing what to look out for to analyze the situation. Depending on the delicacy or topic to be handled, the conservation unit approached the head ranger for protection, this was when the law enforcement rangers joined the team. In NFA, the team needed people with military experience, to deal with armed poachers. Women were involved, but those with babies and the pregnant were exempted for long operations. Most women in NFA ended up in administration.

Health and Physical strength: The team required members with ability to endure danger and stress for a long while, strong enough to carry the equipment and resources, and able to rescue colleagues. In DCIC teams required discipline, precision, and timeliness. Officers were often assigned several jobs. Members had to be available and able to multiple tasks. There was, therefore, need to establish the availability and capabilities of all prospective team members. Non-performers were not entertained. Often women were excluded from such assignments on ground of non-performance.

Love for wildlife: In UPF, the team required seriousness, commitment, and love for wildlife. People fought for wildlife if they saw and appreciated its value.

Balancing of men and women: DCIC mentioned this not to create teams with same numbers of males and females, but to clarify that women were involved in surveillance depending on the nature of task. In case of potentially high-level physical risk, ladies were left out.

The criteria for team composition did not consider or see “people” and their identities, but their functions based on experience, discipline, abilities, etc. Gender considerations were implied but not specifically mentioned as important for teams. UWA stood out under the Conservation Unit where both men and women were seen to play specific roles. NFA, DCIC and UCAA mentioned men and women to explain the exemption of women from action, implying if not pregnant or breastfeeding, women were part of the teams. What was missing was the awareness and articulation of specific value addition of having people with various diversities - men and women, young and old, etc. on teams.



Terms of reference for team leadership

Organizations follow specific criteria in assigning people leadership positions. In UWA, the Warden in charge of law enforcement composed teams and assigned leadership roles. This section explores the perceived roles of team leaders and how men and women in wildlife law enforcement performed against these, from the perspectives of the key informants.

Briefed rangers on the mission, actions area, task, and expected results. Ensured teamwork and cooperation, discipline, and adherence to norms. The leader was the Chief Officer in the field, as such having the accurate knowledge of the area was essential to avoid getting lost. It was noted that the GPS was not always reliable (the signal could be affected by cloud cover or thick tree canopy in the forest operations). The leader needed the knowledge and skills to manage diverse teams, facilitate joint planning, and keep reassuring the team. In NFA, a good team leaders had to be organized and disciplined.

Assigned roles and responsibilities: Every member had to be responsible for a specific team task - radio call, recording, tracking, etc. It was the role of team leaders to assign these.

Adhered to the operation code: One such code was cleaning thoroughly all occupied spaces." Whenever on the move, do not leave footprints." These were things such as litter that would inform poachers of the team's presence.

Kept in touch with the station: Exhibited professionalism by keeping in touch with the supervisor. In DCIC, a good team leader ensured that operations were endorsed by the commissioner. Hierarchy was important - leaders had to be respected and subordinates had to abide by rules. Team leaders checked and verified all information on location, organized transport, planned for safety, and managed the operation. They gave out roles to officers, and later de-briefed the supervisors.

Executed arrests: When in contact with poachers the leader made sure all information was recorded, and ensured suspects were not tortured, but arrested. The Human Rights provision that "a suspect is not regarded as a thief, until proven guilty" must be observed. Being in law enforcement in immigration, DCIC interacted with international criminals, who sometimes became violence, and arrests had to be made. A good leader had to execute and properly document arrests.

Lead on all aspects: This involved equipment management, command, and control, employ Human rights considerations - not being short tempered. Facilitation skills for community engagements was a requirement for the conservation rangers' in UWA. They guided and led community discussions, and ensured all objectives were met. This required good communication skills and the ability to convey only the relevant information, listen to and understand people.

The criteria used to select leaders seems neutral except for "execute arrests" that see predominantly masculine. Below are perceptions of key informant on how men and women performed against the leadership criteria.

Performance against the terms of reference

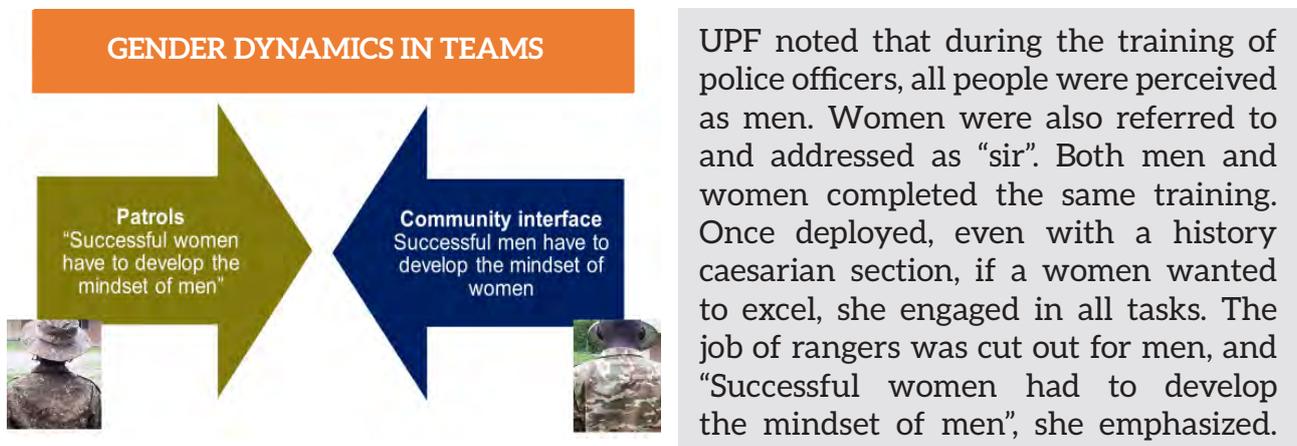
Men performed excelled where the task required combat, aggression, energy, endurance under stress and speed. They excelled in arrests in both UWA and CDIC. It was easier for them to adhere to the operational procedures, provisions, and requirements, especially as patrol operations were designed to anticipate arrests. While patrols brought out the strengths of the youthful, energetic, and agile males, it brought out the weaknesses of the women and elderly males on teams.

Women in UWA, UPF and CDIC excelled where tasks required calm interaction was needed. They therefore dominated the escort and guarding duties, which bought out their strength. In community conservation women also excelled for being even-tempered and having good communication and facilitation skills.

UPF further pointed out that there were a few women who performed well as leaders of men, even during patrols. These women neither requested exemptions nor excused themselves like other women on the ground of monthly periods, even when in pain and experiencing period discomforts. According to UWA, women leaders were soft and approachable, were mostly sober and often follow through all instructions. This was how some women outperformed men. The example of the woman heading law enforcement and rangers in UWA.

This study noted that the reverse was true for men who excelled in community-related deployment. However, they too had to develop the mindset of women (see the figure 9 below).

FIGURE 9: NEED TO DEVELOP NEW MINDSETS



Enabling and limiting team behaviors of men and women

Men and women socialize differently. As such team members' behaviors may affect their participation and performance differently. During the focus group discussions, men and women groups separately listed and prioritized four to six (4-6) important team behaviors under enabling and limiting behavior categories and explained what each behavior meant to them. Thereafter, individual participants scored against the listed behavior to help indicate the most important behaviors for the performance of individual men and women in teams.

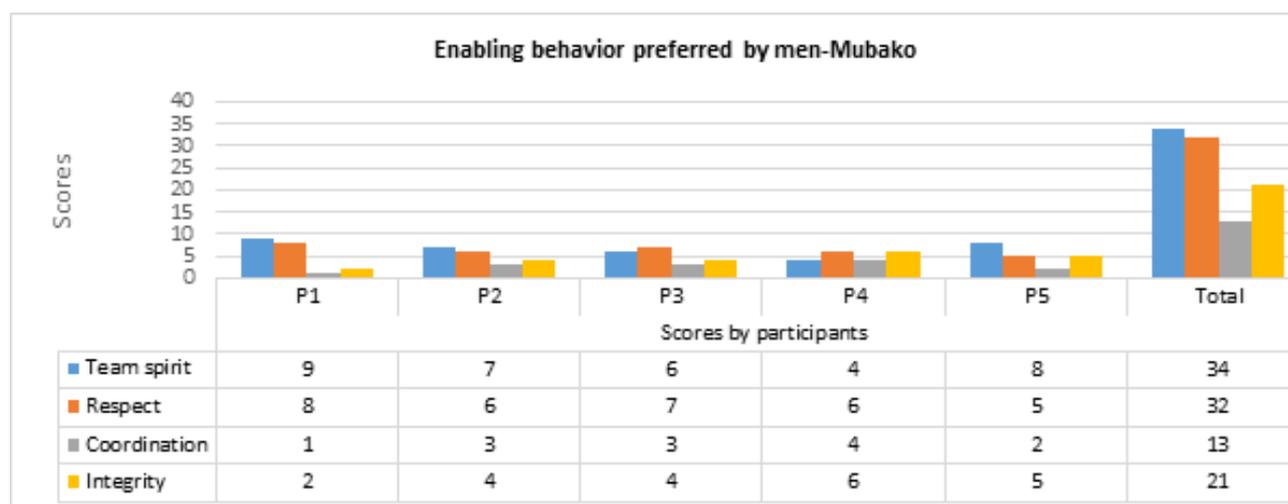
Each person was given 20 scores to distribute among the behaviors.

Please note that preference was situational specific, meaning the law enforcement officers/rangers in one location (e.g., Karuma) could have different team dynamics from those in another (e.g., Mubako). This was because the people involved, the culture of leadership, etc. were different.

Enabling team behaviors

a) Enabling team behaviors in Mubako

FIGURE 10: PREFERENCE RANKING OF ENABLING BEHAVIORS BY MEN IN MUBAKO



NB: P = PARTICIPANT

Men in Mubako- Figure 10

- **Team spirit:** everyone in the team working to achieve a common goal. For example, while on patrol, they all persisted until arrests were made.
- **Respect:** Everyone in the team was listened to and their contributions equally considered.
- **Coordination:** Well organized flow of information communication and commands, not sending conflicting orders from above.
- **Integrity:** Trust, transparency, accountability. For instance, if one member was absent and another team member signed for their allowances, they honestly delivered all the amount.

Team spirit (total score of 34) and respect (total score of 32) emerged as most important team behaviors for the men in this group.

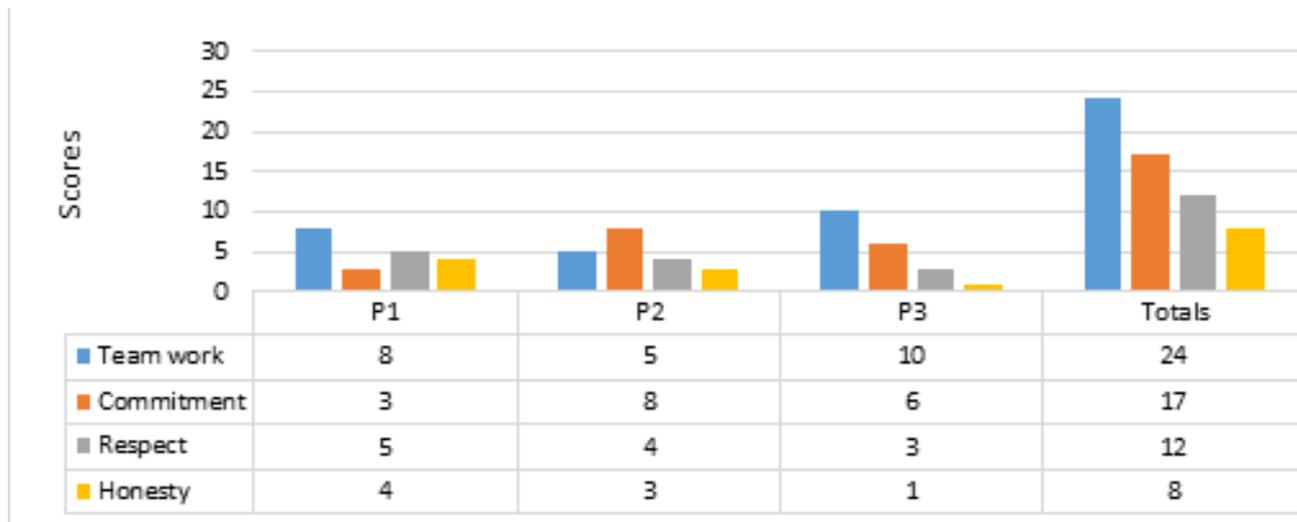
Women in Mubako (Figure 11)

- **Teamwork:** Caring and working well together, each person playing a role and supporting each other to reach the common goal.
- **Respect:** All contributing, were listened to and taken seriously.
- **Honesty:** Being transparent and accountable in all things to the members.
- **Commitment to work:** Could count on every member to do their allocated tasks well, and not leaving work for others.

Figure 11: Again teamwork (total score of 24) and commitment (Total score of 17) emerged as most important for the women.

FIGURE 11: PREFERENCE RANKING OF ENABLING BEHAVIORS BY WOMEN IN MUBAKO

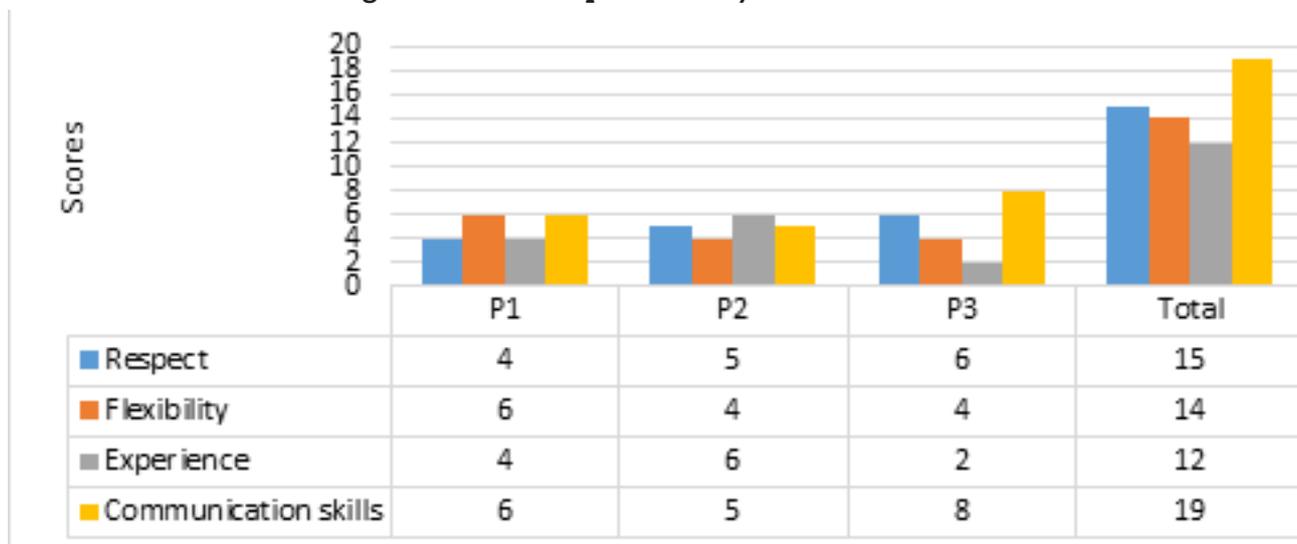
Enabling team behavior preferred by women in Mubako



a) Enabling behaviors Karuma

FIGURE 12: PREFERENCE RANKING OF ENABLING BEHAVIORS BY MEN IN KARUMA

Enabling team behavior preferred by men in Karuma



Men in Karuma - Figure 12

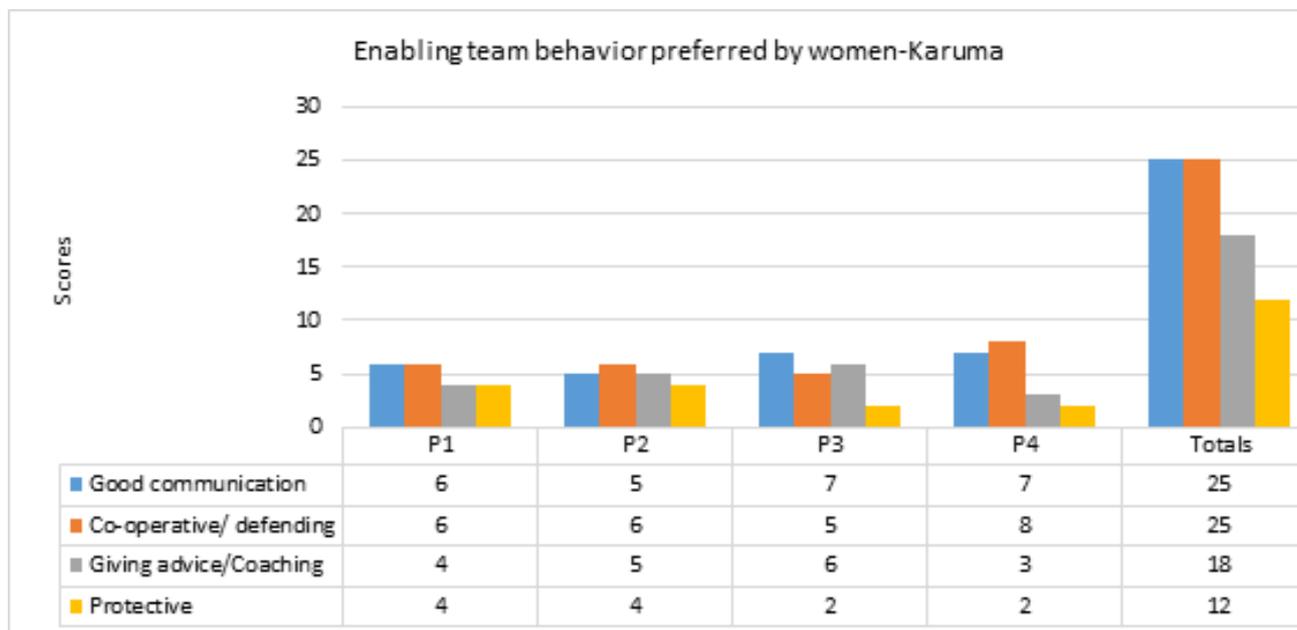
- **Respect:** it was easy to convince people to perform better with respect in the team. Colleagues felt positive working with respectful people. The absence of respect resulted in low performance and made it harder to realize the common goal.
- **Flexibility:** the nature of work was demanding and called for constant adjustment
- **Experience:** The person should have stayed long in the system. A knowledgeable person could help colleagues cope better with challenging situations.
- **Communication skills:** UWA had a diversity of tribes making the choice of language and tone of voice an essential part of communication.

Communication skills (total score of 19) and respect (total score of 15) emerged as important for the men in Karuma.

Women- Karuma- Figure 13

- **Good communication:** The tone of voice and words used when under attack were critical for the team to remain intact- not to be scattered out of confusion.
- **Co-operative/ defending:** When intimidated by visitors at the gate, the men defended the women.
- **Giving advice/ coaching:** When on their first patrol the men helped the women by sharing and showing them what needed to be done, to effectively handle poachers. Women felt secure and part of the team. However, women pointed out that not all advice given by men was always good, and for good intentions. Some put them in danger.
- **Protective:** Poachers often targeted women, but the men never left the women on their own, they made sure the group remain a team. Men did their level best to protect the weak ones. However, the women in the focus group worked at the gate and most attacks were verbal and they could effectively defend themselves.

FIGURE 13: PREFERENCE RANKING OF ENABLING BEHAVIORS BY WOMEN IN KARUMA



Again, good communication (total score of 25) and cooperation (total score of 25) emerged as the most important for the women in Karuma, Figure 13

From the other agencies, teamwork emerged as the most important enabling team behaviors for UCAA and URA, while timely reporting and information correction comes up for Uganda Police and ISO.

Limiting team behaviors

a) Limiting team behaviors- Mubako

Men in Mubako

- **Mistrust:** Suspicions among members based on previous experiences. Especially if they learned that a member received some disciplinary action.
- **Laziness:** Especially from ladies during patrols. They got exhausted quickly, making the team fail to complete the desired tasks.
- **Negative attitude:** All team members are expected to work towards set goals. Nonetheless, when some members' expectations are not met, their attitude and conduct towards work changes to negative.
- **Intimidation:** When top commanders used condescending words and tone of voice. It created fear in the team which led to loss of focus.

