

**THE CONTRIBUTION OF MEDIA IN SHAPING SECURITY SECTOR REFORMS IN
UGANDA:
A CASE STUDY OF SELECTED BROADCAST AND PRINT MEDIA STATIONS IN
KAMPALA**

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DECLARATION

I declare that the work presented in this text is my own and original except where literature has been reviewed.

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Date:

APPROVAL

This research was under my supervision and is hereby approved for submission to the school of social; social sciences of Nkumba university.

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Date:

DEDICATION

I dedicated this piece of work to the Almighty God for his unfailing love, restore of hope and for enabling me financing and completing this program. Secondly, to my beloved mother Rhoda Apia , for the love , care and support she rendered to me throughout my education.

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I thank God Almighty for enabling me complete this study successfully.

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ABBREVIATIONS AND ACRONYMS

- SSO : Security sector Operatives
SSI : Security Sector Institutions
IGP : Inspector general of police
TV : Television
UBC : Uganda Broadcasting Corporation
NTV : National Television
IGG : Inspector General of Government

ABSTRACT

This study undertook to examine the contribution of the media and other factors in shaping the security sector reform in Uganda. The study specifically examined the various contributions of the media in shaping the security sector reforms in Uganda, identified the challenges faced by Uganda's media in reforming the security sector, and established the other factors influencing the security sector reform in Uganda.

The study population comprised the media staff, security operatives, and the general community in Kampala city. In examining the contribution of the media and other factors in shaping the security sector reforms, the study adopted a descriptive and correlational research design utilizing quantitative in nature. On the other hand, a qualitative approach was used to assess the challenges faced by the media whereby journalists were subjected to in-depth interviews to gather information from them.

The results of the study revealed that the mass media channels namely; the radio, TV, and print media explained 47.9% of the contribution in performance of security sector (adjusted $R^2 = 0.479$). This means that 52.1% of the contribution was accounted for by other factors not considered under this model. However, only two channels of the media, namely; the radio ($\beta = 0.568$, $p = 0.000 < 0.05$) and television broadcasting ($\beta = 0.271$, $p = 0.004 < 0.05$) had a positive and significant contribution on performance of the security sector in Uganda while the print media ($\beta = -0.090$, $p = 0.312 < 0.05$) had a negative and insignificant influence on the security sector performance. Despite its positive contribution in shaping the security sector performance, the findings further revealed through the interviews with the journalists that media faces a number of challenges in reforming the security sector in Uganda. The main challenges the interviewees highlighted were lack of legal provisions/instruments that grant journalists access to information and running parallel to that the maintenance of archaic laws on statute books that limit access; government red tape; inadequate funding and institutional bureaucracy; political violence; and inadequate training.

The study findings revealed that there is a positive relationship between the other factors and security sector performance ($p = 0.05$) as depicted by 45.2%. These other factors include leadership factors, resources factors; and organizational culture.

This concludes that the Ugandan media plays its role albeit a series of barriers and decrees imposed by governments to limit media influence. The study also concludes that there are other factors that affect security sector performance. In this regard, the study recommends that the core security agencies (the UPDF and UPF) should rebrand their leaderships, resources, organization culture and structure to improve their performance.

CHAPTER ONE

BACKGROUND TO THE STUDY

1.0 INTRODUCTION

This study examined the contribution of media in shaping the security sector reform in Uganda. The case study of print and broadcast media in Kampala capital city, Uganda (2013 to 2017). This chapter will present the background including historical, conceptual, contextual and theoretical. It also presents statement of the problem, the study objectives and research questions, justification, significance and conceptual frame work. Finally theoretical framework and ethical issues are discussed.

1.1 Background to the study

The background to this study entails; historical, conceptual and contextual background. The respective background gives the trends on how the security sector institutions and media have exhibited their relationship.

1.1.1 Historical Background

Historically, security has been associated with the ability of the states to resist internal and external threats especially the objective military threats. Zoellick (2008), argued that the development of the today's industrialized countries such as USA , Russia , UK , Japan has been closely associated with the evolution of security sector through the nexus of between the military, police and state formation. Tilly (1992) for instance documents in detail the historical development of European militaries and the role of wars in the formation and evolution of European states and there security sector. whilst the states has been considered as the entity to be secured , or "the referent object" , increasingly analytical attention has broadened to encompass the security of individuals, groups and a far more diverse range of dangers and threats . The objectives of security have been broadened to include issues of human rights and emancipation, freedom from want , preventing infectious diseases.