LIMITING BEHAVIORS BY MEN-MUBAKO

FIGURE 14: LIMITING BEHAVIORS FOR MEN IN MUBAKO

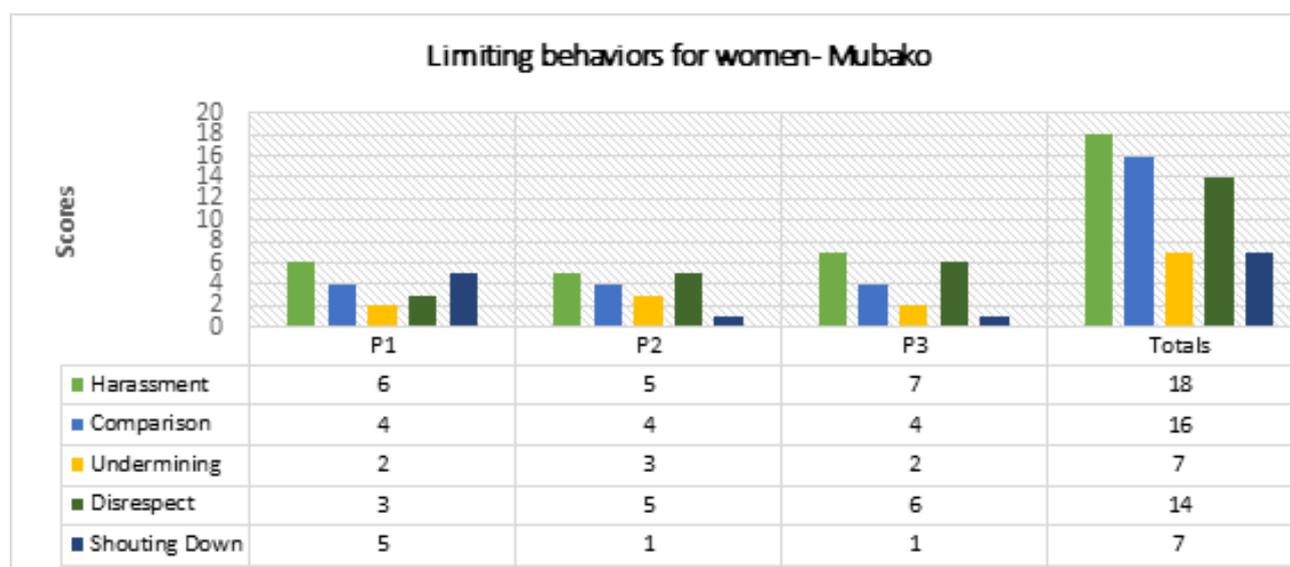


Mistrust (total score of 32) and intimidation (total score 28) emerged as the most limiting team behaviors for men in Mubako (Figure 14).

Women in Mubako

- **Harassment:** Sexual, verbal, and non-verbal.
- **Comparison:** with an element of competition, looking at what others have and treating them badly.
- **Undermining:** Disheartening treatment of others as less than themselves.
- **Disrespect:** Of women, not listening to their opinions, treating them like kids.
- **Shouting Down:** Raising voices, barking and use of threats.

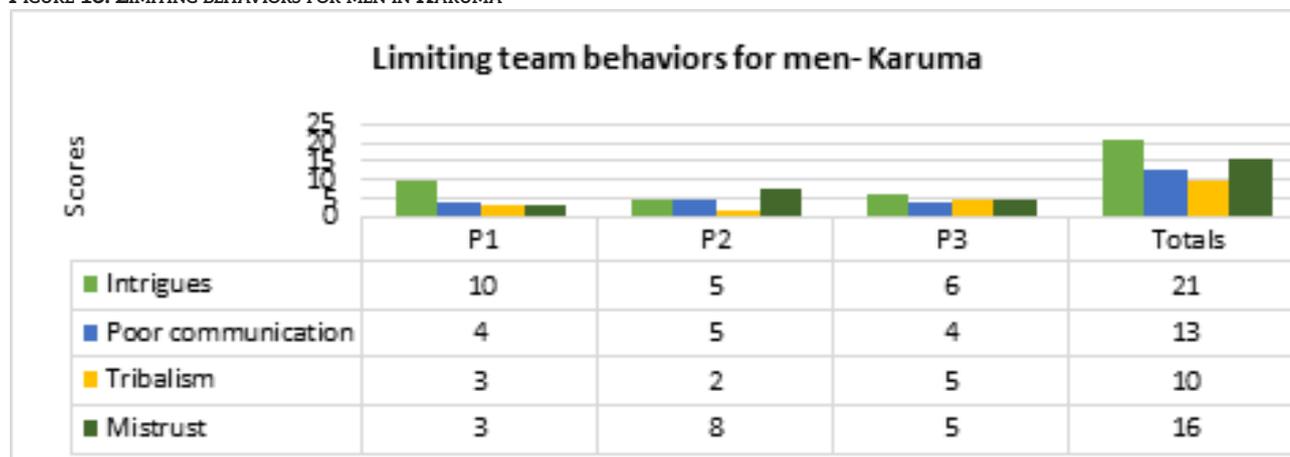
FIGURE 15: LIMITING BEHAVIORS FOR WOMEN IN MUBAKO



Harassment (total score of 18) and comparisons (total score of 16) merged as the most limiting team behaviors for women in Mubako (Figure 15).

b) Limiting team behaviors in Karuma

FIGURE 16: LIMITING BEHAVIORS FOR MEN IN KARUMA



Men in Karuma - Figure 16

- **Intrigues:** forming of cliques against team members. An example was given of individuals who did not go through the normal training (trained for a month instead of the full duration of several months) but receive a higher post. Colleagues ganged against them, disrespected them, taking them to be fake and incompetent. Secondly some team members were not happy when one advanced in anyway, no matter the level. “Over aged” colleagues, especially those who joined with low qualifications in the days of National Parks were envious when younger ones with higher qualifications got promoted. Furthermore, the older ones did not like it when young ones were made team leaders. There was a lot of jealousy.
- **Communication breakdown:** Where Senior commanders did not take time to investigate issues, listened to gossip and approached subordinates with a biased negative view, communication became constrained or broke down completely.
- **Tribalism:** Seen as major disease in UWA. Each park had a dominant tribe that easily accessed promotion and other opportunities. On patrols people used their local languages, excluding others. However, not everyone in this group thought the use of local languages was tribalism, but just natural, that people used their languages.
- **Mistrust on several fronts:** i) Suspicions of leaking out secrets to get favors. If a colleague or a friend of a supervisor or manager got promoted, the rest concluded that it was in return for leaking out information. ii) When a commander approached a lady for sexual favors and she refused, she got harassed. But if she accepted, she was elevated above all others in a team. The rest lost trust of both the lady and the leader.

Intrigues (total score 21) and mistrust (total score 16) were the most limiting behaviors for men in Karuma- Figure 16.

Women in Karuma

- **Undermining:** During planning sessions for patrols, suggestions and opinions of women were ignored, perceived as irrelevant. All rangers underwent the same training, implying they had the same professional ability as men, yet they were treated as less competent.
- **Intimidation:** Some of them experienced nasty situations in their early days during patrols. The leader would say to the new women, “when we site a poacher, you will be the first to go”, creating fear and anxiety. At roadblocks when a woman was supposed to search a vehicle, male colleagues interrupted openly, with condescending remarks that the woman would not manage. All this happened in the presence of the people being searched. This made the women to doubt their choice of profession as all their efforts were ignored and were continually excluded from important actions.
- **Exclusion from tasks - especially arrests:** Men perceived the women to be weak, “a bias that kept women stagnant in the same positions” pointed out by a male respondent. It seemed the number of arrests one made were an indication of ranger’s competencies. Exclusion from arrests and other major tasks denied the women chance to learn by practice, and standout.

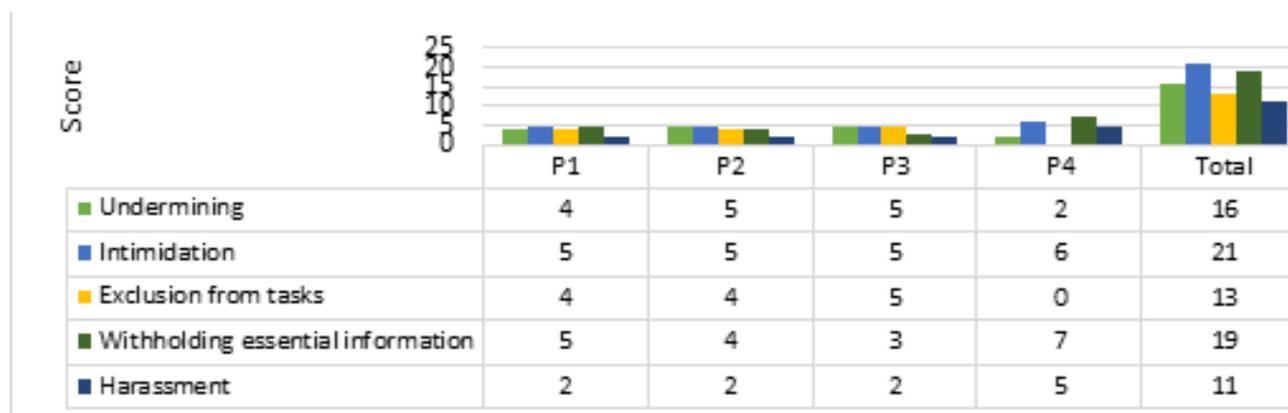
NB: While number of arrests were celebrated in UWA, the Rangers that joined UWA in 2015 had made numerous arrests, but none of them had been promoted. All were still private rangers.

Limiting behaviors for men in Karuma

- **Withholding essential information:** All team members were entitled to all the information given for patrol and guard duties. On several occasions women were not informed, and they learned later that it was deliberate exclusion. Also, when women reported issues to team leaders, the information was not forward to the supervisors. The team leaders just kept the information to themselves.
- **Harassment:** Mostly verbal – men used harsh tones, commanded, and ordered even in office, where it was not an emergency situation.

FIGURE 17: LIMITING TEAM BEHAVIORS FOR WOMEN IN KARUMA

Limiting team behavior for women in Karuma



Intimidation (total score 21) and withholding information (total score 19) were critical limiting team behaviors for women in Karuma- Figure 17.

c) Limiting behaviors from questionnaires

Questionnaire survey results differed slightly from the focus group discussions in that people responded individually. Most online survey respondents were head quarter based while those who used hardcopies were field-based rangers on the frontline. The rangers' experienced the team dynamics in law enforcement daily as opposed to the managers in the offices. Additionally, the questionnaire explored people's coping strategies to manage limiting behaviors. These reveal the consequences of the behaviors on team dynamics and on the operations.

Women

- **Withholding information:** Some team members kept essential information from only the women. There was poor information communication.
- **Undermining, disrespect and harassment:** The women linked this to the mindset that women could not do certain tasks. It created relation gaps leading to divisions in the team and poor performance.
- **Sexual harassment** and unwillingness to work as a team were raised by URA,

- **Disregard of family issues and demands:** These were not behaviors but factor that women saw as limiting and affecting their effective participation on teams. The tendency of deploying women with young children on night guard duties and the requirement to work when one's kids were sick.
- **Inadequate orientation:** Again, this was not team behavior but a factor. In UPF there was inadequate orientation of Environmental Police Force (EPF) to environmental crimes, making them appear incompetent, and there was overall poor welfare (medical treatment and accommodation,), which demotivated the women.

Men: Most of what was limiting to men were not really behaviors, but conditions and factors around operations and work in general.

- **Poor communication and coordination** were submitted by UCAA as limiting team behaviors for men.
- **Deployment with women and older men:** Most ladies and people above 50 years did not perform well in patrols involving long distances and harsh conditions. The women were "lazy" and intimidated the men. Women leaders delayed decisions, always having to consult supervisors even when the supervisors were absent. In addition, women used intrigues to influence supervisors for favors.
- **Lack of sufficient exposure and interpersonal skills.** Male investigators felt inadequately skilled in using the diverse "forensics tools" and engaging with suspects in communities. URA male respondents also found the lack of knowledge for specific tasks limiting. The men in UWA linked the lack of relevant skills to their negative community experiences: "As a male [undercover] Investigator, I may not be trusted by a trafficker/offender. Women were trusted more than men."
- **Biased treatment based on one's past:** It could cost them their jobs, especially if one was associated with thefts.
- **Inadequate resources:** i) Facilitation in information collection: At the time of this study, community informants were paid money for the information they provided. Without it, investigators found it difficult to get good information. ii) Transport challenges to collect information and patrols. iii) Inadequate numbers of rangers: the few had to work long hours, throughout the month and denied off days. It was the same case with UCAA. The men felt overburdened. Men in ISO also had logistical facilitation issues, and in UCAA, frequent breakdown of security screening equipment was also a challenge.

This section is saying that niches operating in synch with each other in a team are specifics that oil the connections, and others that dent or clog the connections. Perhaps most important to remember is that these enablers and limiting behaviors are time and situational-specific. When the task or team compositions change, the team behavior needs may also change. For this reason, a good team leader who is conscious of diversity, will find out how members are and which specific behaviors they require to be at their best.

Coping mechanisms

Women: With family challenges some women just stayed at home, and those with school going children took them to boarding schools. Those that were sexually, and verbally harassed, endured and persisted. Others reported and had meetings called, and challenges were openly expressed, which helped on several occasions. In some cases, they looked for solutions individually and resolved some of the issues. They discussed issues with supervisors to avoid recurrence; while some worked on learning to live with different people.

Women from UPF just did what was within their limits. URA perceived the disrespect of women by men as related to lack of knowledge and skills. They, therefore, invested in continuous capacity building. The women always consulted with people even beyond ones' unit (consulting for women is not seen by them as a weakness but a risk management strategy, to making sure their decisions were right and acceptable to as many people as possible).

Men: Investigators who lacked money to pay for information widened the information research scope, followed up for feedback as soon as possible and linked up for information using SMS (though this was not effective).

Those who lacked transport, kept physically fit to walk whenever transport was lacking. Keeping fit also gave them the strength to counter offenders who resisted arrest.

There was negotiating for deployment of teams according to the capabilities of men, women and the older people. UCAA added on briefing staff daily and creating courage. Men practiced patience, remained loyal to their work and teams even when intimidated, and when some team members were unable to cope. Some called meetings to bring back "in line", some members. Others just avoided situations.

In case of inadequate resources, some requested for support from headquarters, others endured, borrowed, or provided for themselves. This was also the case in ISO, men improvised and maneuvered to achieve targets.

Proposed improvements

Women: Teams should be deployed according to their capabilities. For example, the females could do more of community policing, intelligence gathering, and investigations while the men do the patrols and arrests. In the end everyone would contribute to the fight against wildlife crime. Teamwork, friendship, openness, commitment to work, respect for one another and sharing ideas between men and women should be encouraged. Increased awareness on sexual harassment in law enforcement organizations would help promote respect and dignity of both the men and women.

Advisory and mentoring services should be made available for women.

Training leaders on appropriate behaviors, organizing meetings to openly discuss issues, encouraging sexuality education and training on how to relate professionally with the opposite sex would greatly improve relationships in teams and between sexes. Professionalism and equality between sexes should be promoted since they all undergo the same training.

Ensure provision of all essential resources for staff to work with.

Men: Bring social services near all outposts to enable families to stay together; capacity building from the onset of all activities; promoting teamwork, respect, and good working relationships; all gender groups should be mixed and given equal chances to work.

The men from UWA, UPF, and UCAA proposed regular meetings of teams with top managers to improve teamwork; leadership training to avoid frequent changes, continued sensitization/ training on necessary skills, equal treatment and appointment of men and women.

UCAA improved working conditions for both men and women by improving communication, procuring modern security equipment, and repairing existing security equipment.

The purpose of the coping mechanism analysis was not to explore organizational provisions to redress shortcomings, but rather those actions that become norms. In this case, most respondents provided the formal ways of addressing issues. Nonetheless, the practice of “keeping quiet” about issues for either fear of being misunderstood, creating enemies and to keep peace is one practice that several respondents resorted to. While this averts conflicts within the teams, it denies managers the truth about negative behaviors that affect the whole system.



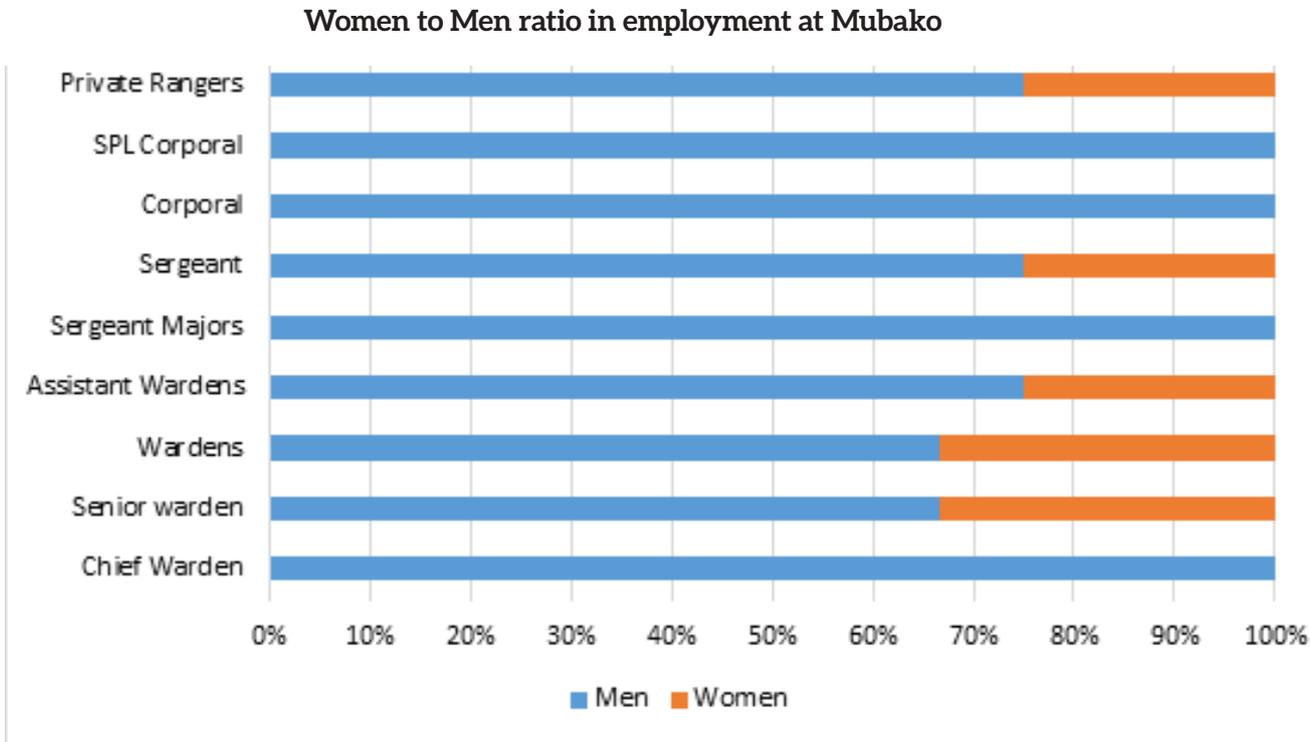
Gender Dynamics And Gender Identities

Representation by sex in combating wildlife crime

In gender conversations, sex is a major identity and representation of men and women at different levels of organization is used as indication of gender responsiveness. Both men and women co-exist in all spheres of life. The levels of representation by sexes in most cases serves to prove that the provisions and conditions in that organizations are conducive for them to work side by side, or not. Although not all agencies provided detailed information, key informants pointed out the status of representativeness by sex at different levels of UWA, using the example of Mubako.

Figure 18 shows the distribution of women in the hierarchy at Mubako. The overall ratio of men to women at the Headquarter in Murchison Falls National Park was give as 41:11.

FIGURE 18: REPRESENTATION BY SEX RATIOS OF MEN AND WOMEN IN MUBAKO



Women had the high-ranking positions of Senior Warden, Warden, and assistant Wardens. Most of the women were private rangers, the lowest cadres on the station. In NFA law enforcement the ratio was estimated at 10:1 and for the technical arm at 5:2; UPF it was estimated at 10:1 overall and 15:1 for the frontline officers; only DCIC had 50:50 at Immigration Officers’ level and below.

UWA intention has always been to recruitment and employ more women at all levels. Women were encouraged to apply, but the number of men that applied always surpassed that of women. Furthermore, the few women that get recruited work for 3-4 months and get pregnant. As a result, they become weak and managers are obliged to assign them light duties, exempting them from patrols, and long distant travels. So overall women end up not adding as much value as expected.

In NFA the number of women had always been small. While at recruitment the advertisements were open and women encouraged to apply, few women applied. There was also a lean pool of women, to draw from for law enforcement. Moreover, women were not actively upgrading academically to qualify for higher posts. “They tended to go for marriage and stall their career development”, emphasized the respondent.

UPF being a tough profession that constantly dealt with crime, was not attractive to most women. On the frontline, women were repeatedly targeted by criminals, to divert the attention of male officers from the stolen goods. Women learn about these cases and tend to shy away, making the numbers of women in patrols small. DCIC was bold to confess that men were preferred, when dealing with internal security that involved high physical risks.

The validation workshop accepted the rations in law enforcement, but insisted that UWA had other departments, namely, tourism and research where the rations of women were higher than now recorded. Recommending that if a detailed study is undertaken, these other departments should also be assessed to get a more holistic and representative picture of UWA.

Gender dynamics working with different age groups of men and women

Besides sex, age is another identity society uses when assigning roles. As a result, age strongly influences how people view and relate to the world around them. Specifically, the study explored the perceived benefits and challenges of working with different age groups to get to the perceived strengths and weaknesses of age categories. The categories used included: youth males aged 35 years and below; youth females aged 35 and below; men aged 36-50, women aged 36-50, and those 51 and above. The perceptions are presented as provided by male and female respondents.

Benefits and challenges of working with men and women from different age groups

From the onset, it is important to clarify that gender, being social, is dynamic, time and situational based. People react and behave differently in the face of different stimuli. Someone pleasant, positive, and serious today, may be the exact opposite the next day. Furthermore, people in the same age group may respond differently to a situation based on upbringing, socialization and so many other factors. What the report reveals are those attributes exhibited by age groups that are positive, and those that are negative. Being a group, not all members act the same way, some people in the same category may act the direct opposite of others. This being a quick study, there was no time to probe on actual numbers, rations, or detailed examples.

a) Benefits of working with male youths – aged 35 years and below

Women: From the women’s perspective, the benefits of working with male youths included: being zealous for work and encouraging fellow staff. Some were protective of women in the field, cooperative, and came to work without fail. Most of them had a good team spirit and integrity. UCAA characterized male youths as energetic, could handle any case in any remote area, and were capable of working long hours with minimal complaints.

Men: They saw the benefits of working with male youths, including being energetic and resourceful, and could use reasonable force to effect arrest without being defeated. Some worked for longer hours without expressions of fatigue, had morale to fight and achieve set goals; respected advice from supervisors, delivered work on time, and met expectations. Others were hardworking and ambitious in the field. ISO saw benefits as being aggressive and efficient in all activities. Others actively participated in all programs. URA experienced the same, some male youths were very active, performed well on patrols, escort, and guard duties, and with ease. Others were flexible and dynamic because they had fewer personal responsibilities to tie them down.

Challenges of working with male youths

Not all male youths provided the benefits above all the time. There were moments of weakness or some youths that were not good.

Women (only one woman from UCAA responded): In UCAA, some male youths yielded to the peer pressure of online presence, were preoccupied with social media, and lacked concentration at work.

Men: Challenges included divided attention between work and their social lives. Some behaved as people who were displaced from their preferred social lives, of loud music, wearing earphones at work, dancing and watching movies. Male youth spent money and time on social luxuries, had low concentration, easily yielded to peer pressures, and lacked focus.

Some missed their friends, family, and partners, whether single or married, which also affected their concentration at work. ISO also found some of them to have low concentration due to preoccupation with social media. Others had a negative attitude towards work and were lazy and untrustworthy. Finally, there were those jealous of fellow youths with good academic qualifications and progressing. They all had chances to perform but some were not serious, and several were undisciplined and lacked respect for others.

Many youths were easily taken up by money to finance their online and social lifestyles. The need for quick money led some to join illegal activities. Others with a strong urge to please supervisors for promotions also became easily corrupted and misled. It was the same case in URA, some easily got into dubious deals which affected the team's performance.

In UPF some male youths were unstable and undecided about their jobs. Many of them had very high and unrealistic expectations and were undisciplined. They required constant monitoring and mentoring, if not, they easily got into trouble.

b) Benefits of working with female youths – aged 35 years and below

Women: Like the young men, some were courageous and advised colleagues in their different capacities. They were polite, kind and performed relatively better than older women in the field and communities. Some in UWA, UPF, and UCAA were good at work, had morale, were passionate, could handle any work assigned to them, and had a good team spirit.

One female respondent from UWA did not see any benefit in having female youths on teams, "Do not see any", she stated.

Men: Some female youths were humble, obedient, and worked with integrity and open minds. A number was energetic, resourceful, could work for long hours on training equipment (computers, smart phones, forensics tools /software, and hardware). Some were able to walk several kilometers to work if transport means were lacking. Others could be deployed for operations as frequently as possible, as most did not yet have many responsibilities. In UCAA and URA some female youths were energetic and capable of working for long hours with minimal complaints. They were flexible and dynamic and dedicated to work. In ISO several were trainable human resource, aggressive and efficient.

Challenges working with female youths

Being in the reproductive age, in UWA and UPF, “most of their time was spent either on maternity leave, managing pregnancy-related illnesses or breastfeeding”, explained the 2 key informants. The effect of contraceptives weakened some. These kept them from work, making them unproductive.

Some female colleagues undermined others, were lazy, had no self-respect and did not respect others, were careless, and intimidated others. They got the chance to work, but many prefer falling in love with men instead; vulnerable singles are often sexually harassed by some supervisors.

Several female youths maintained long artificial nails on toes and fingers, dislike putting on jungle boots and gum boots. Instead, they opted for open shoes to keep nails intact. Most of them liked social media, preferred white color jobs and simpler tasks like manning the gate, serving tea, manning food stores, and radio rooms. Some dictated the kind of work they should be deployed to, against the will of their supervisor.

They tended to prefer old ideas, and the majority rejected new ideas. They were easily diverted, lacked focus and concentration while on duty. Similarly, in ISO, female youths were easily diverted, lacked concentration on duty, several were not punctual for work and sometimes did not work long hours. In URA, some female youths took work for granted, knowing they still had many opportunities ahead.

c) Benefits of working with women of 36-50 years of age

Women: In UWA, many were good advisors of fellow staff, some had experience and brought new and good ideas. Others were good at guiding and educating the youths on the dos and don'ts of jobs and were sociable.

In UCAA, ISO, and UWA, women at this stage were strong and executed their duties with maturity. Some were advisors and mentors to recruits/younger employees, giving direction to ensure efficiency and foster discipline. They had experience related to work ethic and were therefore respected. In URA, they provided exemplary leadership and offered guidance to young cadres. Some were good in command and control and had a wealth of experience, drawing from their motherly experiences.

Men: Several women in this age group had good and effective communication skills, some were good at counselling, exhibited good teamwork and coordination, were gender sensitivity and confidence. They advocated for gender balance and used their vast experience in the force. Many could competently handle women suspects during operations.

In reservations and receptions, most of these women offered the best customer care to clients, business partners and helped maintain the inflow of visitors. In ISO, they actively participated in the timely collection and delivery of intelligence. However, it was observed that these women tended to concentrate on work as majority were settled in marriages, and in need of stability and job security.

Challenges working with women of 36-50 years

Women: In both UWA and UPF, many women in this category were excessively preoccupied with family affairs, and neglected work. They frequently abscond from work to address the family obligations.

Some close to 50 years, could rarely perform energy demanding duties like patrols. Patrols in general were challenging for women, whether within this age bracket or below. During patrols, they rested for longer hours, and could not walking long distances. Most were deployed for guard, community conservation, and escort duties.

Men: Most women in this group were mothers, and family responsibility took up most of their time and concentration. They were seen to value family more than duty. Many close to 50 years could not do active work. In UCAA, they got tired faster, and slowed down the screening process.

Some women in this group were weak and yet bossy, “Do this, do that”, they demand. Some in leadership delayed response to emergencies. Others arrived late at work and left earlier than the closing time. Several were jealousy of fellow staff, especially those with more qualifications. They threatened subordinates, were harsh, rude, and inflexible.

d) Benefits of working with men of 36-50 years of age

Women: UWA and UCAA, saw this group of men as energetic, strong and with zeal for work. They could handle any case in remote area.

Men: Several men in this category maneuvered expertly in the bushes while on patrol. They were respected by younger employees, therefore great influence on command and control. In ISO and URA, many were punctual for duty, actively participated in all activities with ease, based on their vast experiences.

At this stage men were considered strong and expected to execute their duties with maturity. Several were respected in forums involving local and political leaders, their recommendations/decisions were honored and considered mature. Some provided leadership to others and shared their experiences with the younger ones; they gave fatherly advice whenever something went wrong. Most exhibited very good communication skills, were social, easy to approach, gave good advice, guided, and mentored others, and extremely valuable. In UCCA, most men in this age group tended to concentrate on work. The majority were already married and in need of job security. These were experienced staff and most served as supervisors.

Challenges working with men of 36-50 years

Some abused their leadership positions by “eating other people’s allowances”. A number drunk excessively, living little time for work. Some were weak and no longer effective for night and long-distance duties. Those close to 50 years were already tired and were exempted from patrols.

Several were inflexible in their approaches, unfit for real work, and yet intimidating, arrogant, and undermined other team members, because of their seniority. Some practice tribalism and were jealousy.

A number were demoralized for not being promoted, developed of attitude of “no pressure”, that they had worked long enough in the same positions, and no longer entertained anything that stretched them.

Like the women in this age groups, some men especially those approaching 50 years in UWA and ISO, were weak, and tended to rest for longer hours. Could not walking long distances especially during ground patrols. In UCAA, this group of men also got tired easily, and slow paced the screening process.

This age group had greater family responsibilities and demands, resulting in divided loyalty between official work and domestic engagements. Some compromised with offenders to meet some of the family demands. Performance sometimes reduced as they attended to family issues.

e) Older/Mature - 51 and above

Please note that this age group was not divided by sex.

Benefits of working with people 51 years and above

Women: This group was rich in experience

Men: Most of the men and women in this group were ready to retire and were willing to leave work for younger employees. They did not compete, only provide direction on what needed to be done. They had expertise, experience, were thinkers, planners, and great decision makers. Many were patient with situations knowing it was not permanent. They guided others, were good leaders in most cases, mentored and provided good parenting advice. As seniors, they were appreciative, courageous, and good at counselling and team building. In UPF, they were regarded as the motivational age, and were used to improve operations. In URA several were senior advisors, well versed with the systems, nearing retirement, and so extremely very disciplined.

Challenges of working with people 51 years and above

Women: Due to age, not many were as swift as the youths. Most were tired and could only manage a few of the tasks.

Men: Most members in this group were weak physically, and socially. They were not able to do certain hard tasks, and overall, had low output. URA observed that, age prevented most of them from performing some activities excellently, yet their presence was still important for the team performance.

In both UWA and UCAA, some were inflexible, resistant to new ideas. Always boasting about their vast knowledge, and arrogant. Others discourage the youth with their negative past experiences in the field. Some had the attitude of having done enough for the organization, and a sense of entitlement to reduced work demands.

In UPF, there was reduced performance by many officers in this age group. They were constantly thinking about retirement. Some who have not prepared for retirement, were compelled to get involved in illegal activities, to secure something before retirement.

In ISO, some were adamant, had numerous demands, argumentative, and did not report on time for duty. They had the experience, but could not continue with work anymore, they needed to be sent home.

Coping strategies in dealing with different age groups (generations- Table 5)

TABLES 5: COPING STRATEGIES DEALING WITH DIFFERENT AGE GROUPS

Organizations	Coping strategies working with men and women of different age groups
UWA	<p>Looked for solutions on a case-by-case basis. Shared with older colleagues and ask for their experiences on solving such challenges. Practiced patience and prioritized what to handle.</p> <p>In Mubako, they sat as teams to address the challenges and to look for solutions. In some cases they just kept calm as if nothing happened, to maintain peace and to successfully complete tasks. Sometimes kept quiet and continued with work to avoid hard relations with them.</p> <p>In Karuma they first continued with the task and complained later to supervisors. Demonstrated respect by listening to people's advice and explanations. Responded positively, remained calm, kind, and patriotic. Kept quiet and let the issue pass because if one followed up, they would be misunderstood. Sought for advice from supervisors. Interceded with the affected.</p>
UCAA	Held meetings to resolve challenges
ISO	Prioritized on what to handle. Talked to them (counseling). Studied each person's interest, then deployed them accordingly.
UPF	Constant supervision of staff in their various deployment areas, regular counseling of the staffs, regular transfers of staff to ensure they did not stay too long in one area, disciplinary procedure on errant staff for correction, and sometimes, those found to have outlived their usefulness were "shown the exit".
URA	Normally advised on issues for team improvement. Whenever a team member was seen to divert from the common goal, there was continuous encouragement to work towards the common goal.

The Influence Of Gender On Leadership In Law Enforcement

Gender influences on leadership practices and expectations

Gender as a social construct is rooted in the societal and organizational cultures of groups of people. This chapter explored how cultural gender norms have infiltrated into the practices and expectations of men and women in leadership, and how these affect the gender dynamics in wildlife law enforcement. Cultural provisions are part of the unwritten norms and practices that either facilitate a smooth functioning of the system or introduces “dents” and “pebbles” that affect the system negatively.

NB: ISO and NFA did not respond to this question.

Influences of gender cultural roles and responsibilities on men and women

a) Gender cultural roles and responsibilities for men

FIGURE 19: CULTURAL GENDER ROLES AND RESPONSIBILITIES INFLUENCES IN LAW ENFORCEMENT

CULTURAL GENDER INFLUENCES		
Roles and responsibilities		
	Culture	Agency
Men	<ul style="list-style-type: none"> • Leadership • Decision makers • Security 	<ul style="list-style-type: none"> • Competed/ Claimed leadership and took charge of outposts • Decision makers- make prompt decisions • Felt mandated to protect weak team members
Women	<ul style="list-style-type: none"> • Domestic chores • Submit to the man's leadership 	<ul style="list-style-type: none"> • In the field, ladies on the team cooked, served tea, manned stores • Very few women were in leadership positions • Difficulty in taking on roles performed by men at home

Women: Culturally men were expected to do most of the productive work (work that generate resources, in cash and in kind) to provide for the needs of their families. Men were expected to lead and take charge at home and in society.

- ✓ In UWA, men tended to claim the leadership role and to take charge of outposts. They competed for leadership. In UCAA, men played roles as per appointment and Standard Operation Procedures.

Men: Culturally men were expected to take responsibility for most of the income generating work at home, to provide for all necessities for the family. Men were the decision makers, and took the lead on tasks, were expected to be resilient, and persistent in work. Most cultures men were responsible for the security for home and were expected to be present to protect their families. Men also performed other cultural norms, like rites of passage, which involved other community members.

- ✓ In UWA, some men had to find a way to maintain contact with their home, to check on their security and provisions. The off days provided by UWA helped facilitate this role. Being security conscious made conducting field patrols effective. Men felt mandated to look out for the weak members of the team. As decision makers, men were able to make prompt decisions as leaders and to persist on a task until completion. In URA, according to the respondent, cultural roles did not affect decision making in the organization.

b) Gender cultural roles and responsibilities for women

Women: Women were expected to give birth to babies, to look after the family, and carrying out the domestic chores- the reproductive roles. Women were supposed to submit to the man's leadership (by participating in the productive activities of men, as and when called upon), care and look after the children and men.

- ✓ In UWA, very few women were in leadership positions. In the field, whenever there was a lady on the team, they did the cooking.

Men: Women's roles and responsibilities revolved around the home. They performed domestic chores like cooking, laundry, cleaning, look after children, the husband, and relatives (reproductive roles). They dressed appropriately in public and performed cultural rituals as part of their community roles.

- ✓ Men saw this background as responsible for the poor performance of women in the public space. Women seemed to have difficulty taking on tasks at work that were performed by men at home. Men linked this to cultural view of the ability of women, which limited the women's chances to engage in culturally male dominated roles, and ultimately, their career advancement in the law enforcement sector. Most women settled for domestic-like nurture roles: escort, guarding and store management.
- ✓ In UCAA, through education, cultural ties were greatly minimized and reduced their influence in the organization.

c) Gender cultural rights and entitlement for men

FIGURE 20: CULTURAL GENDER RIGHTS AND ENTITLEMENTS INFLUENCES IN WILDLIFE LAW ENFORCEMENT

CULTURAL GENDER INFLUENCES

Rights and entitlement

	Culture	Agency
Men	<ul style="list-style-type: none"> • Leadership/ Headship • Respect • Not questioned 	<ul style="list-style-type: none"> • Readily took up leadership responsibility • Engaged with supervisors boldly • Expected respect • Got offended when questioned
Women	<ul style="list-style-type: none"> • Take care of children/ homes • Exempted from hard labor in the public space • Personal needs provided by men 	<ul style="list-style-type: none"> • Mothers exempted from some duties • Assigned “simple”, less labor intensive • Lovers provide resources, even if they earned the same salary

Women: Men were entitled to leadership in families, to be respected, their decision and actions not to be questioned.

- ✓ In UWA men took up leadership responsibility, and male subordinates engaged with supervisors confidently without doubting themselves.

Men: Men were entitled to headship and respect.

- ✓ In UWA and UPF men took up leadership positions confidently and expected respect. But many of them did not use their rights to paternity leave (some had multiple wives and several children born in a year, others just found staying home difficult). In UCAA, men tended to practice patriarchy but were limited by organizations rules. In URA, cultural rights don't affect decision making.

d) Gender cultural rights and entitlement for women

Women: Women had rights to take care of children and keep their homes, even when employed. Considered the weaker sex, women were exempted from hard labor in the public space.

- ✓ In UWA, women were provided annual and maternity leaves. Women were assigned “simple” duties like managing gates that were less labor intensive. Those with babies were exempted from night duties, to enable them look after their families. In UCAA, women complied with the organization's requirements than cultural rights and entitlement.

Men: Women had the right not to be subjected to hard labor. Women were entitled to carrying out their reproductive roles even if employed. Women were entitled to their personal needs being provided for by men (Husband, father, or guardians).

- ✓ In UWA, women were entitled to equality, salaries and allowances, maternity and annual leaves. Women expected their lovers to provide resources, even if they earned the same salary.

In URA, cultural rights did not affect the decision making of the organization.

e) Gender cultural expected behavior for men.

Women: Men were expected to drink alcohol, take responsibility of homes.

- ✓ In UWA, some men were given to excessive drinking. In UCAA, professionalism was promoted, the airport being international. Contrary cultural behaviors were not entertained.

Men: Culturally men were supposed to show dominance over women. They were expected to be good, to nurture good relationships, and to be responsible in society. But were also expected to command respect and to be aggressive if challenged.

- ✓ In UWA, men were expected to lead by example, teach, and encourage those under them. The cultural instinct to lead dominated and made some men to resist women leadership. There was an assumption that women could not effectively take charge and command teams with men as members. When a woman was deployed in a commanding position, a man was made her deputy, if the women failed, the man would take over immediately to ensure operations succeed. The hidden reason was the uncertainty about the women ability to lead men.

f) Gender cultural expected behavior for women

FIGURE 21: CULTURAL GENDER EXPECTED BEHAVIOR INFLUENCES IN WILDLIFE LAW ENFORCEMENT

CULTURAL GENDER INFLUENCES

Expected behavior

	Culture	Agency
Men	<ul style="list-style-type: none"> • Drink alcohol • Show dominance over women • Command respect • Aggressive if challenged 	<ul style="list-style-type: none"> • Excessive drinking • Resist women leadership • Made to deputized women in leadership
Women	<ul style="list-style-type: none"> • Act inferior/ submissive to men and those in leadership • Respectful of all men, even those who were not their husbands 	<ul style="list-style-type: none"> • Hardly led teams • Answerable to men most of the time • Women leadership challenged by male subordinates - advancement in leadership greatly constrained

Women: Women were expected to act inferior/ submissive to men and to be friendly.

- ✓ In UWA, women hardly led teams, and were answerable to men most of the time. But women were expected to work like men, even when pregnant, they worked up to 9 months. In UCAA, women dressed like their male counterparts, which was normal due to the international outlook of the airport.

Men: Women were supposed to be submissive to men, and those in leadership. Women were expected to be honest, encouraging, kind, homely, respectful of all men even those who were not their husbands. From URA, women were expected to be decent, presentable, and caring.

- ✓ In UWA, some men resisted orders from women which affected their advancement in leadership.

g) Gender cultural exclusions for men

Women: Men were excluded by nature from breastfeeding. They were also excluded from most domestic chores.

- ✓ At work were excluded from roles taken to be “minor”. Men were not expected to be “idle” and were always assigned duties.

Men: Men were excluded from domestic chores. Men were excluded from womanizing, fighting with wives, and idleness. Were excluded from domestic work and being cowards (were expected to face all challenges).

h) Gender cultural exclusions for women

FIGURE 22: CULTURAL GENDER EXCLUSION INFLUENCES IN WILDLIFE LAW ENFORCEMENT

CULTURAL GENDER INFLUENCES

Exclusions

	Culture	Agency
Men	<ul style="list-style-type: none"> • Most domestic chores • Idleness • Being cowards (expected to handle all challenges) 	<ul style="list-style-type: none"> • Roles taken to be “minor” • Always assigned tasks • Sent to challenging deployments
Women	<ul style="list-style-type: none"> • Leadership role/ Heading families • Some cultures forbid women from joining forces • Certain dress code 	<ul style="list-style-type: none"> • Leading extended patrols, handling dangerous animals, direct combat • Operations that required aggression and staying power • Few women in law enforcement • Women dressed like men, even when pregnant

Women: Women were excluded from heading families. Some cultures forbid women from joining forces.

- ✓ UWA had few women in law enforcement, and these were excluded from leading extended patrols, from operations that required aggression and staying power. Very few women were in leadership.

Men: Women were excluded from the leadership role and certain dress code.

- ✓ In UWA, women dressed like men, even when pregnant. Pregnant women and nursing mother were excluded from extended patrols, handling dangerous animals, and direct combat with armed suspects. In UCAA, women were not excluded from any work, they effectively participated in all tasks. In URA, cultural roles did not affect decision making in the organization.

The study proves that cultural gender provisions did play a major role in social relations of agencies – positively and negatively. Perhaps most important to note, some of the behaviors at work are not policy based but culture based.

The aim of the integrating gender consideration is so that gender dynamics work for and not against the intentions of the organization

Liked and disliked leadership behaviors

The gender cultural influences above, in most cases dictate the expectations people had of leaders. Sub consciously subordinates expect a cultural demanding, protective father figure of male leaders, and submissive, gentle understanding mother figure of the female leaders. The study examined the extent to which culture influenced leadership in wildlife law enforcement. The purpose was to uncover those leadership practices that motivated and encouraged good performance of team (oiled the wheels), and those that discouraged good performance (dents and pebbles). This section is based on submissions from rangers of UWA.

Please note that not all leaders were good all the time, or bad all the time. What the subordinates were saying was, “we like it when leaders behave like this...”, “We do not like it when they behave like this...”

a) Liked behaviors of male leaders/managers

The men in Mubako and Karuma listed the following good practice of male leaders.