Desch (1998) noted that the field of national security experienced its first and second waves after world war 11 and during the cold war, especially the late 1970s and early

1980s. He noted that today, public security as a concept is experiencing a third 'post - cold war wave' of cultural theories. Analyzing the historical evaluation of the term security, Tasic (2013) noted that the institutions of security sector as the main bearers of the force in society were characterized by rigidity and tightness of system. she noted that they had complex procedures in the implementation of reforms, concealment from public and the slow adoption to the new conditions that are required by social transition and transformation. security sector performance is increasingly put forward as a solution for a broad spectrum of African states facing security challenges. yet, for a variety of reasons, there are relatively few examples of successful security sector performance implementation. Therefore, the public security sector performance concept was developed in 1990s to inject a governance component into traditional security assistance. it was based on two closely linked relationships. First, it recognized that a safe and secure environment engenders successful economic and political development. Second, a safe and secure environment requires sound governance of the security and justice sectors. countries where governance of the security and justice sectors has been suboptimal have tended to experience higher rates of impunity by security and justice sectors actors. As a result, the state and its citizens are less secure (Nicole,2000)

The centrality of governance to the public security performance agenda has since been reconfirmed by actors as diverse as the United Nations, African Union, Organization for Economic co-operation and development (OECD), and the USA department of army. This has resulted in broad agreement conceptually that objective of public security sector performance is to create a nationally owned process to promote the effective and efficient provision of security and justice in line with citizens' needs and where security and justice providers are accountable to its people, operating within a framework of democratic governance.

In developing and implementing the public security sector performance, two types of political issues routinely arise. The first is the normal process of institutions trying to maximize for themselves the benefits of change process. This necessitates dialogue, negotiation, tradeoffs and compromise all inherently political process. The second is the politicization of the change process. This is typically highly nontransparent and is generally intended to control the change process and often to blunt its impact. It may involve

negotiation and tradeoffs but among a small group of politically powerful individuals and institutions. All change processes are politicized but to differing degrees. Some are more transparent than others. In conflict-affected countries where the rules of the game are still being worked out, significant politicization of change process is the norm. It can be extremely difficult for those outside the ruling elite both national and international actors to understand how decisions are made and even seemingly small efforts can be blocked (Nicole and Michael, 2002).

In regard to media, Modern mass media was introduced and developed its peculiar characteristics during British Colonial rule in Uganda. Colonial media legislation was enacted to control and monitor the power of the media, and this influenced the direction of media development in Uganda into two broad traditions (Gariyo, 1992). The first was the emergence of an activist media encompassing a broad spectrum of militancy. This ranged from engagement with socio-economic issues of the day to political activism. The second was an anodyne media tradition of not crossing the line set by Government and lulling the feared 'monster' of media control and censorship to sleep. For this tradition, the focus was on celebrating the status-quo and engaging in issues that were diversionary, such as social gossip or religious news, and not touching the Government policies and procedures (Lugalambi & Tabaire, 2010).

Both traditions were essentially two sides of the same coin because they each engaged with state power either through head-on confrontation or studied avoidance, which was in effect passive collaboration. These two traditions in the historical media development in Uganda are still discernible at the present day. When Uganda attained political independence, the raft of Colonial media legislation bequeathed to the new sovereign state remained essentially unchanged on the statute books throughout the 1960s (Lugalambi & Tabaire, 2010)).

The paradox of governance, engaged in by media scholars like Peter Mwesige, emerged at this time and described the divergence of the discourse on independence from that of the spirit of Colonial media legislation (Mwesige, 2010). The narrative on media independence was suspended during the regime of Idi Amin in the 1970s when rule was by military decree and Constitutional development was arrested. Compensation for the lost opportunities for media independence in the immediate aftermath of the Idi Amin period appeared to be realized with the coming to power of the National Resistance Movement (NRM). However, as highlighted in the

two quotations above, the contradiction between the Constitutional guarantees of media freedom and the documented situation of media limitations indicates that media independence is part of a paradox of governance and remains a work-in-progress.