- **Exemplary:** Leading by example. During patrols they led from the front, showcasing how task were done.
- **Quick decision making:** Did not consult unnecessarily, men made prompt decisions and reported later. One expected and got answers quickly.
- **Guidance and counselling:** In face of challenges. Examples: One ranger lost a wife; the male leaders came in and told him what to do. When another ranger shot a poacher, the leaders talked to police. They helped share burdens.

- **Motivate:** Having gone through the ranks, male leaders shared their experiences to help others aspire to be like them.
- **Encouraging:** Gave advice on how to improve at work, and how to live responsibly.
- **Teamwork:** They played a big role; male leaders called teams together to discuss the handling of operations.
- **Building capacity:** Recommended courses for subordinates to enroll in.
- **Facilitate sharing of ideas:** Called teams together and listening to all opinions.
- **Social:** Friendliness and being approachable, rangers were able to talk about pressing issues.
- **Easy to approach:** Male leaders were easily befriended. Unlike the woman leaders, if approached after work, it would raise a lot of suspicions and gossip.
- **Flexible:** In case of emergency men could easily adjust. Even at night they responded. Not so with the women, their spouses were not comfortable with male colleagues calling the women at night.

Women perspective: from Mubako and Karuma

- **Leading by example:** Male leaders demonstrated tasks, encouraged, and gave moral support to subordinates. They motivated women by expressing appreciation and being free with them.
- **Good communication:** Some men knew how to professionally approach and talk to women. Even when a woman was wrong, they made her understand.
- **Good advice:** When men saw a weakness, they called the women aside, and provided tips for improvement. This was the same practice by male leaders from Kampala going through the gates. They took time with the women and provided valuable advice.
- **Teamwork:** Even if only one ranger had a problem, they involved the team to solve it.
- **Protection:** Sometimes when women made mistakes, top leaders helped to cover up for them.

Responses to liked behaviors

The responses revealed the types and kinds of interactions that happen between niches of leaders and subordinates, when liked behaviors were employed. The responses or reactions of the subordinates to the male leaders liked behaviors are summarized in Table 6.

TABLES 6: RESPONSES TO LIKED BEHAVIORS OF MALE LEADERS

Male subordinates' response to the good practices by male Leaders	Female subordinates' response to the good practices by male leaders
<ul style="list-style-type: none"> • Motivation: Were compelled and driven to do better • Morale: Same as motivation but with passion • Improved teamwork: All felt part of the team, the leaders and those led. • Encouragement: Wanted to emulate the leader, aspired to be like them. • Increased performance: The amount and quality of work increased. Where they used complete 1 to 2 patrols, they persist to even 4 patrols. 	<ul style="list-style-type: none"> • Working hard: Improved performance than ever • Trust: Strengthened the bond among members of the unit • Respect and Confidence: Believed in the leaders, and it became easy to obey instructions • Capacity building by learning from them. They demonstrated skills

b) Disliked behaviors of male leaders/managers

Men's perspective

- **Harsh and rude:** The voice to, the verbal- choice of word, and non-verbal expressions.
- **Superiority attitude:** Whatever the commanders said was final. Sometimes they did not listen, no discussions were allowed.
- **Tribalism:** There was favor based on tribal background by several men, especially when allocating tasks, especially those with good returns.
- **Discouraging:** Used disheartening phrases, "I am so and so, I will have you fired"; "I will post you far away". This happened especially if one had more academic qualifications. They were posted where their potential would never be seen for promotion.
- **Unapproachable:** They put up communication barriers, "Do not bring up that issue". Putting them off, creating fear and intimidation. Subordinates just let go of the issues.
- **Jealousy:** Especially of low-ranking officers with good academic papers. They were denied opportunities for fear that they would eventually displace the supervisors.
- **Short temper:** The male ego, led some leaders into unnecessary arguments and fights. One guy fought 3 times in one operation. Time during focus group discussions did not allow for probing on what was done.
- **Intolerance:** Unnecessary following up of someone even to where they were transferred. Some of them did not forgive and let issues rest. They ruined reputations, cut off trust, and opportunities, by keeping a record of wrongs, and using them against others.

- **Corruption:** Involvement in “dirty deals”. They accepted money for all things- deployment, transfers, etc.
- **Discouraging:** “You think you will manage?” “You will not survive here”. They scared away junior colleagues.
- **Conflict of interest:** Fighting over the same lady. They all shared the few female staff and competition always arose between colleagues, and between leaders and subordinates. It was for this reason that most men did not bring their wives, for fear of others taking over.

Women’s perspectives

- **Lack of respect** – when they did not listen to women’s views and advice.
- **Arrogant-** whenever they shouted at the women.
- **When over worked** until the last week before delivery of babies.
- **Not being promoted** however hard and disciplined a woman was.
- **No freedom of speech** and expression
- **“Eating” their allowances:** Some male leaders collected and swindled the field allowances of the rangers
- **Favor their lovers:** When male leaders had affairs with a female in the team, they pampered and favored the lover, and no longer recognized the other members.
- **Jealousy handling of civilian husbands:** When husbands to the female rangers visited, the supervisor deployed the women to night patrols, especially if there was an affair between the supervisor and the women.
- **Jealousy because of qualifications:** When new recruits had advanced papers, leaders sent them far from the center for fear of being replace.
- **Assigning difficult tasks:** “They don’t understand when I tell them I cannot manage doing the assigned duty, they think I have refused, yet in reality, my capacity cannot handle the task”
- **Mixed treatment:** Some male leaders were “fathers” to the women, others were rude and hard to deal with.
- **The masculinity of men** when overbearingly applied on subordinates. Performance slowed down whenever it involved denying or ignoring personal needs reported to the supervisor. The most common was when off duty days were denied, and the ranger needed to urgently to go home.

Responses to disliked behaviors

Disliked behaviors were the causes of dents or introduced pebbles that negatively affected the alignment of niches, making the system wobble. Several organizations wobble and rarely relate it to leadership styles, behaviors, and the resultant responses of subordinates. This section shades some light on exactly what happens, the reactions of subordinates and the implied negative effect on the whole system, listed in Table 7.

TABLES 7: RESPONSES TO DISLIKED BEHAVIORS OF MALE LEADERS

Male subordinates' responses	Female subordinates' responses
<ul style="list-style-type: none"> • Poor performance: Loss of morale, leading to less patrols and arrests. • Demoralized: No longer enthusiastic about work, feelings of not being wanted, of being undermined, accused and mistrusted. • Withdrawal: Stop reporting, even about serious issues. • Silence: Avoiding communication of any kind, becoming passive observers and participants. • Desertion: Just quitting - when frustrated and driven to their limit. • Conflicts: Including physical fights. In 2011 a commander received the allowances of all his colleagues and helped himself to it. He was beaten up. • Witchcraft: Practiced by both men and women. When all else failed, some resorted to witchcraft. Mysterious deaths and events occurred. • Resignation: Officially people left, some were advised to resign so they get some benefits. • Conniving: With poachers to make extra money, the "I do not care attitude", and omit some issues, "slip through", without reporting. 	<ul style="list-style-type: none"> • Working under stress: Because they wanted the full 3 months maternity leave after delivery, women did not resist working up to nine months. • Unnecessary apologies: When the bosses shouted at the women for no reason, they kept apologizing although they did not understand the problem. Just to maintain good relations, they keep saying, "I am sorry Afande, I am sorry sir". • Ignored: When the offending male leaders spoke, or gave instructions, the women just switched off and refused to listen. • Loss of respect, trust, and motivation to work under them. • Sour relationships: When women are put on night duty during the husband's visit, they react to save their marriages. They demand for their off days to go and "sort things out". Upon their return from the break, the affected women are angry with the leaders (and lovers), they quarrel, stop the love affair, she stops saluting him, and a sour relationship begins, which forces team members to take sides. • Follow up: In some cases, women have reported the money cases to leaders, and cases followed up by management.

c) Liked behaviors of female leaders/managers

Men's perspectives

- **Polite:** When female leaders are cordial, gracious and not condescending.
- **Guidance:** When they show and demonstrate how tasks are done, and the expected outcomes.
- **Social:** When they are friendly and approachable, so rangers can talk about pressing issues.
- **Encouraging:** When they give men advice on how to do better, and how to live responsibly.
- **Sympathetic:** when they are welcoming and kind – some women leaders were known to use their own resources to help those in need.

- **Guidance and counselling:** When they listened better than male leaders.
- **Not easy to corrupt.** Women leaders were very open, the hardly kept secrets. If one tried anything, she would broadcast it, which deterred others from involving them in dubious deals.

Women's perspective

- **Advocating for women:** Women liked it when female leaders stood up for fellow women and advocated for gender balance.
- **Understood:** being women they understood better the challenges women faced, especially the challenges of pregnancy. Men consulted with the women leaders on how to handle pregnant women.
- **Good advisors:** when they talked to young women as a parent would.

Responses of subordinates to female leaders' behaviors are captured in Table 8.

Female leaders were few. The second group of female rangers (Karuma) had never been led by fellow women; they therefore skipped the section on female leaders.

TABLES 8: RESPONSES TO LIKED BEHAVIORS OF FEMALE LEADERS

Male subordinates	Female subordinates
<ul style="list-style-type: none"> • Made working easier and enjoyable. • Did not resign, carried out assignments, and obeyed orders. • Gained confidence to work even more. 	<ul style="list-style-type: none"> • Respect and confidence: believed in the leaders and it was easy to obey instructions • Trusted • Became friends - open, and free to relate

d) Disliked behaviors of female leaders/managers

Men's perspectives:

- **Pride:** When female leaders undermine others by their comments, rude responses, subordinated get disheartened
- **Short tempered:** When easily sparked off, a small argument becoming huge.
- **Jealousy:** When displayed jealousy towards especially fellow women aspiring to rise through the ranks.
- **Carelessness:** When they are careless, especially in handling important documents. Exhibited poor information storage and management. Some women leader disclosed important information.
- **Slow to make decisions:** When they over consulted, calling around before deciding, even in cases of emergence.
- **Unforgiving:** When they stockpiled mistakes and kept long records of all wrongs. If one made a mistake, they held it against them forever.
- **Emotional:** Whenever they took issues personally.

- **Inferiority complex:** Whenever they referred to being women, “you think because I am a woman”
- **Gender biased:** When they favored fellow women above men.

Women’s perspective:

- **Believed in and favored men more than women.** When they took the opinions of men more serious than those of women.
- **Jealousy:** When they conflicted over men: When a female leader had an affair (with a senior or a junior male), if the man had prior interest in another female, the female leaders saw the other women as a threat and mistreated her.
- **Insecurity:** When threatened by better qualified juniors. “with more papers”.

Responses of subordinates to the disliked behaviors of female leaders are captured in Table 9.

TABLES 9: RESPONSES TO DISLIKED BEHAVIORS OF FEMALE LEADERS

Male subordinates	Female subordinates
<ul style="list-style-type: none"> • Poor performance: Less work is done due to loss of morale. Reduced number of arrests. • Loss of valuable documents: When careless with information, the officers resort to retaining reports and documents. Upon transfers, these documents became hard to trace. • Kindness bias: when over consulting, men start acting out of sympathy and pity towards the women and doing some of their roles for them. Subordinates and male leaders begin overriding and occupying the female leaders’ place of authority. • Demoralized – when the women give up their authority to men through over consultation even of officers below them. Male subordinates stop giving women leaders their due honor and respect. • Demoralized: When challenges are ignored. Male subordinates just go through the routine of work, resigned to the fact that their challenges would never be addressed. • Witchcraft: Both men and women resorted to witchcraft when all else failed (talking, meetings, etc.). • Desertion: due to frustration when they could take it no more. • Disrespect – many stopped saluting a senior, demonstrating that they are not worth of respect. 	<ul style="list-style-type: none"> • Loss of respect and trust: They go through the modalities of work, not reliant on the leader. • Distancing: In case of love affairs, poor working relationships and coordination resulted, as the two distanced from each other

e) Proposed interventions

The proposed intervention suggested by male and female respondents for male leaders are presented in Table 10 below.

TABLES 10: PROPOSED INTERVENTIONS FOR MALE LEADERS

Men	Women
<ul style="list-style-type: none"> • Investing in leadership and management training: There should be capacity building of all officers in leadership positions specifically to build skills in leading diverse teams, of men and women, different generations, tribes, and marital statuses. • Instituting official guidance and counselling: Some new leaders needed hand holding in the process of taking charge. They also required confidants to share challenges and receive help. • Organizing meetings: Routine staff meetings for leaders to share and discuss challenges and issues. The meeting would enable all to feel listened to, valued and affirmed. • Meetings to provide briefs or updates from each department and overall. To facilitate learning by leaders across sectors and to improve performance. 	<ul style="list-style-type: none"> • Holding regular meetings to discuss issues: Meetings to include people without ranks, who had the information and experiences from the field. Women advised male leaders to stop elevating ranks above relationships with people. • Encourage the use of the conversation communication style to enhance rapport and make women friends. • Adhere to the provisions in the Human Resource Manual and treat all people right. • Practice gender balance in promoting staff. Women observed that men were favored in promotions, and women left to stagnate. • Change some leaders and managers (send some to Mt. Elgon, as punishment - it seems this is a very difficult place) • Provide training for leaders in gender and leadership. • Allow all rangers to go for further studies, so that they also qualify for promotions.



f) Proposed interventions by men for Female leaders

Proposed intervention by male and male respondents for male leaders are presented in Table 11 below.

TABLES 11: PROPOSED INTERVENTIONS FOR FEMALE LEADERS

Men	Women
<ul style="list-style-type: none"> • Provide leadership and management training for diverse teams, gender and time management, conflict management and negotiation skills. • Provide support by appointing assistance in decision making. Develop working groups and committees to act as bouncing boards for women on decision making. • Official guidance and counselling for women with marital and other issues. • A day care facility for those with babies. • Regularly familiarize women with what happens in the whole process of effective patrols, from preparation to execution of tasks. Lack of familiarization was partly the reason women were excluded from night patrols. "When told do not laugh, or make noise in a sensitive situation, some do not take it seriously (laughed or even screamed) and interfered with the security of the operation. • Empower more women to leadership and commanding positions. Criteria for promotion and ways to fast-track promotions of women needed to be devised. Otherwise, the oldest female ranger was still at sergeant level, had not advanced for years. • Implementing the existing disciplinary provisions: No one was above the law, some of the leaders needed to be transferred elsewhere. 	<ul style="list-style-type: none"> • Holding regular meetings to discuss issue. Provide counselling, mentoring on sexuality, conflict management, and work pressures. • Adhere to and involve the human resource manual provisions. • Minimize gender bias by continually reminding leaders that both male and female rangers went through the same training and had the same competencies. • Provide training for leaders in leadership, managing differences, negotiating, gender balance and refreshers on patrols. • Allow all rangers to go for further studies. • Encourage female leaders to get married - get men for themselves and stop competing with juniors.

Gender identities and their effects on work experiences

The definition of gender used in this study implies that, the roles, responsibilities, entitlements, and exclusions assigned to people by society, were also based on the multiple identities of people. It brought in the concept of intersectionality, the complex, cumulative manner in which the effects of different forms of discrimination (identities) combine, overlap, or intersect to inform the experiential reality of individuals and groups of people. This section explores identities that were crucial in wildlife law enforcement.

While the study recognizes that only a few respondents provided perspectives, and that the data may not be representative of what takes place in the organizations, it shows that people were being affected positively or negatively because of their identities.

The sex identity

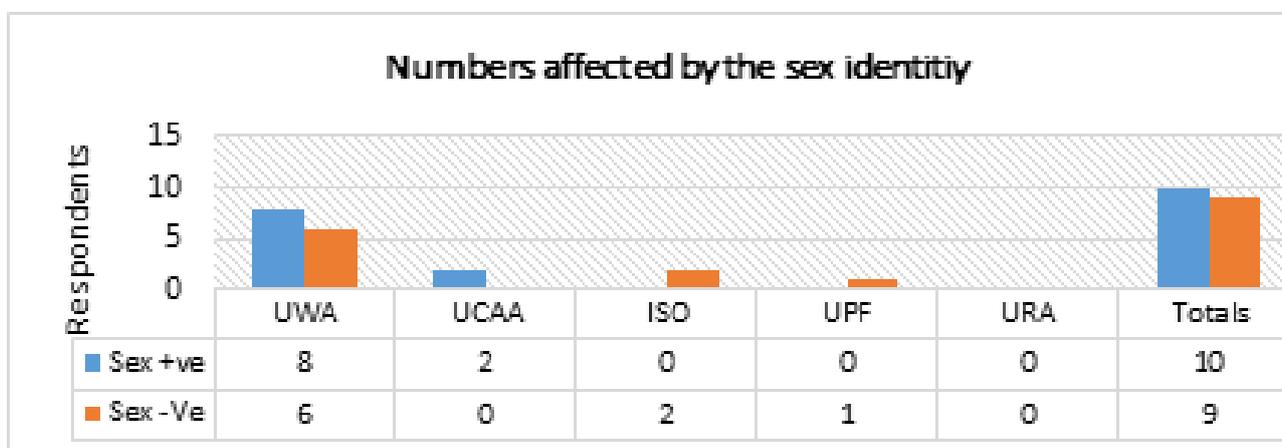
ISO and UPF had all respondents affected negatively by the sex identity (Figure 23). UCAA had more people affected positively. UWA had 8 people affected positively and 6 negatively (Figure 12).

Men pointed out that because of their sex, they could not legally search women or would be charged with indecent assault. They were also deployed to remote places, poorly resources, not easily accessed and if one was ill and needed immediate attention, it was always difficult to get it. Women pointed out being denied some materials and tools, claiming that women did not go for patrol, when in reality women went for patrols and carried out other duties where the same resources were required. Furthermore, the biology of women as regards pregnancy was not properly considered. Women worked through the last semester of pregnancy which was risky.

TABLES 12: NUMBERS OF RESPONDENTS EXPERIENCING POSITIVE AND NEGATIVE EFFECTS OF IDENTITIES

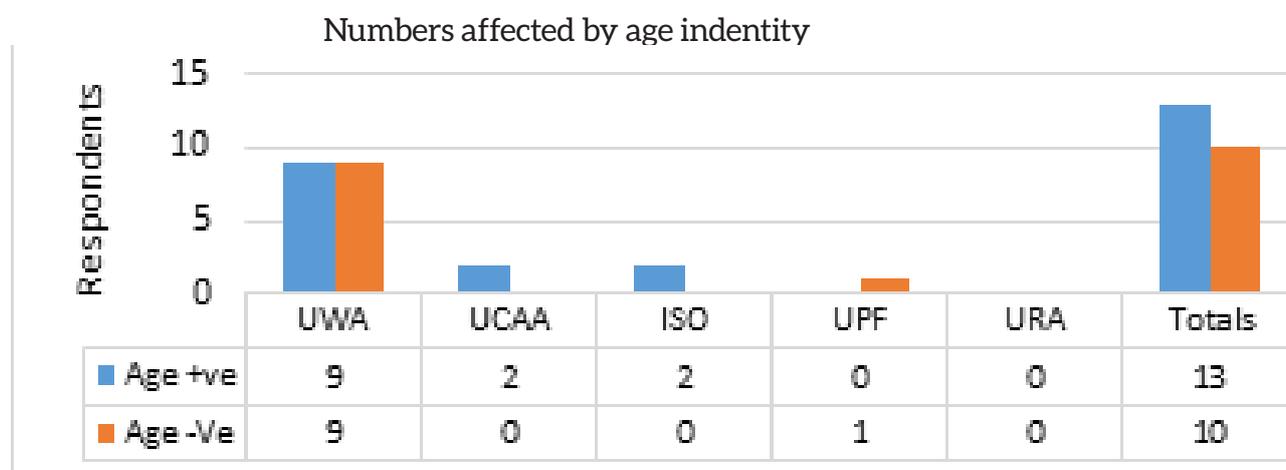
Identities	Positive	Negative
Sex	10	9
Age	13	10
Marital status	5	12
Religion	7	7
Education	14	5
Tribe	8	10
Disability	3	10

FIGURE 23: NUMBERS AFFECTED POSITIVELY AND NEGATIVELY BY THE SEX IDENTITY



The age identity

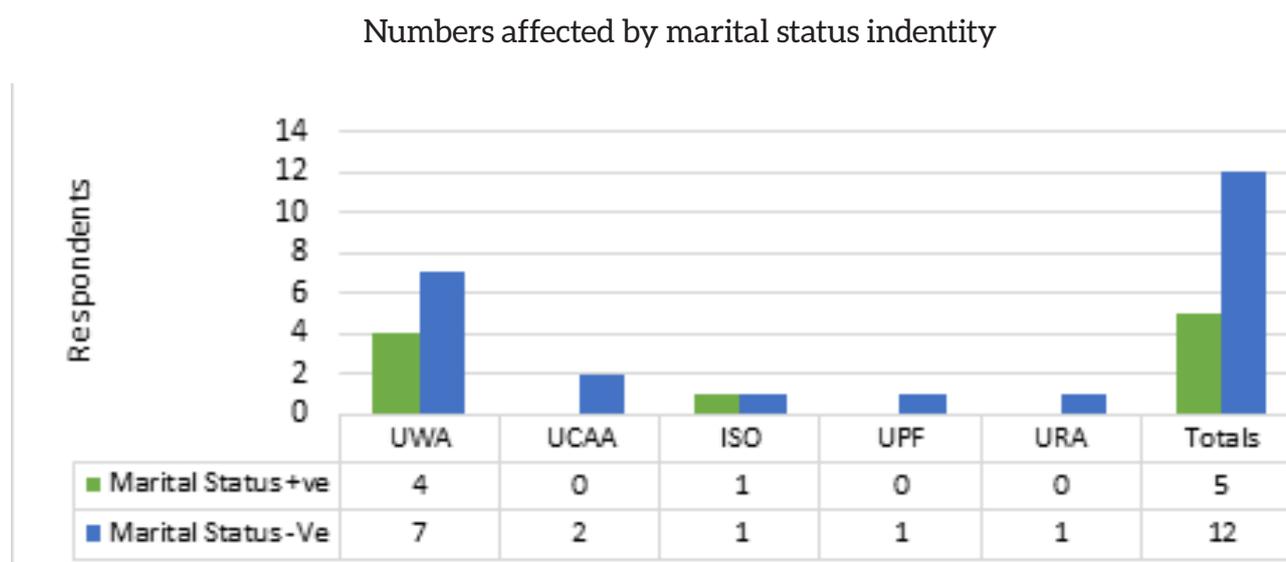
FIGURE 24: NUMBERS AFFECTED POSITIVELY AND NEGATIVELY BY THE AGE IDENTITY



Most respondent had a positive experience with age, except in Uganda Police- Figure 24. In UWA there numbers of those affected positively and negatively was the same. Women in UWA shared that because of age, older ones undermined young ones and were jealousy. Young women felt undermined when their contributions were not taken seriously. One man on the other hand, was denied opportunities because of his small stature and looking young. Age was linked to experience and ability to put knowledge to work, which most young respondents felt was not entirely correct. The older people were also excluded from training opportunities and some roles because they were soon retiring.

The marital status identity

FIGURE 25: NUMBERS AFFECTED POSITIVELY AND NEGATIVELY BY THE MARITAL STATUS IDENTITY

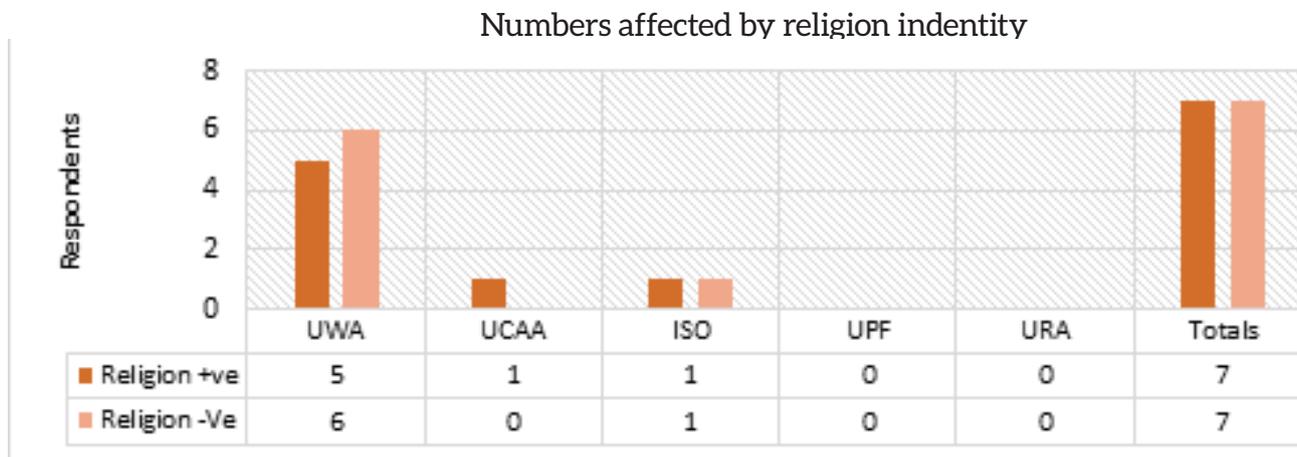


Marital status stood out as having more people affected negatively than positively. UCAA, UPF and URA all respondents were negatively affected (Figure 25). UWA had 7 out of 11 that responded affected negatively. The men felt constrained because as marrieds they could not stay with their families at the remote outposts. The single people feel affected especially because management assumed they had no responsibilities, using this to deny them off days. Married women were struggling to manage work and marital pressures.

The religion identity

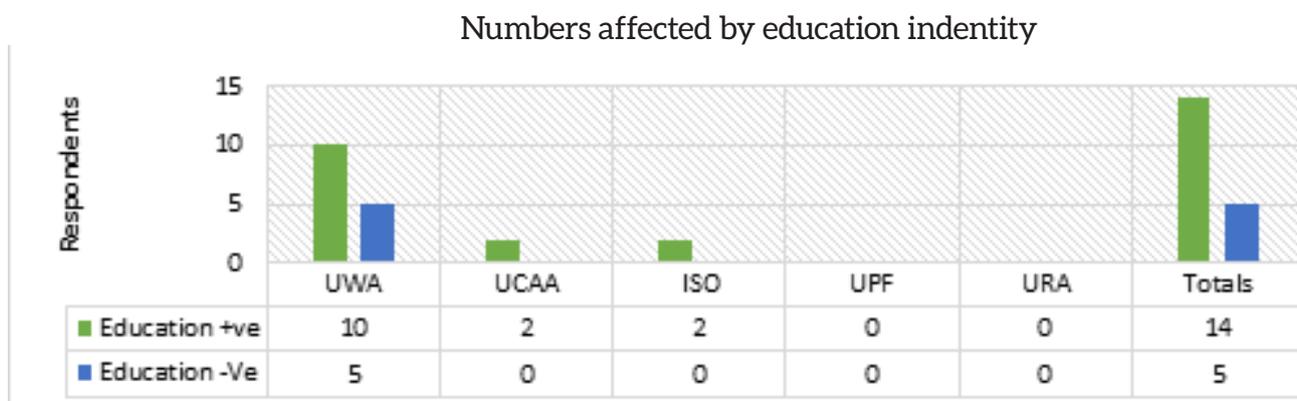
Although the overall balanced out, there were still individuals affected negatively or positively by their religious identity. In Figure 26, the respondent from UCAA was affected negatively, and 6 from UWA. Examples given all related to prayer days conflicting with patrols, guard and escort duties.

FIGURE 26: NUMBERS AFFECTED POSITIVELY AND NEGATIVELY BY THE RELIGION IDENTITY



The education identity

FIGURE 27: NUMBERS AFFECTED POSITIVELY AND NEGATIVELY BY THE EDUCATION IDENTITY



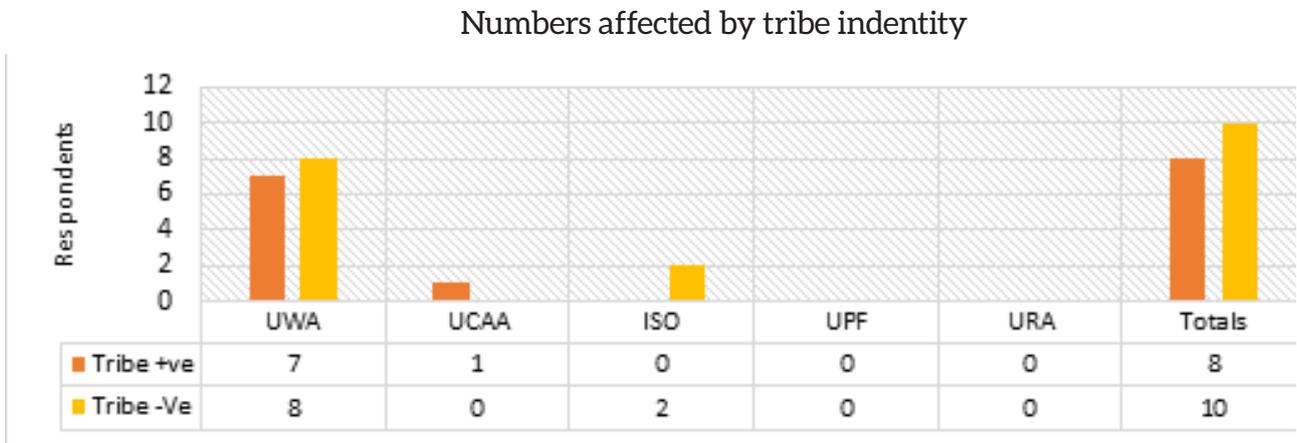
The education identity: This identity affected people positively across the board except in UWA where people from the old National parks era, with lower level qualifications could not qualified for promotion under the new conditions (Figure 27). Also, there were men who felt underutilized, having qualifications relevant to UWA but not called upon to put them to work.

Those with less qualifications although experienced feel underrated, when they provide ideas that were ignored, especially by young people with better qualification, but without adequate experience.

The tribe identity

The identity affected most people negatively (Figure 28). UCAA respondent and 7 from UWA were affected positively. Those affected negatively explained that some men felt left out when team members used their languages without regard for others. Again, during intelligence missions, not knowing the language easily uncovers the investigators, causing poachers to escape. Perhaps most importantly, many respondents from UWA suspected that promotions and deployments were tribe based.

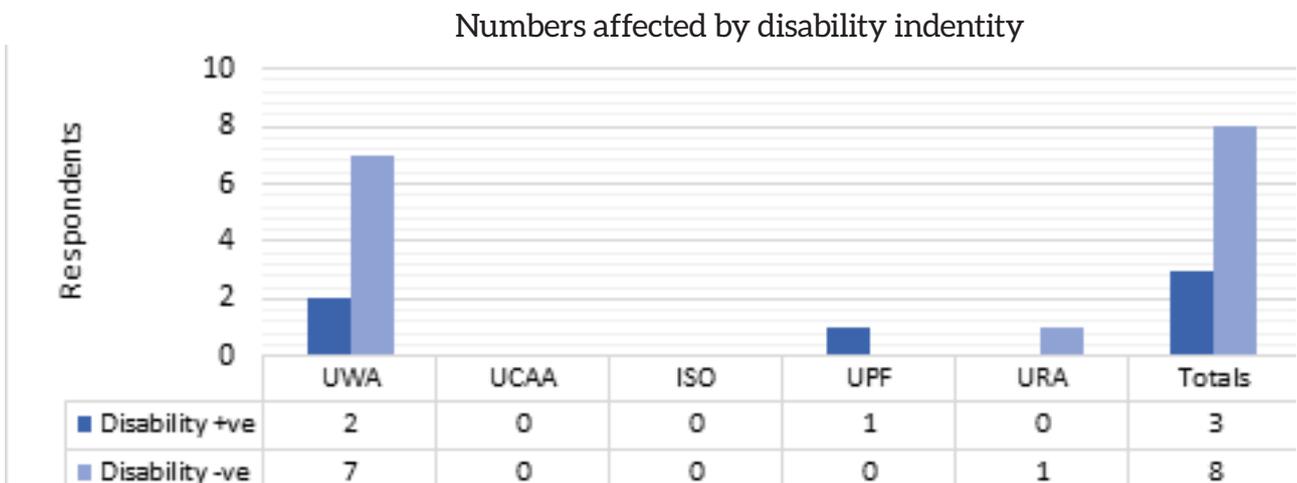
FIGURE 28: NUMBERS AFFECTED POSITIVELY AND NEGATIVELY BY THE TRIBE IDENTITY



The disability identity

Disability mostly affected people negatively (Figure 29). While UWA and law enforcement in general does not recruit people with disabilities, several rangers get temporary or longer-term disabilities during the line of duty. This put the injured out of service temporarily, or permanently. The nature of work did not favor disability so when permanently disabled, officers are compensated through the life insurance, but they lose their jobs.

FIGURE 29: NUMBERS AFFECTED POSITIVELY AND NEGATIVELY BY THE DISABILITY IDENTITY



Priority identities for leadership in Law enforcement

While the rhetoric was to promote gender balance at leadership and management levels, the reality on the ground often compels agencies to opt for specific identities that suited and advantaged them. This section of the report captures the respondents' perception on the identities considered important for leadership in their organizations, and which sex was best suited to lead in law enforcement.

a) Gender identities important in leadership

TABLES 13: IMPORTANT IDENTITIES FOR LEADERSHIP

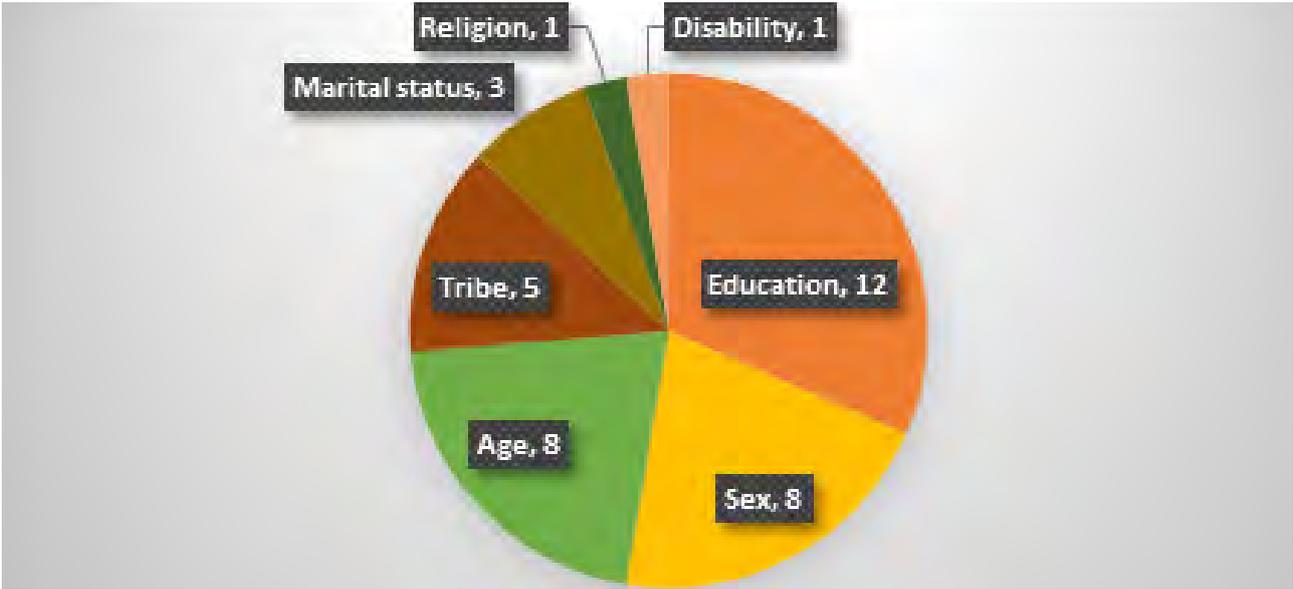
Organization	Sex	Age	Education	Marital status	Religion	Tribe	Disability
UWA	7	7	9	3	1	5	1
UCAA	1	1	1				
ISO			1				
URA			1				
Totals	8	8	12	3	1	5	1

Table 14 and Figure 30 show that education, sex, and age were the important considerations for leadership in law enforcement. Reasons are provided below.

Reasons

- **Education** was linked to levels of knowledge, skills, and the wisdom to put these to work. Education cut across all agencies.
- **Age** was related to maturity, years of experience, social and economic establishment, perceptions on life and ability to make good independent decisions.
- **Sex** was related to the natural strengths and weaknesses of men and women: the physical strength and speed, ability to bear stress for a long time, and societal gender roles besides work. It was also related to the ability to make independent decisions fast. When it comes to screening in UCAA and searching of suspects in UWA, both sexes were needed to search their sexes.
- **Tribe** was seen as negative and seemed to be an unspoken organizational norm in UWA.

FIGURE 30: PRIORITY IDENTITIES FOR LEADERSHIP IN WILDLIFE LAW ENFORCEMENT



b) Who would be the best leader? Men or women

TABLES 14: THE MOST SUITABLE SEX FOR LEADERSHIP IN WILDLIFE LAW ENFORCEMENT

Men	women	Skipped
5	1	3

Five out of nine respondent in Table 15, thought men were best suited to lead in wildlife law enforcement. Only one respondent indicated women as the best leaders. Several of those who skipped the question wanted to put both (men and women, implying equal abilities).

Nonetheless, responses revealed their perceptions on the underlying, mostly invisible masculine or feminine institutional mechanisms and provisions, work dynamics and requirements, and which sex was ultimately favored.

Institutional mechanisms either enable or curtail individuals and groups of people, from equitably participating and benefiting in the organization. To this end, law enforcement seem to have been cut out for masculinity. Women had to adopt and work from their masculine attributes to excel.

NB: Both males and females have some levels of masculine and feminine attributes, whatever society draws out from them is what grows and becomes dominant. This is related to socialization – how one is expected to behave and interact with others.

Reasons for men suitability

- Patrols are the main activity in wildlife law enforcement, and required physical presence on the ground, wrestling with suspects, arresting, and application of reasonable force, and longer hours of work in remote areas. Men who could go for days without a bath and stand all the above would lead better than the women.
- Most of the offenders involved in wildlife crimes in UWA were men, and in most cases, they transacted with other men.
- It was natural for men to be aggressive when challenged. They could therefore react appropriately when threatened by violent suspects.
- Men were freer to take on emergency responsibilities, at any time, unlike women who were restricted by their spouses. Men were fit to be deployed anywhere for quick emergency operations.
- Men were quick in decision making, an attribute that several women lacked, when faced with emergency situations.

Reasons for women suitability

- ✓ Women always endured tough conditions were patient and considerate. They did not resign like most men.

The reasons provided by respondents clearly show that under the current organizational provisions and operations, women's chances to excel in active wildlife combat related law enforcement, were small.

c) Advice for effective leadership in wildlife law enforcement

Respondents provided advice for effective leadership, presented in Table 16 below.

TABLES 15: ADVICE FOR EFFECTIVE LEADERSHIP

Advice for leadership
<p>Provide meaningful social interactions</p> <ul style="list-style-type: none"> ✓ UWA: Conducting regular meetings that bring the staff together often. People were lonely and needed meaningful social and professional interactions.
<p>Capacity building of leaders</p> <ul style="list-style-type: none"> ✓ UWA: Education, skills and experience were key to effective leadership. Encouraged manager to go for leadership training, followed up by regular capacity building events to keep them mentally active and alert.

Transparent and equitable access to leadership

- ✓ UWA: Spread the gospel of women emancipation. While women were great contributors to family life than men, they could similarly contribute meaningfully as leaders and managers in law enforcement.
- ✓ UWA: There should be gender balanced promotions. Both men and women needed to be given equal opportunities in leadership.
- ✓ URA: The interviews and appointment of leaders should be transparent, criteria and priority attributes publicized for everyone to know.
- ✓ URA: There should be no gender exclusion in leadership, since women actively took up responsibilities whenever called upon.
- ✓ UCAA: Supervisors should be selected basing on gender requirements, and all should be given equal opportunity for further training.
- ✓ UPF: Involve both genders in all law enforcement leadership opportunities

Considerations for women's comparative advantage

- ✓ UWA: Women were known to be very good in public relations and community policing. Women were also good in intelligence and investigations. These could be areas where women could lead.



Challenges Faced By Women And Men In Wildlife Law Enforcement

a) Staff turnover

The staff turnover rate is a pointer to levels of dissatisfaction and can be used to uncover the challenges underlying the dissatisfaction. The reasons staff gave for leaving also pointed to specific challenges the individuals faced in the line of duty. Majority of staff in UWA that left were men, last year (2021) about 4 left Murchison Falls National Park. So why do men leave?

Men

Unfulfilled expectations: Men joined UWA law enforcement with lots of different expectations - a good salary package, promotions, accommodation, resources, social interactions etc. After the training orientation, some realized the package was not what they expected and resigned. Similarly, in NFA, more men quit than women. They left in search of bigger opportunities and better paying jobs, to enable them to afford the higher standards of living they wanted. Men had complex lifestyles, with large personal and family development targets, that NFA remuneration could not adequately meet. In DCIC men left, most likely because of small salaries.

Secondary motives: Other men joined law enforcement seeking to raise capital to invest elsewhere, especially in further studies, or to travel to the Middle East countries for better paying jobs. Whenever the opportunity for better pay in the Middle East countries came, they quit.

Professional mismatch: After graduation, some remained unemployed for years, and decided to take on whatever job that came. Wildlife law enforcement happened to be open, and they took it. There was one man trained as veterinary doctor but accepted the position of a private ranger. When he realized there was a section responsible for treating animals, he wanted to be transferred there. When this was not granted, he resigned.

Sickness: Some left due to sicknesses, even those that could be treated. But for some it was just cowardice, realizing they would not be able to match what the work entailed.

Family demands, roles, and responsibilities: The long separations, low salary, poor connectivity, and the resultant lack of communication compelled some men to quit. They needed jobs that enabled them to stay close to their families.

Disgruntled - Saying "am almost retiring why suffer?" Some men had issues with team members and supervisors that kept them resentful. Others when punished for indiscipline and misconduct, they remain angry, disgruntled, and decided to leave.

Women

Women rarely quit: In UWA, they were few and seem contented, understanding, and much more tolerant than men. Women endured the low salaries, lack of promotion, harassment, and all other mistreatments but just hang in there. When advised or counselled, women listen and appreciate unlike the men.

In NFA, women stayed because they possessed a higher level of commitment to service and did not have very high and unrealistic expectations. They settled for the minimum because they wanted stability for the sake of their families.

However, it was noted that management in UWA was more lenient on women and harder on the men. Management listened to the women when they complain about the working conditions and deployments. Most women were not transferred to “the bush”, meaning remote outposts, but worked at the gates, and headquarters.