1.1.2 Theoretical background

This study based on two theories, the Agenda Setting and the Social Responsibility. The agenda setting by the media by Walter Lippmann in suggests that the media are responsible for the “pictures in our heads”. The Agenda Setting theory helps in the understanding of the effects of mass media content on individuals particularly target audience. This theory also explains the effect of the media on culture and society. It describes the powerful influence, which the media can have in determining not only the issues that members of the society talk about, but also how they talk about them. This theory is applicable to this study which examined the contribution of the media in improving the performance of the security sector in Uganda.

On the other hand, the social responsibility theory according to Ndolo (2005), “owes its origin to an American initiative-the 1947 Hutchins Commission on the freedom of the press”. The emergence of this theory was an attempt to provide restraint to the excessive press freedom advocated by the libertarian theory. The idea here is to ensure the press does not abuse the freedom at its disposal. The social responsibility theory posits that the power and near monopoly position of the media impose on them an obligation to be socially responsible in discharging their duties. The theory explains that the media owe the society a duty to discharge their responsibility responsibly. Obot (2004, p. 104), citing McQuail (1987), while highlighting the main principles of the social responsibility theory, asserts among others, “that the media should accept and fulfill certain obligations to the society”. Eze (2012) confirms these obligations to include the effective discharge of the surveillance function and informing the public among other. This theory is applicable to this study which examined the contribution of the media in improving the performance of the security sector in Uganda.

1.1.3 Conceptual Background

According to Williams (2013), security refers to the alleviation of threats to the cherished values that if left unchecked would threaten the survival of the referent object in the near future. Ball, (2014) reinforces this definition, referring to security as absence of threats to the

scarce values. This concept of security is remarkably all-around in the sense that they approach security from a value-system point of view, in societal setting that does not restrict the scope to state defense military affairs or diplomacy. Desch (2008) conceptualizes security as state of affairs in which individuals and social groups are able to exercise their legitimate rights and freedoms in a safe environment.

According to OECD (,2005), core security actors for example ; Armed forces, police, gendarmerie, border guards, customs and immigration, and intelligence and security sector performances); security management and oversight bodies (e.g. ministries of defense and internal affairs, financial management bodies and public complaints commissions); justice and law enforcement institutions (e.g. the judiciary, prisons, prosecution security sector performances, traditional justice systems); and non-statutory security forces (e.g. Private security companies, guerrilla armies and private militia).

According to the Democratic Control of Armed Forces (DCAF,2008), the security sector consists of all organized groups in society that are capable of using force , as well as the institutions and actors that manage , direct , oversee and monitor them and hence , play a role in the development of a country's security policy and provision of its security. Berg (2014) argues that security sector in a given nation-state consists of all those institutions whose primary role is the provision of internal and external security, together with bodies responsible for their administration ,tasking and control . In practice, the security sector includes the military, the police, the intelligence security sector performances, paramilitary forces, and government agencies responsible for them.

Mass media of communication comprise the Press (Newspapers, Magazines, Comic Booklets, Radio, Television, and Cinema) and other means of communication which reach large heterogeneous audiences and in which there is an impersonal medium between the sender and receiver (Olayiwola, 2011, 2012, 2013). A mass medium is essentially a working group organized round some devices for circulating the same messages, at about the same time, to large numbers of people. The term mass media is also used to refer to the institutions and techniques by which specialized groups employ technological devices to disseminate symbolic content to large, heterogeneous and widely dispersed audiences. It is that form of communication process which utilized mechanical electronic instruments and devices to create news and information,

ideas and images and to transmit such messages simultaneously to a mass audience. For the case of this study, mass media will be conceptualized to mean the broadcasting (radio and Television) and the print media.

1.1.4 Contextual background

Today, an information explosion is taking place in Uganda and the mass media of communication increasingly enjoy a position of considerable importance throughout the country. There is no doubt about the fact that Uganda journalists and government have not enjoyed cordial relationship over the years. To discharge their watchdog role, journalists try to expose the inefficiencies in the security sector, while government on the other hand tries to cover-up their misdeeds by oftenly employing extra-legal means to clampdown on the mass media (Kiwawul, 2017).