Marital issues: Women’s resignation was always linked to family demands. One lady resigned from the canine unit in 2021 due to family pressure. Again, women expressed sentiments to the effect that, “getting pregnant and giving birth in UWA was treated as a crime”! They have observed that once the Supervisors learns of the pregnancy, suddenly their attitudes and conduct towards the women changes. They begin to isolate them from action even where they could still play a role.

Conditions of service at the outposts: In DCIC some women resigned when posted to remote, hard to reach places, and because of the conditions of employment and allowances at the posting.

- b) **Challenges faced by men and women on teams from the managers point of view**
 - i. **Challenges faced by men**

Personal challenges

- **Alcoholism:** With excessive consumption of alcohol, men become less productive and unable to control guns.
- **Men sneaked off** to make calls to families and friends. Calling on personal phones was prohibited because it endangered the team. Radio communication was encouraged but these were few, and not used for personal reasons.
- **Over strained financially:** Some men catered for 3-4 wives. They had to pay fees, look after 4 homes on the same salary as those with one wife, and yet wanted to compete.
- **Rampant family break ups** for lack of contact. Several men lost wives because of long absences from home. Similarly, in NFA, there was womanizing at every station, men forgetting their families back home, breakups, and other domestic issues, affecting work performance.
- **HIV/AIDs infections** as several of them share women.
- **Frustrations** because of small salaries, led some to conspire with poachers on illegal deals.
- **Lack of skills** to handle communities. Men were not good at conveying information; some were skeptical and not so free with communities.

Work related challenges

- **Social isolation:** Men were posted in hard-to-reach areas for extended periods, the only people in contact were team members, and there was low socialization within teams. When they returned, they tended to over socialize, get drunk, sleep around, etc.
- **Poor connectivity:** Outposts had no phone network coverage. Men had to walk long distances to access good connections and there was poor or no road networks to outposts.

- **Lack of transport:** Often there was no transport to distant outposts, vehicles could only reach certain distances, and rangers had to walk the rest of the way, often for days.
- **Poor leadership:** The urge to impose authority by some leaders, not listening to team members, causing frictions and frustrations.
- **Poor accommodation:** Improvised shelters in the bush could not accommodate families.
- **Community threats:** Those posted in home areas got threatened by relatives and communities, accused of being traitors, and putting their families in danger. One was forced to relocation.
- **Competition:** In NFA, all men wanted to be leaders, had high ambitious expectations, which sometimes led to lots of unhealthy competition.

ii. Challenges faced by women

Personal challenges

- **Domestic pressure:** Especially as most husbands reside far away. One time a man brought all their children (5) to the station and challenged the woman to choose between her family or the job. In UWA and NFA, women had to manage both work and domestic pressures. While at work, they could be called upon from home for emergencies, a sick child, or an urgent visitor. Domestic responsibilities placed extra demands on women time and emotions. Even during maternity leave, they did not rest from domestic roles.
- **Lack of access to public services:** Especially schools and hospitals for children were critical for women.
- **Sexuality issues:** Most young women were diverted from career pursuit by love affairs. There were “Environmental (one off, in the moment sex)” related arrangements, and “zero grazing (longer term understanding for sexual relations, without marital commitment.)” affairs that involved even the marrieds. In the case of the marrieds, if either spouse comes to visit, the lover is supposed to back off. But this does not always happen as some bosses try to frustrate the visiting spouse by deploying the lover on night guard throughout the nights the spouse is around.

These arrangements were not considered sexual harassment because they all consented. Then there was the rampant framing especially by men if the women resisted their advances. Envy and jealousy were common among women if they “eyed” the same man and did “investment (had slept together)”.

Work related challenges

- The challenges were the same as for the men (social isolation, connectivity, transport, poor accommodation, etc.), only that for the women, breast feeding mothers and those with children below 3 years children were exempted from night patrols and distant outposts.
- **Emotional overstretch:** When women living alone with young children were assigned to night patrols they hardly concentrate. This affects the men on the team as well, they sympathize and worried about the women and their issues. The women become additional problem instead.

- **Undermined** – The assumption that women cannot do patrol work, or command operation keeps most of the women behind. Some of them needed the stretch to help them believe in their abilities to work in law enforcement.
- **Financial challenges:** In UPF, women faced financial challenges like the men, and got demoralizing when not considered for upgrade.
- **Nature of crime:** In UPF, some wildlife crimes were transnational and highly organized. Women were easy target, but men perceived to be tough. Women in community surveillance were not armed, so cannot defend themselves, and most not in uniform for security purposes. If criminals learn of their identity, it makes them easy target. Women got both physical and phone threats.
- **Emergency operation:** In DCIC, Late nights and early morning summons for emergency patrol were difficult for women because of family.

iii. Organization response

In UWA, individual supervisors talked to men about sneaking out to make calls or to smoke, but most of the men hardly listened.

When women explain their need for public services, management reconsiders the transfers. Most women with children were placed near schools, and some posted near spouses. UWA Human Resources Office was working on a sexual harassment policy, putting in stringent provisions and punishment. They also enforced the core values of teamwork, integrity to address work related challenges. There was a requirement for due diligence before making conclusions, to counter framing and rumors.

In NFA, there was counselling of men to help them manage their sexuality, provision of benefits like medical insurance to the first 3 children and a spouse, to constrain some men from getting children from multiple partners.

In UPF, measures were in place for the protection of women during operations; they collaborated with NGOs to have officers trained in community engagement. The collaboration eased the challenges; Women were granted leave on a case-by-case basis, to stay home and address domestic demands. Sexual harassment was seen by most as normal, but the affected could either report to the department of women affairs at headquarters, call by phone, or use human resources officers at local levels. But most women managed sexual harassment by themselves, most cases are not reported.

c) Most challenging Experiences in wildlife law enforcement

FIGURE 31: MOST CHALLENGING EXPERIENCES FACED BY MEN AND WOMEN



This conversation was to uncover the worst the male and female rangers in UWA had experienced in law enforcement, and still remained (in one word- Figure 31). Rangers were the lowest and mostly exposed to poachers, they were the youngest cadres in employment, but were responsible for the security of the natural resource the organization was entrusted with. Perhaps more importantly, it revealed some organizational gender-related, culture as regards

provisions, norms around resources and people interactions, and processes that could be improved to avert such scenarios repeating for others.

i. The most challenging Experiences by Men

The worst experiences of male rangers (Table 16)

TABLES 16: THE MOST CHALLENGING EXPERIENCES BY MEN

M1: Falling sick while at the outpost	Fell ill while at a remote outpost. He called the headquarters, but transport arrived the next evening. He was extremely traumatized and close to death.
M2: Loss of major opportunity	Was at a distant and remote outpost when he was nominated for an important course. There was completely no means of transport for days and he could not make it. He still recalls the incidence with dread.
M3: Community anger	Was working in Karamoja when a buffalo attacked a community. They went in to help only to be attacked and beaten up by the community. Many sustained major injuries.
M4: Lack of essential resources and appreciation	Deployment was supposed to be equipped with means of transport, camera, phones, and money to pay for information, but most were not provided. It was a norm to pay informant, without which, getting information was impossible and frustrating. There was also the general lack of appreciation however much he tried to perform without resources. This left him with feelings of failure, frustration and discouragement.

M5: Two events	<p>(a) Upon joining UWA, was posted to a remote outpost without transportation whatsoever. He fell very ill, communicated to the headquarters but transport was delayed and almost lost his life.</p> <p>(b) Being posted in his own community. At first, he tried to help his people understand UWA provisions and the laws, to have them stop poaching. Instead of appreciating, they saw him as the spy and worst enemy. They threatened him and his family. Had to ask for a transfer.</p>
M6: Conniving and cliques among staff	He made an arrest and colleagues connived with the suspects and released them. The team formed a clique against him, and no longer felt safe working in any of them.
M7: Operations that are a matter of life and death	Facing armed poachers and falling into traps of all sorts. He witnessed one of their colleagues, a ranger who was caught in a trap and stayed with it for 6 hours, he was still in hospital.
M8: Deployment to remote places	There was no mobile network, walk talkies were few. They were completely cut off from the outside world. The unfair transfers to these remote places gave them no chance for career advancement.

These eight men worst experienced had to do with the extremely hard working conditions at some of the outposts. The lack of communication by phone or transport, falling sick in the absence of emergency services, and inadequate essential resources. Besides these were the unpredictable and potentially dangerous interface with communities, and negative team dynamics.

ii. The most challenging Experiences by Women

The worst experiences of female rangers are presented in Table 17 below.

TABLES 17: THE MOST CHALLENGING EXPERIENCES BY WOMEN

W1: Frequent and unpredictable transfers to difficult outposts.	As a mother with lower primary school going children, she was transferred to an outpost very distant from all social services. COVID halted the relocation but she knew, and had nightmares as she waited for the transfer process to start again.
W2: Segregation by tribe	Bosses favor employees from their tribes for relocating staff and deployment. The lady was posted to an outpost where no other female had ever been posted. Everyone asked her what she had done and was being punished for. She suspected tribalism and having no one to lobby for her.

W3: Malicious set up for failure by a fellow woman	The norm was not to deploy ladies on patrols of problem animals, and certainly never elephants. But she was deployed by a fellow woman on a patrol of elephants. She feared refusing because she could be fired. While on patrol, she fell into a ditch and injured her leg. She did not report for the second deployment and was summoned by the female supervisor. The injured leg saved the day.
W4. Unfounded suspicions of illegal activities	A story was told of a lady who saved money, received additional support from elsewhere, and bought a vehicle. She was suspected of illegal dealings and posted to an outpost where the vehicle could not be used. The rest now feared buying anything that looked expensive for their low salary package.
W5: Nightmare of the first patrol experience	"Baptism by fire": They were dropped at the road side and told, "Here is your path". But there was no path. They walked for hours without water to drink. Found a place where poachers had killed buffalos and had fled. The team camped nearby. In the night a lion came near the camp chasing after an animal. They were saved by the fire.
W6: First patrol in 2018	Walked for hours without water. Found only muddy water, which they used for cooking. They had no tents, just collected twigs and branched to make shades and covered them with polythene sheets. It rained hard that night, the polythene sheets were useless, they got soaked and some of their belongings swept away by the running water.
W7: First patrol extended for 3 days:	Walked for 6 hours, it rained and soaked all their belongings. On the morning of the third day, one of the men was seriously sick, they had to break camp and go back.
W8: Patrol operations of the canine unit:	Took a long night drive to a place in Gulu, reached at midnight and were told the operation was at 2.00 am in the morning. Then it was cancelled because the suspects had dispersed. Driving back in the night were attacked by a gang of men. She was so scared for her life.

The gruesome first patrol experiences some of women went through was a recurrent event among the women.

There seemed to be some underlying organizational practices that were accepted as normal, part of "the nature of work" but, were not. Emergency services for the sick and injured should be a must for patrols practice in UWA dated back to the 1900, and managers had not improved the conditions to present day advancements. Ranger especially men still made booths, improvised with polyene sheets, and lacked proper and effective communication linkages with the base, when the poachers they fight against are often well equipped. Some of the experiences were unnecessary.

Gender Gaps And Needs For Gender Integration

Gender integration into ongoing programs does not overhaul systems and strategies. Rather it employs a process approach that starts with identifying all possible entry points, gaps, weaknesses, then prioritizing based on internal capacity, developing a detailed implementation plan, developing a resource mobilization strategy to solicit resources for implementation, start implementation of priority actions with available means, monitoring implementation and resource mobilization, holding reflection and learning meetings and fine-tuning delivery. The study explored the perceptions of respondents, focusing on where they saw opportunities for gender integration. Most of the deliberations pointed to gaps, with a few needs and recommendations.

- **Capacity building:** Respondents recommended a wide range of interventions geared towards providing knowledge and skills needed for gender integration.
- **Leadership and management training:** UWA orientation training focused on use of guns, designing and execution of operations. The leadership and management training should include sessions on leadership styles, leading and managing diverse teams (sex, age, tribe, religion, etc.).
- **Family planning:** Some women gave birth too early in employment, too frequently and for many years. Family planning training and services would enable young men and women, to consciously set a time to start family, preferably after achieving some career goals.
- **In-service training:** A respondent from NFA identified the need for in-service training to qualify especially women for promotions. He noted that after graduation, most women who get married often fail to go for further studies because of children. UPF proposed training to empower women to confidently lead alongside the men, and for more visible.
- **UPF further proposed training on menstrual hygiene and management.** While it was personal for women to cater for their cleanness, for them to know their cycle and prepare accordingly, incidences of unprepared menstrual cases pointed to a lack of home training. Some girls were never trained or were taught cultural menstrual management means, which may not work in the modern society. For this reason, during training and orientation, a session on menstrual hygiene and management, proper disposal should be included for women. Otherwise, “giving out pads should be left for school children”, concluded the respondent.

Essential resources

- **The reserve outpost provisions** were made for single and young women and men. The elderly men and mothers were rendered useless, and sometimes a burden at the outposts. For example, Murchison Falls received only 70 tents against 240 rangers, one-man tents were preferred, but mostly two-man tents were delivered. UWA respondent insisted that if he had his way, he would not employ women with children, but would go for single youths. The single youths took at least one year before they married, and some additional months before they started giving birth, during which they served the organization well.

- **Ambulance services:** Murchison Falls National Park was the largest in Uganda but had no ambulance services. A testimony was shared when the wife of one officer was in labor at night. They ran around in the dark, without a flashlight, looking for drivers. Drivers all had excuses, “my vehicle has no head lights”, “The braking system is faulty”, just because they were not trained to attend to medical emergencies. Several cases of rangers falling critically ill while at remote outposts were common and getting them to medical services was always a hassle. Medical services were partly the reason staff hesitated to bring their families to the station.
- **Potable water:** Although rangers carried some water, it was not always enough for long operations. Rangers resort to drinking water from streams. Including water guard tablets to treat water for drinking would make a great difference.
- **The overall working environment:** NFA respondent noted that the office structures needed to cater for comfort for women menstrual needs. There should be shower rooms, separate toilets (some stations toilets were shared) and cans for disposal. Women during monthly period, needed space, water and privacy.

Box 3: Patrol allowances

Inadequate patrol allowance which is even sometimes not paid “By the time of the study, patrol allowances had not been enhanced. At the time of the validation workshop, ranger patrol allowance had been doubled. On the issue of non-payment of the same, I believe that is not happening, save for delays to pay within the required period.” Validation workshop

Remuneration for Rangers: Respondents from UWA appreciated that rangers were the custodians of the park. To quote, “on single mop up mission, they collected 56 wire snares, the week prior, they had collected 86 wire snares. These men and women really worked hard, and under difficult circumstances. They endured the rain without raincoats or proper tents, trekked long distances and yet their salaries stagnated between UG X 450,000 and UG X 500,000. They put their lives at risk daily and yet got an allowance of only UG X 3500 a night, UG X 10,000 in three days. Their salaries should be revised to maintain morale and address the increasing living costs. There was need for an additional risk allowance that would make the ground troop feel appreciated and supported”.

Promotion

Distinct promotion criteria for women: Respondents from UWA proposed a different promotion criterion for women that would reflect the true value of their contribution to law enforcement. There were some female rangers who had been privates without ranks for so long. They deserve ranks. There were also positions in UWA that had never been given to women.

Use percentages: UWA could adopt percentages to target and promote women. The respondent from DCIC and NFA also expressed similar sentiments, that to address the gender gaps in law enforcement, specifically at management levels, hiring and promotion, they should be based on the local government provision of at least 30% women representation at all levels.

Encourage women: NFA added the need for counselors to motivate and encourage women to aspire for promotions and higher management positions.

Address stereotypes: The most common stereotype is that women are the weaker sex. Women were placed in awareness programs and community engagement, guard, and escort duties. They were excluded from important tasks of the force, considered to be hard labor, tasks that would gain them the relevant experience and visibility for promotion.

The second stereotype that women cannot achieve without giving in to sex. Single women were eyed with suspicion – whenever they saw them with a male boss, people started talking. There were limited opportunities at the time, for women at lower levels to perform like Margaret Kasumba, who demonstrated that women can outperform men.

Sexuality

There was a challenge of multiple, and short-term love affairs between rangers. Twice male ranger abandoned ranger wives with children, to wed other women. All other aspiring couples started shunning each other. There was rampant womanizing, quarrels, fights, and breakups that negatively affect teams and work in general. Both UWA and NFA proposed counselling and mentoring services for young men and women on sexuality, for men on the proper treatment of wives (and girlfriends), and to help them avoid womanizing.

Visiting spouses: Wives of male officer had easy and free access to the stations. Not so with the husbands of female officers, they were treated with suspicion, questioned, and some made to pay entry fees. Upon arrival to the wife's house, were compelled to remain in doors for fear of being accused of spying and conniving with poachers. They too needed freedom to visit spouses, and fair treatment. There should be a transparent and same provisions for visiting spouses. This should include time to enable spouses to be together. Otherwise at the time, malicious deployed to night duties of women whose husbands come to visit, was common.

Mindset change

Law enforcement employed people from several generations (age groups), tribes, sexes, and levels of education. Without a deliberate strategy to promote the comparative values of each group, men and women became less engaged as they progressed upwards. For example, the elderly were excluded from opportunities that required energy and mental flexibility (training, IT, etc.), young people and the lower cadres (rangers at the rank of private), who were referred to by some officers as “rank-less” from certain meetings. There was need for mindset change across the board, to employ all the human resource effectively and efficiently in law enforcement.

Inclusion of Park management in budgeting and fundraising: At the time of this study, National Park Managers in UWA were not part of the budgeting and fundraising teams. Several items and programs perceived to be priority were sometimes not adequately provided for. The “union” used to advocate for their involvement, but they had given up. The participation of Park management would help in developing more realistic budgets based on field realities.

Partnership: It was noted that the programs that were funded by partners (NGOs- WCS, The World Bank) were better resources and had better gender considerations than the mainstream programs. There was need for more support from partners (local and international) if gender was to be integrated effectively.



CONCLUSIONS AND RECOMMENDATIONS

Conclusions

This was a rapid appraisal of gender dynamics in wildlife law enforcement, it therefore provides an overview of issues, rather than the whole picture. A follow up longer term, and in-depth assessment would provide a better and detailed picture of the gender dynamics in wildlife law enforcement. Having said this, the report presents some interesting information on gender dynamics, and the main drivers influencing people’s experiential realities.

I. Gender dynamics in wildlife Law enforcement organizations

An organization is simply a group of people arranged around an issue for a specific purpose and desired results. The organizations have hierarchy that defines the lines of command and the power position have. This power determines the levels of agency, that is, the levels of freedom to make independent decisions and actions. Organizations are made of units with specific terms of reference to execute, coordinate and facilitate operations. Within units are specific positions assigned to individuals or groups of people that is, their designations. This setting is dynamic with continuous interaction on both the horizontal and vertical dimensions as people carry out their daily duties. Gender dynamics strongly influence the levels of freedom and meaningfulness of these interaction. This study explored the interactions at two levels: The individual with multiple identities interacts,

- i) Within teams on the same level: male and female colleagues, also with multiple identities, and
- ii) Between levels, with male and female subordinates and supervisors or leaders/ managers, on the vertical dimensions, also with different identities).

In figure 32, the multiple identities intersected to provide the experiential reality of men and women at the center of the diagram.

FIGURE 32: INDIVIDUAL PERSON’S NICHE IN AN ORGANIZATION

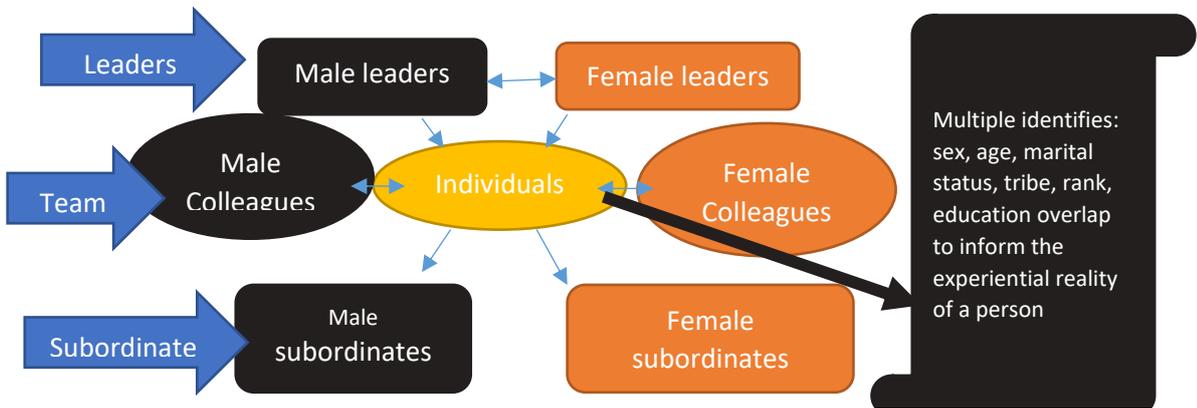
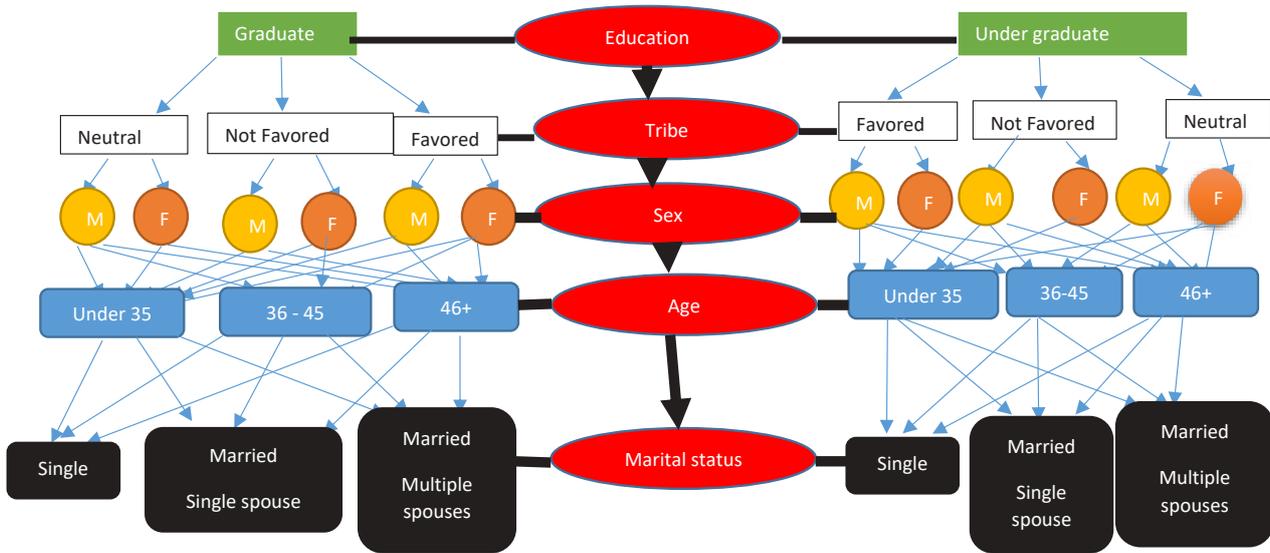


FIGURE 33: ILLUSTRATION OF THE COMPLEX NATURE OF GENDER DYNAMICS USING THE INTERSECTIONALITY LENS



The identities of education, sex, age, tribe, and marital status, emerged as most important, and they influenced decision making in deployment, promotion, access essential resources, and interactions between colleagues, and between leaders and subordinates.

Intersectionality considerations increased the depth and clarity of the complexity nature of gender dynamics in law enforcement as multi-layered by interacting identities. It elucidated how layers of different identities overlapped and intersected with the organizational and cultural norms, to produce the complex and dynamic experiential realities of individual men and women wildlife law enforcement. Figure 33 illustrates the layers and complexity of the emerging gender dynamics. The identities' layers were sequenced for discussion purposes, the reality is much more complex (different layers gain prominence based on issues and who the individual interacts with). Taking education as the main entry point into Wildlife law enforcement, and the qualifications of graduate or undergraduate determined the level at which one entered the force. Although still debated, several respondents strongly believed one's tribe was a determinant in which specific post someone ended up (At headquarters, or remote outpost). There were favored, not favored and neutral tribes. Then one's sex, age group and marital status also took their toll. In the end, two candidates with the same qualifications would have different experiential realities.

Several respondents in this study did not understand the reasons behind their different experiences from others of the same academic qualifications, or sex, age, tribe and marital status. This was because most of them were not aware of the role intersectionality played in their experiential realities, introducing the "but" factor. Drawing from the few examples in the study, the norms in the final niche of a person may dictate the following "buts"

“Yes, you are entitled to off days after 22 days in the field, BUT because you are single, you will not go”

“Yes, you need these skills BUT because you are 50+ years of age, you are excluded”

“Yes, you have the same qualifications and went through the same training BUT, because you are a mother, you will not lead or be part of important operations”

“Yes, you qualify for a promotion BUT, you are still young, you can wait for some more years”

“Yes, your performance is far better than graduates BUT, because you do not have a degree, you cannot be promoted to the next level”.

The intersectionality approach helped reveal the complexities of the gender dynamics and to prove that it was not just being male or female. Perhaps most importantly, the approach proved that men’s groups and women’s groups were not homogeneous, necessitating the need to specify the different identities that influenced person’s experiences, identifying the “buts” by asking, “which male, female, single, graduate, etc.”

II. Considerations for gender issues in wildlife law enforcement

- a) **Gender policy:** Gender policy is the appropriate starting point of gender considerations. It is a guiding document for the recognition and allocation of rights, roles, responsibilities, exceptions to women’s and men’s freedoms of access, and control over decisions, assets and resources, information, and knowledge, and the equitable share of benefits. The document is used to mainstream gender issues into all aspects of the organization to eliminate all negative economic, social, and cultural practices that impede equality and equity of men and women, based on their multiple identities.

The study did not have enough evidence to prove that the five agencies had specific gender policies. There were mixed responses, with several respondents’ mostly managers (key informant), who did not know of their existence. Moreover, no one made any direct reference to an existing gender policy document. However, there were sections in the human resources manuals and recruitment policies with provisions for the needs of both the men and women. Maternity and paternity leave cut across as evidence of gender considerations. Only NFA at the headquarters had a breastfeeding and childcare facility. NFA also had a mandatory requirement of recording information on multiple identities: disability, sex, tribe, and age, of those evicted from forest protected areas. UCAA allowed breastfeeding mothers to go back home during night duties. There were other provisions that were not discussed under the gender policy but pertinent: off days provided by UWA for rangers after being away from their families for 22 days, medical coverage for families, and fees for four children, pregnant women exempted from patrols and other tasking jobs.

The examples provided prove that agencies did not need a separate gender policy document for some of the gender issues to be addressed. A number of gender policies provisions existed as part of the human resources manual and recruitment policies of organizations, and several guided implementation. Similarly, the several gender related issues raised in the study required policy backing to be implemented.

The recruitment by percentages, to compel agencies to hire more women; promotions by percentages to ensure more women joined management; provisions of day cares for mothers, ramps for the disabled, consideration of gender identities in teams, and recruitment, all would require clear policy guidance, to facilitate their implementation. Having said this, it is important to point out that a separate gender policy and budget would be extremely essential in fundraising, and in soliciting support from partners, especially those who target gender responsive programs and organizations.

- b) **Gender budgeting and essential resources:** Without gender policies, talking about gender budgeting by organization had no point of reference. It is the policy that provides guidance on priority actions, targets, and provisions. Nonetheless all agencies had budget lines for specific gender related needs, but with under tones of implementation challenges. For example, the policy for rangers to go home after 22 days was hardly practiced, especially for single men and women. The numbers of rangers were small, forcing managers to hold pregnant women until the last week to delivery. UPF plan to provide condoms was hardly implemented. Only NFA implemented the HIV/AIDs support, a Day Care facility for babies and ramps for physically disabled at the headquarters, and this with funding from the World Bank.

There was a peculiar interaction between men, women, and resources. While all had the ranks and title of “Private Ranger”, the access to, and control of essential resources was different, based on posting and deployment, and these in turn based on one’s sex. Women who were mostly deployed at the gate, had access to fewer resources than their male counterparts who frequently went for patrols. Having said this, although not explicit and with limited resources, there was an element of gender budgeting in most agencies. This enabled the agencies to provide resources to facilitate the maternity and paternity leaves, medical coverage, childcare and disability structures as examples.

Essential resources provided for were the traditional male oriented combat gear, and for the men and women on the frontline, were never adequate. This forced managers to further exclude sections of the staff, in this case mostly women from accessing some of the resources because they were mostly deployed at the gate, with just occasional patrols. Other resources were shared between teams, borrowed, and a few bought for themselves. It was also noted that rangers from Karuma seemed to access many more resource as compared to those from Mubako.

NFA on the other hand, enjoyed the support of a donor and used the provision of resources to motivate staff, a lesson the other agents in wildlife law enforcement could consider exploring.

- c) **Access, control, and ownership of essential resources:** Adequate resources are central to gender integration. The study revealed a general shortage of essential resources for Rangers, specifically in UWA. A list of 51 items was made but none of the rangers present accessed all of them. Men in Mubako listed 10 items but accessed only 07 of them. The women also listed 10 but accessed only 03; in Karuma it was the same case, men listed 20 items but accessed 12, women listed 20 but accessed only 05.

d) Managers were compelled to make hard decisions that seem discriminatory: Tents were not enough (only 70 for 240 rangers), rangers still made booths from twigs and leaves, with polythene sheets if lucky; jungle boots were only given to men, water bottle only during training for most rangers, smart phones, and radio calls shared between teams. Only NFA had a budget supported by the World Bank, for providing resources as an incentive to motivate field staff. It was noted that none of the law enforcement department staff owned any resource. They only access and control as long as they were in employment. Upon retirement or death, all resources were surrendered back to the agencies.

The levels of access, control and ownership of resources were indicators of entitlements or exclusions based on one's identity. While there was a general constraint of resources, it was not uniform across gender categories. For example, some rangers received the proper combat uniform, others the general one given to all employees. One outpost had a medical kit, others did not; some officers accessed vehicles and motorcycles, others not, and the list goes on.

- Units that were funded or supported by NGOs had more resources than others (Karuma Wildlife Reserve rangers and the Canine unit supported by WCS accessed more resources than those based at Mubako). Partnerships with other agencies particularly NGOs brought in both money and resources that motivated the staff (NFA partnership with the World Bank).
- Rank: someone on a higher rank accessed more and better resources than the ones below.
- Position in the team: Team leaders oversaw all team resources and controlled the limited items- smart phone, flashlight and tent.
- Experience: linked to years in service, experienced people were entrusted with essential gargets.
- Sex: All men were expected to go for patrols and were prioritized to access the basic resources: uniforms, jungle boots, patrol bags. While not all of them received all the essential resources, they accessed many more than the women.
- Tribe: Favoritism based on tribe. Managers maneuvered to make sure their tribesmen and women were on the priority lists for resources access.

The levels of resource availability determine the degree of ease, of gender integration. Agents in wildlife law enforcement needed innovative strategies to access, and control enough resources if gender was to be appropriately mainstreamed in the organizations.

e) **Formal and informal laws and norms:** There were enabling policies and laws that governed activities, and interactions among men and women in wildlife law enforcement. Mentioned was the Wildlife Act 2019, that empower staff to arrest, search and prosecute wildlife crime offenders; Human Resource Manual that provided the code of conduct and core values for UWA staff.

The core values included teamwork, integrity, and customer care. The National Forest and Tree Planting Act 2003 (NFTPA), and National Forestry and Tree Planting Regulation 2016 (NFTPR) that provide overall guidance on operation for NFA.

Unfortunately, the limiting informal practices weaken the formal laws rendering them ineffective. The lists of “what needs to be done” and “what needs to stop”, revealed counter practices and norms that affected the performance of male and female rangers in the field. For example, the provision of off days had been made conditional, the small field allowances given to rangers were cut back by supervisors, and stolen in some cases, which demotivated the frontline cadres. Another subtle practice mentioned was keeping women from patrols, which seem fair, but deemed disadvantageous by some, because it denied the women the chance to perform against the attributes used in promotions: number of arrests, and leading teams.

The ambiguity around the criteria used for promotion, kept rangers in suspense, and opening up space for speculations that it was based on one’s tribe, sex, amount and types of bribes, and favoritism, making it extremely gender biased.

Agents in wildlife law enforcement needed to review all the current policy considering gender, to identify the strengths, weaknesses, and gaps. They further needed to evaluate current levels of implementation, norms affecting implementation, the resultant practices, and their effects on the experiential realities of men and women at the different levels of law enforcement. A gender responsive approach considers the multiple identities of people and makes provisions to enable them to play their roles in the organization more effectively.

- e) **Gender dynamics in teams:** Firstly, gender was not considered as an important criterion in team composition. Gender considerations were implied but not specifically mentioned as important for teams. The criteria did not consider or see “people” and their identities, but rather emphasized performance based on experience, discipline, abilities, etc. Having said this, UWA’s Conservation Unit stood out for identifying, and drawing on the strength of both men and women during community engagements. NFA and UCAA mention men and women, only to explain the exception of women from action. It however implied that, if not pregnant or breastfeeding women were part of the teams.

What was in general, was the awareness, and appreciation of the specific value addition of having men and women, young and old, graduates and undergraduates, married and single on teams, so that the relevant gender identities are integrated in the requirement for team composition.

The study revealed that both men and women, young and elderly participated in patrols, but the continual involvement of individual young women and the elderly men was deliberate and happened after conscious consideration.

- **Orientation:** the stories women shared about their first ranger patrol experience seemed to have been deliberate, after which if the women got gave birth, were posted elsewhere.
- **Safety:** Women especially mothers, were deployed on relatively safe operations, or just regular patrols. They came in mostly to fill up numbers required for an operation, if men were on leave or deployed elsewhere. The same seemed to be the case for the elderly men and women.

- **Value addition:** The elderly came in mostly as coaches, demonstrating how tasks were carried out. The women were seen to add value during community engagement and interface with the public. They represent their organizations well. They adhered to the international Human Rights provisions, camouflaged appropriately to gather intelligence, and had the relevant interpersonal skills to facilitate community meetings.
- **Malice:** Several stories pointed to malicious deployment, to punish someone.

While it was clear both men and women, the elderly and young added value to law enforcement teams, it was not obvious that this value was intentionally utilized in team composition, and assignment of individual roles and tasks. A gender training tailored to highlight the comparative strengths of men and women, and different age groups, a review of all programs and mapping out where the different identities were most effective, would greatly enhance the law enforcement teams' experiences and effectiveness.

- f) **Terms of reference for team leaders:** The military nature of law enforcement naturally suited men, who were the “traditional” soldiers. Women in law enforcement had to swim against the tide, as one respondent pointed out. Women had to develop the mindset of men to succeed.

The study revealed niches where women and men excelled, but differently. Women did well at the gates (hospitality services to park visitors), in community policing, intelligence gathering, and investigations, in store management and control rooms. Men excelled in patrols and arrests that required physical strengths, and speed. Managers were aware of these strengths and sometimes employed them to allocate assignments to men and women. The challenge seems to be with the differences in attributions of honor, to the tasks assigned to men and women. The roles given to women were seen as “minor” compared to those given to men and were not included in the attributes considered for promotion.

Two opposing propositions came up as regards women and patrol. On one hand, was this strong voice imploring managers to stop deploying women for patrols, insisting that men and women would never be equal. Besides, women were seen more as burdens, especially because they were deliberately targeted by criminals. On the other hand, were submissions from both men and women, claiming that excluding women from seemingly dangerous patrols, was doing them a disservice, and was partly responsible for their career stagnation. They insisted that women needed to prove themselves in arrests and combats, to stand out for promotions. Moreover, there were living role models of women who had excelled through the ranks.

As pointed out, the issue was not so much involvement in combat, but rather of attribution of honor and recognition, and the resultant promotions. Gender integration will require a review of all practices and norms involved in recruitment, employment, and deployment to streamline niches for individuals based on value addition.

A dual system of promotion was proposed for the different law enforcement units, to ensure recognition of all duties assigned to men and women, young and elderly, and to award promotion accordingly.

- g) **Enabling and limiting team behaviors of men and women:** The study provided a glimpse of behaviors that made law enforcement teams strong for men and women, clearly demonstrating that what was important for men, was not automatically important for women. Respect, among team members was particularly important for men, was among the two most important behaviors both men's groups in Mubako and Karuma. Cooperation, good or effective communication and teamwork were the most important behaviors for the women's groups. Teamwork emerged as important for UCAA and URA, while timely reporting and information collection, for UPF and ISO.

While enabling behaviors made a team strong, limiting behaviors broke it up. Again, the important limiting behaviors were different for men and women. Intimidation, was the most important limiting behavior for men in both Mubako and Karuma, followed by intrigues and mistrust. The women submissions were different from each other. Intimidation, and withholding of information stood out in Karuma, while harassment and comparison in Mubako. This proved that behavioral preferences were situational specific, even for the same gender groups. They were also time bound, meaning what was important today, may not be tomorrow. This justifies the need to "checking in" before operations.

In view of the fact that only 27 respondents participated in this study, a detailed survey on team behaviors, analysis of the effects of the specific behaviors on the effectiveness of teams, and proposed changes to support the integration of gender would be an important starting point. The results (detailed lists of enabling and limiting behaviors and their effects) would need to be shared, and a participatory approach used to identify those critical behaviors that must be promoted, and those to be avoided. These would be included in the orientation packages for new recruits, and used during staff assessments, to ensure they take root as norms in wildlife law enforcement teams.

III. Roles of different genders in wildlife law enforcement at national level as well as community level.

- a) **Representation of men and women:** The frontline cadres were mostly male rangers. Taking Mubako as a case, the ratio of men to women was 31 men: 11 women. The same huge difference was reflected in the estimates from NFA's law enforcement section of 10: 1, and UPF's front line 15: 1. Only UCAA boasted of a ratio of 50:50, from the level of immigration officer downwards. The extremely low representation of women was attributed to the nature of law enforcement work, the risks involved, and the requirement for physical strength, speed, willingness to fight criminals, and aggression. These, "made the profession unattractive to women", as explained by one the key informant.

The overall role of rangers in wildlife law enforcement was to protect and guard the neutral resources, which elevated the arresting of suspects, and removing of snares to the topmost important patrol tasks.

Specific roles of rangers included patrols, escort, guard duties, managing gates, some were in community conservation and engaged actively with communities, intelligence and investigations, and others provided information to tourists.

Both men and women participated in patrols. It was noted that most women, before giving birth participated in all ranger work, including combat-related tasks. However, after getting married and giving birth, they tended to lose stamina and focus, making them unable handle patrols. Consequently, although women retained the same title as men, they did not all carry out the same tasks. Men dominated the combat-related patrols and arrests, while the women the escort, guard duties, managing gates, community engagements, intelligence, and investigations, and providing information to tourists.

Above the rangers were management levels with the responsibility of planning and overseeing implementation by field teams. The national and ministerial levels developed the overall strategic plans, budgets, fundraised and built partnership. Most managers at Park level hardly participated in budgeting and fundraising, something some thought was an oversight. The “union” had attempted to advocate for changes in this area but seemed to have given up.

The study observed that the low representation of women at all levels in wildlife law enforcement was due to the “nature” of work, meaning the strong masculinity of major tasks in the sector. The recognition and rewarding system emphasized number of arrests, snares removed, and natural resources recovered. The intelligence and investigated cases, numbers of successful community resolutions, comments in tourist books, etc. under the women’s care, were not mentioned as important considerations for promotion. This needed to change if more women were to be attracted, retained and to move up the ranks.

- b) **Dynamics working with different age groups of men and women:** the study explored the perceived benefits and challenges of working with different age groups (or generations) to get to their strengths and weaknesses. The categories used included youth males aged 35 years and below; youth females aged 35 and below; men aged 36-50, women aged 36-50 and those 51 and above. All age groups had positive and negative attributes, which was obvious. Unfortunately, this reality was often forgotten when the negative attributes emerged.

Age specific attributes that cut across included: knowledge, skills, and experience, both male and female youth had less, the older ones more. Strength and ability to work long hours: the youth had more, the older ones less. Discipline and focus: the older ones had more, the youth less. Negative age-related attributes for youth included unrealistic expectations, vulnerability to quick love affairs, being easily influenced by money, undisciplined, unstable about their careers, and so on.

Both the older men and women 36 years and above were valued for knowledge and experience, mentoring, guiding, and leading by example. The flip side was being inflexible, harsh, and arrogant, domineering, and being weak during patrols, “eating” allowances, alcoholism and womanizing, jealousy because of qualifications and shared lovers.

The women were seen to be particularly slow at decision making, taking sides during conflicts, being short tempered, arrogant, intimidating, undermining others, and jealous of fellow women, among other weaknesses.

The results under “challenges working with age groups” revealed that not all people 46 years and above were disciplined or behaved maturely, and not all young people exhibited the negative attributes. Respondents had never sat down to specify the benefits and challenges of working with different age groups. The study served to bring this up from the subconscious.

There was need to create time and articulate some of these attributes to help everyone hear from the different age groups how they were perceived. This would be the beginning of conscious change to build on the benefits and work on the negative attributes.

Agencies in wildlife law enforcement needed to openly discuss both the benefits and challenges, and to find ways to have employees consciously work on the weak areas, while management develops guidelines to help support their efforts. Once developed, the guidelines would be part of the orientation and training packaged for staff in law enforcement.

IV. Influence of gender identities on leadership in law enforcement

Naturally men and women possessed and exhibited different leadership styles. For example, in his paper “Leadership that get results”, Daniel Goleman² provided 6 different styles: The Coercive Style; The Authoritative Style; The Affiliative Style; The Democratic Style; The Pacesetting Style and The Coaching Style. The wildlife law enforcement, built on a strong paramilitary model that emphasizes ranks, order and command, salute, and match relationships, creates an environment for certain leadership styles to emerge as dominant for men and women. Most characteristics/ behaviors related to male leaders tended towards the coercive (harsh, shouting down, no freedom of speech), authoritative (order and command) and pace setting styles (extemporary, demonstrating, teaching) leadership styles. Women inclined toward democratic (consulting before decision making, soliciting views), affiliative (cooperative, helpful, sympathetic) and coaching styles (polite, guiding, hand holding) leadership styles. According to Goleman, there was a place for all the six leadership styles, managers just needed to be aware and to know when to use which style. In one of the women’s groups, men were reported as commanding women around even in the office, as if on the frontline, while female leaders tended to consult even during emergency situations!

Having said this, the most useful element of knowing and understanding the leadership styles (there are many other models besides Goleman’s), was for men and women to be placed where their preferred leadership styles (default) come naturally, and also to learn how to work with all the other styles.