When President Yoweri Museveni came to power in 1986, he promised to change the state of affairs in the country, including the insecurity that prevailed at the time. “This is not a mere change of guards, but a fundamental change,” Museveni said as he swore in as President in 1986 after the National Resistance Army (NRA)—now Uganda People’s Defence Forces (UPDF) had captured power. In effect, the proclamation for a fundamental change was followed with several security operations that brought to an end the insecurity that was prevalent then. At the time, there were many cases of insecurity in the country, and since soldiers were implicated in some of the cases, it rendered the police at the time virtually useless. The theft of people’s vehicles and bank robberies were for instance one of the big issues, as some of the stolen cars would somehow end up in Lubiri barracks.

Today, Uganda’s security situation is being monitored by the Uganda Public security agencies, Chieftaincy of Military Intelligence (CMI), Internal Security Organisation (ISO) and External Security Organisation (ESO) that monitors external threats. However, crimes such as panga attacks, car thefts, kidnaps and murder of women continued and in some cases Police officers are being implicated. For instance, the seven Police officers, together with a Rwandan army officer, Rene Rutagungira and a Congolese national, Pacifique Bahati Mugenga alias Ilunga Monga, were charged before the General Court Martial in Makindye with kidnapping two Rwandan nationals and repatriating them back home without their consent. Organized groups such as Boda boda 2010 (recently disbanded) have also been linked to crimes like kidnap and murder, the most recent being the murder of Case Hospital accountant, Francis Ekalungar. As a result, CMI and

ISO carried out an investigation and a subsequent operation in which the group members have been arrested. It is against this background that this on Media and Security examines the contribution of mass media in improving security sector performance.

1.2 Problem Statement.

The constitution of the republic of Uganda mandates the media to perform watch dog role and keep citizens informed of government programs and services to the public. In dispensing media roles, the citizens subject government programs into scrutiny as means to account for its achievement and misdeeds. However, national security sector institutions such as the Uganda police Force (UPF) and military forces have curtailed the media attempts to report their government misdeeds. Accordingly, violations of human rights, dehumanizing actions of SSI such as torture, murder and mysterious arrests of citizens are more pronounced during absence or obstructed media coverage. In these respect, media appears to be shaping the conduct of the security sector institutions to reform so as to comply with human rights, national and international humanitarian laws. It is upon this background that the researcher carried out the study to examine the contribution of media in improving on the security sector reform.

1.3 Purpose of the study

The purpose of this study is to examine the contribution of the media in shaping the security sector reform in Kampala Capital City.

1.4 Specific objectives

- i. To examine the contribution of media in shaping the security sector reforms in Uganda
- ii. To identify the challenges faced by Uganda's media in reforming the security sector in Uganda
- iii. To establish other factors influencing the security sector reform in Uganda

1.5 Research questions

- i. What is the role of the media in shaping the security sector reforms in Uganda?
- ii. What are the challenges faced by Uganda's media in reforming the security sector in Uganda.
- iii. What other factors influence the security sector reform in Uganda?

1.6 Hypotheses

- i. print and broadcasting media significantly improves the security sector performance in Uganda
- ii. The media is faced with a number of challenges in dispensing their informative and watchdog role
- iii. There are a number of other factors that play a significant role in reforming the security sector institutions in Uganda

1.7 Scope

For this research, the scope under study includes content, geographical and time scope.

1.7.1 Content scope

The study focused on assessing the contributory role of media (radio, television, and print) in improving on the security sector performance in Uganda. It also focused on challenges faced by Uganda's media in promoting the security sector reforms in Uganda. Lastly, the other factors influencing the security sector reform in Uganda.

1.7.2 The geographical scope

The study was conducted in the print and broadcast media stations in Kampala capital city in Uganda. Kampala Capital city is located in the central region of Uganda. It is greatly surrounded by Wakiso district. However, some areas on the eastern and southern are bordered by Lake Victoria district and Mukono district on the north. It is located 0.32 latitude and 32.58 longitude and it is situated and elevation of 1223 meters above sea level.