The leadership styles of leaders in every given situation prompted a response from the subordinates. Again, men and women responded differently. The study revealed that actions that made men quit their jobs, the same made the women “hold on” even more tightly to their jobs. The repeated disappointments of not being promoted, was one of the reasons men went elsewhere, the women stayed on. One respondent had been a private ranger for 19 years and was still holding on.

2 <https://www.taylorfrancis.com/chapters/edit/10.4324/9781315250601-9/leadership-gets-results-daniel-goleman>

- a) **Team leader behaviors and roles:** The good behaviors of leaders produced good reactions from subordinates, and the bad behaviors negative reactions. Work suffered as subordinates lost morale and motivation, connived with offenders, kept silent about important issues, avoided team members and supervisors, and compromised the core values. There were also personal repercussions for the supervisors: loss of respect, threats of witchcraft, loss of working relationships, some were compelled to resign, and so on.

One of the roles of team leaders was to brief the team prior to an operation, and de-brief thereafter. A key informant from UWA mentioned the need for leaders to “read the ground”. Nothing was mentioned about “reading the team members”, to ascertain team member needs and behaviors, and the potential effects of these on the success of operations. “Reading the ground” in team building is called “checking in”. Checking in would involve understanding where each person was at physically, emotionally, and socially- family issues, team issues, etc. to understand, appreciate, and to mitigate the negative effects on the operation, where possible. By this, members in diverse teams would know how best to support and encourage each other.

This study proved that the staff were willing to talk, but was management willing to listen? As proposed for team leaders, there was need for awareness creation about the types of leadership styles leaders’ use and their impacts. People needed dialogue about the styles that enhanced team performance and those the limited good performance. A training in leadership for supervisors focusing on styles, conflict management and negotiation skills would greatly add value in wildlife law enforcement.

- b) **Cultural gender influences on leadership practices and expectations:** It was clear that although not part of the formal laws in wildlife law enforcement, gender cultural norms were central in decision making, informing the positions, assignments and deployment of men and women in wildlife law enforcement. Issue of men confidently taking up leadership positions while making it hard for women to lead, was linked to cultural expectations, and entitlement of men to lead. Having women do the cooking during patrols, expecting women to be “submissive to all men”, the stereotype about what men and women could and could not do, all came from the cultural gender roles, placed men in the public domain and women in the private domestic domain.

The expectation and instinct of men to protect and defend women, expectation of male leaders to behave like “fathers” and female leaders like “mothers”, all go back to culture and socialization (the process of learning to behave in a way that was acceptable to society).

Until such issues are discussed openly, and brought up from the subconscious, people continue employing them unawares, and sometime unfairly, with negative effects on team performance.

- c) **The influences of identities on leadership:** The definition of gender used in this study implied that the roles, responsibilities, entitlements, and exclusions assigned to people by society were also based on their multiple identities. It brought in the concept of intersectionality, the complex, cumulative way the effects of different forms of discrimination (identities) combine, overlap, or intersect to inform the experiential reality of individuals and groups of people.

All the identities that were discussed had both negative and positive effects on people in law enforcement. While the study did not probe for examples of the effects, the results clearly indicated that none of the identities was entirely neutral. All affected some people negatively or positively.

Being male or female for example determined whether one could lead an operation. Being single or married determined how easily one accessed their off days. Coming from a certain tribe excluded one from opportunities, and having no rank, excluded private rangers from freedom of speech, in the presence of people with ranks.

Education, sex, age, and tribe emerged as the important considerations for one to become a leader in wildlife law enforcement, and most respondents thought men were the most suited to lead. The current situation, the provisions, training background, ethnic and organizational cultural influence that were basically masculine, meant that only those women who could swim against the tide progressed. Fortunately for UWA, there were a few names that resounded as having outperformed the men and were seen as role models for the other women.

- d) **Effects of identities on respondents:** Respondents either experienced positive or negative effects based on their different identities. Unfortunately, time did not allow the study to probe on example of the specific effects. Nonetheless, the results provide some indication of how respondents felt about their realities when considering the identities independently.

Marital status, tribe and disability had more respondents with negative experiences than positive. Otherwise, all identities had different people advantaged and other disadvantaged. Time could not allow for probing and to disaggregate the above figures by sex and age. Nonetheless, proved that disregarding people's identities in decision making disadvantaged some people, and that some of the identities were unconsciously used against people.

During job applications, information about all these identities was often required and collected. The information was mostly used by the Human Resources department to plan and budget for staff allowances and benefits (medical for families, insurance, etc.). The technical arm of law enforcement also considered some of the identities (mostly education, age, disability, and sex) in assigning roles. It was not explicit, however, that identities were always considered when planning and executing law enforcement operations, monitoring, and evaluating of effectiveness.

Team composition considered education, experience, and physical strengths. Sex, age, and marital status were only implied. While organizations in wildlife law enforcement may not have enough resources to cater for all the needs created by identities, it was good for management to be aware of their effects and to mitigate the negative ones where possible.

The tailor-made leadership course proposed above would help address some of these issues.

V. Challenges faced by women and men in wildlife law enforcement

Both personal and work-related challenges emerged for both men and women, and these affected team dynamics and the overall performance of operations.

- a) **Poor welfare:** In general, the welfare provisions were poor, particularly at outposts. Rangers lived in booths because tents were not enough, lacked potable water, transport, there was poor connectivity, would take days without a bath, etc. These made patrols repulsive to women and the elderly men.
- b) **Prolonged isolation:** There was prolonged isolation and lack of social interactions of the men and women at the frontline, which compelled them to swing to extremes whenever they came back from extended operations. The behavioral swings pointed to a psychological craving to fill a void created by extended loneliness, or away from family and loved ones. Especially men, they tended to overdrink and share lovers. The uncontrolled sexual activities, “zero grazing (casual sex with teammates, without commitment)” even for marrieds, resulted in increased HIV/AIDs infections, multiple children from multiple partners, unplanned polygamy, family breakups, which only exacerbated the social and psychological traumas.
- c) **Low salaries and allowances:** The very low salaries and allowances were the number one reason for men quitting, to look for “greener pastures”. The women endured, reduced expenditures, and even resisted buying items that appeared unaffordable from the little salaries they earned, for fear of being suspected of illegal deals.
- d) **Worst experiences:** The worst experiences shared by respondents were challenges that revealed some underlying organizational practices, which had been accepted as normal, part of “the nature of work” but, were not. Many of the practices were passed on just because the bosses suffered the same “during their time”. Emergency services for the sick and injured should be a must, knowing the “nature of work”. Orientation to actual field experience should not wait after employment and given as “baptism by fire”. Some of the stories pointed to mental scars from the traumas that people carried for life. “Water is life”, as the saying goes, but rangers were deployed for days without access to clean water. As pointed out by one key informant, the patrols practice in UWA dated back to the 1900, and managers resisted improving it to the present time technology advancements. Poor accommodation at outposts was one major factor that made women and the elderly men dread extended patrols.

- e) **Sexuality** as regards womanizing by men and sleeping around by women, was an open secret that needed careful handling across all agencies in law enforcement. It was so rampant to the extent that to most respondents it is “normal”. There were casual love affairs between colleagues on the same level, across departments and ranks, which influenced and biased decisions in general, deployments, and allocation of resources.
Several people realized it was a problem and proposed counselling services. Others considered the frequent pregnancy cases, related illnesses, and the demand for maternity leave as the problem, and proposed family planning services. It seems there was much more to the sexuality problem than was revealed by this rapid study.
- f) **A number of gaps were listed in relation** to gender integration: Knowledge and skills in leadership and management, to spear head gender integration, the leadership styles used in diverse teams; Family planning training and services to enable young people consciously to set a time to start family after achieving some career goals; In-service training specially to qualify more women for promotions; knowledge and skills in menstrual hygiene and management. Essential resources at outpost to make them conducive for women and the elderly men, ambulance services, potable water, and revised remuneration for rangers.
- g) **Promotion criteria** that cater for the contributions of men and biased against women; women not aspiring for leadership positions; gender stereotypes about women’s capabilities, and stereotype that all women acceded to sex for promotion.

Other challenges included double standards for visiting spouses, excluding park management in budgeting, and fundraising and absence of a partnership strategy, malicious deployment, and transfers as punishment, to dreaded locations (transfers were used both as reward, and punishment).

The study was quick and missed lots of essential details. A more detailed and longer-term examination of the challenges would help expose the underlying causes on which to base interventions.



Recommendations

The NWCCFT must be at the fore front of ensuring that the lessons and recommendations from this study are taken up by agencies in wildlife law enforcement.

1. **A detailed follow up study:** As accepted by the validation workshop, a detailed study of gender dynamics in wildlife law enforcement to provide depth and scope to the findings in this report, will be useful. The study would involve more people from all agencies in wildlife law enforcement, face-to-face key informant interviews, hold more focus groups with rangers and frontline cadres from the five agencies in wildlife law enforcement, and a detailed literature review. This is necessary to get the statistics right especially on contradictory points, to cross-check issues, and to probe for more examples.
2. **Gender policy:** The NWCCTF needs to lobby and support member agencies in law enforcement to create awareness of the need for a gender policy that addresses the gaps and opportunities for gender integration. The policy should guide on recruitment, deployment, promotion, gender-related allowances and benefits, roles, and responsibilities of gender-balanced teams, leaders, and team members; it should address relationship issues of relationships, including sexual harassment, appropriate behaviors, motivation, and accountability systems. A fully consultative and participatory process should be employed to ensure that the resultant document caters for the real needs of men and women, in affordable, realistic, and sustainable ways for the current economic realities of wildlife law enforcement agencies. The resultant policy document to be publicize for all to know and adhere to.
3. **Gender strategy:** As an overall plan of action, with specific actions to address weaknesses and gaps, and with planned actions that link to all other programs, the NWCCTF would need to provide oversight to ensure that the strategies of agencies in wildlife law enforcement provide all departments and leaders with a one-stop reference for gender integration.
4. **Gender budget:** There is need fora budget with a detailed breakdown of budget lines based on the gender strategy and key identified gender identities and priority needs, targeted numbers as indications of progress, specific resources to be provided for different gender groups (taking into consideration the important identities of sex, age, education, marital status, and tribe), and budget narratives clarifying the rationale for each budget figure. This would be essential in fundraising, annual plans, and accountability purposes.
5. **Routine gender-responsive capacity building:** To address gender integration needs
 - a **An orientation training** to be revised to include aspects of:
 - (i) **Teams:** Leading teams and roles of team members. To include aspects of menstrual hygiene, management for women, and sexuality; elements of gender, identities, and cultural norms and their influence in law enforcement; Training and practice on patrols. Most women's first experience with patrols was deliberately made nasty for them, which partly explains the phobia that arose.

The course for rangers should include attachments to actual patrol operations, with instructors or supervisors around so that the deliberate plan to frighten them is stopped. To integrate human rights considerations and interpersonal skills to ensure all rangers regardless of their sexes, can competently work with communities and the hospitality sector of the wildlife sector.

- (i) **Park/ field-based experience for Headquarter staff:** The orientation of all technical and Administrative (Human Resources, Finance, etc.) staff of UWA should include a field visit to a National Park, a patrol experience, and a night at a remote outpost. This will help them plan and handle field realities better and improve the experience for field staff.
 - b. **Gender training for supervisors, managers, and rangers:** The overall aim would be to build capacity for gender integration. This would necessitate different depths and packages for the various levels. For example, the managers' package would be short, specifically to create awareness and equip them with enough knowledge to appreciate and work with the gender concepts in planning, budgeting, monitoring, and evaluation. The rangers' package would be to help them apply gender tools and processes into their day-to-day work.
 - c. **Leadership training** for supervisors and team leaders: Focusing on how to lead gender-balanced teams, to cover components of leadership styles, conflict management styles, emotional Intelligence, negotiation skills; effective communication, working with men and women, working with different personalities, identities, and aspects of sexuality.
 - d. **In-service technical training** on all other relevant technical skills and knowledge needed to help fast track the qualifications of those with few qualifications for promotions mentioned by respondents - digital forensics, financial investigations, awareness, and empowerment on appropriate standards. Again, these are to ensure that all staff have equal access to relevant and up-to-date technical knowledge and skills relevant for their job performance. In addition, a transparent, gender-responsive procedure to qualify for in-service training or scholarships should be developed and shared.
6. **Mentoring and coaching:** Gender integration is not an event but a process that includes capacity building and additional tailored support. Mentoring and coaching leaders of agencies, departments, units, and individuals would be of great value in speeding up the gender integration process. The older experienced staff already provided informal mentoring and coaching for others. This could be made official by training a selected number of men and women in professional mentoring and coaching, equipping them with skills, tools, and a process for official mentoring and coaching. Gender would be the entry point, but other areas would be included: Sexuality, work-life balance, career goals, and family planning, and technical areas relevant to both the male and female mentees.

- 7. Resource mobilization strategy for gender integration:** Gender integration requires money and other resources; hence the strategy should include financial and non-financial resources, cash, and in-kind contributions. To provide crucial resources for gender integration, it is necessary to support partnership building and employ innovative approaches. It is important to note that the gender policy, gender strategy and gender budget are essential documents in resource mobilization and partnership building. As a result, these documents should include a provision for partnerships with local manufacturers to tailor make some of the essential resources at reduced prices, such as tents, water bottles, boots, smart phones and even vehicles. Furthermore, the gender strategy and policy would help agencies qualify as gender-responsive to access international financial support. Wildlife law enforcement must widen the scope of its partnerships to benefit from both the local and international donations, cash and in-kind financial support. Priority resource needs should include decent accommodation, allowances and salary increments, transport and communication gadgets, first aid and medical kits. The resource mobilization and allocation of resources should involve leaders at the National Parks level, to ensure that the process captures and reflects the resources needs of all levels/ ranks in the organization, right from the field to the headquarters.
- 8. Team building and regular meetings:** There is need to include gender identities in team composition criteria to ensure proper integration of enabling behaviors in briefings to develop healthy interactions between people of diverse identities, and to promote norms and practices that inspire men and women in law enforcement. Team composition should include checking on the availability of rangers especially the females (if in their periods or able to find someone to watch over their children). The aim is to help teams work well together by developing operational behaviors and language that respects and team members with different identities and needs. Regular meetings between teams, units, and departments were identified were highlighted as essential to enable people to connect for connecting employees and making them feel part of the bigger picture. Meetings should help facilitate discussions on hot topics affecting the field teams, exploring identities and the influencing norms, and enable the teams have question and answer sessions. Routine meetings should include private rangers (they are referred to as “without ranks”. “Private” is a rank that differentiates them from trainees. It is the lowest rank in law enforcement). Their inclusion provides assurance of the agencies commitment to creating a conducive environment conducive for all. The concept of “checking in” before and after a mission would help review important concerns.
- 9. Family planning and delayed parenting:** The value of having young women on the team seemed to reduce once they became mothers. This recommendation is to assist young people, both men and women, to develop career goals with clear milestones, and to deliberately put on hold parenting on hold for a set period length of time, for them to realize their career goals. Pregnancy is a biological and the human right of every woman, prohibiting it would be unethical. However, if it interferes with other opportunities and responsibilities, it can be deliberately put on hold for a defined length of time. Young men and women could

be counseled delay parenting for two to three years after employment to pursue career development milestones. This would enable young people to serve, gain experiential knowledge and skills, and contribute substantially to the organization, get promoted before starting families. If professional mentoring is instituted, the mentor and mentee will develop goals and milestones to be achieved before the mentee embarks on building a family. The gender budgeting would include incentives for young people to do this, and a fully equipped support system to make it work.

- 10. Recreation and social support:** The study did not explore the existence of recreation and social support provisions in law enforcement, but they emerged as necessary. Male rangers came from the remote outpost and went to public facilities in search of recreation. This was where they got drunk, slept around with women, and misbehaved. There was a desperate need for people to unwind and receive some level of social support. If these facilities were provided, officers would have a place to reconnect, meet people, unwind, and have fun within the confinement of the stations. The social support system would necessitate the institution of professional mentors and counsellors to stand by and help in times of need.

ANNEXES

1. Work profile

Sex	Organization	Titles	Years in position
Female	UWA	Investigation	3
	UWA	Ranger-private	-
	UWA	Ranger-private	12
	UWA	Ranger-private	7
	UWA	Ranger-private	4
	UWA	Ranger-private	7
	UWA	Ranger-private	4
	UWA	Ranger-private	4
	UWA	Ranger-private	19
Male	UWA	?	5
	UWA	Sergeant Ranger	5
	UWA	Warden law Enforcement	10
	UWA	Ranger-private	9
	UWA	Ranger-private	10
	UWA	Ranger-private	4
	UWA	Ranger-private	4
	UWA	Ranger-private	0.5
	UWA	Ranger-private	7
	UWA	Ranger-private	1
	UWA	Ranger-private	14
	UWA	Team leaders Dog handler	-
	UCAA	Senior Security Officer- Operations, UCAA	2
	I. S.O.	Deputy Director- I.S.O.	0.5
	Uganda Police	Police Liaison officer National Forestry Authority	4
	URA	URA- In-Charge Strategic Intelligence	2
	URA	URA-Customs officer	2

2. List of essential resources

	Resources	Men	Women	Key informant	Total
1	Potable tent	2	2	3	7
2	First/medical aid kits	2	2	2	6
3	Water bottle	2	1	2	5
4	Torches/flashlight	1	2	2	5
5	Uniforms	2	1	1	4
6	Gumboots	2	1	1	4
7	Guns/ Rifle	1	1	1	3
8	GPS/ Compass	1	1	1	3
9	Patrol bags	1	1	1	3
10	Walk talkies	2	0	1	3
11	Smart phones	1	1	1	3
12	Permanent accommodation	0	1	2	3
13	Emergency vehicle	2	1	0	3
14	Rain coat	0	2	1	3
15	Jungle boots	1	0	1	2
16	Maternity uniform	0	1	1	2
17	Backpack	0	2	0	2
18	Warm suit	0	1	1	2
19	Packed lunch/ food	2	0	0	2
20	Pliers	1	1	0	2
21	Cameras	1	1	0	2
22	SOC Kit	1	1	0	2
23	Binoculars	1	0	0	1
24	Motorcycles	1	0	0	1
25	Hand cuffs	1	0	0	1
26	Fingerprints pad	0	1	0	1
27	Pistols	1	0	0	1

28	Field wear	0	1	0	1
29	Bullet proof vests	1	0	0	1
30	Shoes	0	1	0	1
31	Cotton and goose:	0	1	0	1
32	Polythene sheets	0	1	0	1
33	Soft mat	0	1	0	1
34	Mosquito nets	0	0	1	1
35	Mosquito repellent	0	0	1	1
36	Bees' protection gear	0	0	1	1
37	Sufficient salary	0	0	1	1
38	Roads	0	0	1	1
39	Whistles	0	0	1	1
40	Pocket knives	0	0	1	1
41	Saucepans	0	0	1	1
42	Jeri cans for water	0	0	1	1
43	snake bite stones	0	0	1	1
44	Ruler	0	0	1	1
45	Night goggles	0	0	1	1
46	Recorder	0	0	1	1
47	Recorder pens	0	0	1	1
48	key holders	0	0	1	1
48	Sleeping bag	0	0	1	1
50	Patrol gear	0	1	0	1
51	Ponchos	1	0	0	1

3. Effects of Gender Identities

Organization	Sex		Age		Marital		Religion		Education		Tribe		Disability	
	+ve	-Ve	+ve	-Ve	+ve	-Ve	+ve	-Ve	+ve	-Ve	+ve	-Ve	+ve	-ve
UWA	2	2	3	1	2	2	2	1	4	0	3	1	0	2
Mubako	1	1	2	2	2	1	0	2	2	0	1	3	0	3
Karuma	5	3	4	6	0	4	3	3	4	5	3	4	2	2
UCAA	2	0	2	0	0	2	1	0	2	0	1	0	0	0
ISO	0	2	2	0	1	1	1	1	2	0	0	2	0	0
UPF	0	1	0	1	0	1	0	0	0	0	0	0	1	0
URA	0	0	0	0	0	1	0	0	0	0	0	0	0	1
Totals	10	9	13	10	5	12	7	7	14	5	8	10	3	8

4. List of participants: Validation workshop

No.	Name	Sex	Organization	Designation
1	Margaret Kasumabe	F	UWA	MLE
2	Monica Kapiriri Namumbya	F	Independent	Consultant
3	Col. Allan Kyangungu	M	UWA	UPDF
4	Barbra Kawuma	F	ODPP	A/DPP
5	Douglas Kabagambe	M	URA	Strategic intelligence
6	Isaac Kiirya	M	WCS	Project Manager
7	Geoffrey Mwedde	M	WCS	Chief Of Party
8	Maj. Samuel Masereje	M	UWA	Manager Intelligence
9	Nakaboke Emily E	F	DCIC	IO
10	Maj. Amos Alitegyeke	M	UWA	ISO
11	Kwesiga Joseph	M	NFA	Legal officer
12	Kakeeto Patrick	M	NFA	Law enforcement officer
13	Joan Katushabe	F	FIA	Analyst
14	Elizabeth Acheko	F	INTERPOL	Ag. ACP Interpol
15	Zainabu Kiwala	F	NEMA	Investigator
16	Baluku Joward	M	MTWA	Sen. Wildlife Officer
17	Maj. Joshua Karamaji	m	UWA	Manager investigations
18	Shivan Kamugisha	F	WCS	



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