1.7.3 Time scope

The study covered information for five years starting 2012 to 2017 given the rise in published reports and international concern about the security sector violations on human rights.

1.8 Justification

It is an irony that sometimes persons that have entrusted with responsibility to protect guarantee security and preserve fundamental rights are the major violators. Instead media attempts to report are rather persecuted for their informative role in ensuring performance of security sector operatives to the public. The violation of the right not to be subjective to torture, arbitrary arrests and rule of law continues to be infringed on daily basis despite various human rights instruments prohibiting it. Unfortunately, few studies have been done in this area in Uganda. The current study is relevant because it will bring to the fore where the security sector fall short in promoting human rights and make recommendations, the research can be used to as appoint of reference for students and organizations who undertake similar study in the years to come.

On the other hand, year on year, bodies including inspectorate of government (IGG) have ranked the security sectors especially police, military, the most corrupt, violators of human rights abuses, partisan in the political process which contravenes their non-partisan mandate in politics (the independent 6th October, 2014). It is therefore worth to carry out this study during this period of public unrest and continues complaints of the civil liberties of security sector operatives.

This arises from the fact that the journalist are arrested, jailed for reporting the security operations including persecution of the opposition, and activists. There is thus urgent need to study the contribution of media in checking the security sector violations on human rights, in Uganda with focus on Uganda police and Uganda peoples defense forces.(UPDF) since 2016 to 2018. The researcher thus feels that this is critical time to carry out this study given the increasing violations of the media freedoms, deteriorating human security that have taken root involving security sector governance.

1.9 Significance of the study

The study will be very significant to security sector institutions, media and general public as explained below;

The study will help the public understand the interconnection between the media and the security sector institutions on how their grievances can be addressed on both sides to ensure human security.

The study will help to provide guidelines in design of an adoptive public security sector policy which embraces the contribution of the media. This will help the public security sector performance and democratic government. The media stations can benefit from the study as they may learn the challenges they face and how to design frameworks aimed at improving their interventions effects in the area of security sector governance.

The study will also guide future researchers in security studies in that security sector governance studies done are policy based rather than research based. They lack an explicit theory of change that specifies how reforms occurs with the help of None- governmental Organizations. This means they study will help open up research debates in this area.

The researcher will benefit from the study through acquiring knowledge and being able to accomplish academic endeavors leading to award of master's degree in security and strategic studies of Nkumba university

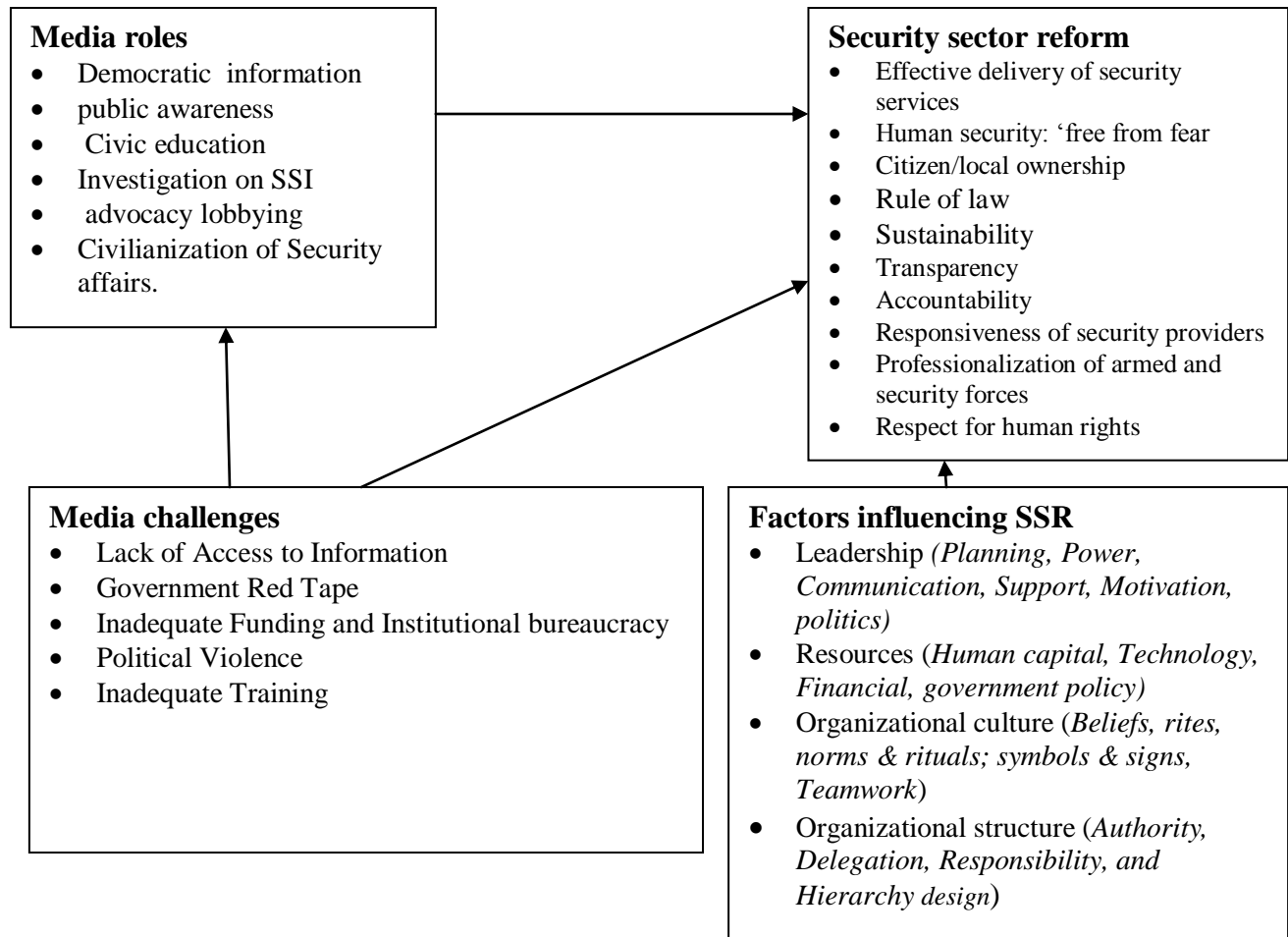
1.10 Theoretical frame work

Theories are maps of realities. This implies that they help to give explanations as to why things occur the way they do. To this end, this study employed both the Agenda Setting and the Social Responsibility theories to give this study a strong footing. The notion of agenda setting by the media can be traced to Walter Lippmann in 1922. He suggested that the media were responsible for the “pictures in our heads”. Forty years later, Cohen in 1963 articulated the ideas when he argued that the media may not always be successful in telling people what to think, but they are usually successful in telling them what to think about. The Agenda Setting theory helps in the understanding of the effects of mass media content on individuals particularly target audience. This theory relevant to this study as it explains the effect of the media on culture and society. It describes the powerful influence, which the media can have in determining not only the issues that members of the society talk about, but also how they talk about them.

On the other hand, the social responsibility theory according to Ndolo (2005, p. 35), “owes its origin to an American initiative-the 1947 Hutchins Commission on the freedom of the press”. The emergence of this theory was an attempt to provide restraint to the excessive press freedom advocated by the libertarian theory. The idea here is to ensure the press does not abuse the freedom at its disposal. The social responsibility theory posits that the power and near monopoly

position of the media impose on them an obligation to be socially responsible in discharging their duties. The theory explains that the media owe the society a duty to discharge their responsibility responsibly. Obot (2004) citing McQuail (1987), while highlighting the main principles of the social responsibility theory, asserts among others, “that the media should accept and fulfill certain obligations to the society”. Eze (2012, p. 15) confirms these obligations to include the effective discharge of the surveillance function. This theory is relevant to this study because it explains the obligations of the media of which one of them is to inform the public on the security issues. Others lack of Access to Information, government red tape, and inadequate Funding and Institutional bureaucracy

The diagram below shows the relationship between media (IV) and security sector reforms



The above conceptual framework shows that security sector performance is influenced by the media and other factors such as leadership, resources, organizational culture, and organizational structure. In regard to the media, the conceptual framework above shows that in contributing to the security sector reform. The media is to some extent curtailed by some challenges that include; lack of access to information, government red tape, political violence, inadequate training and funding. Other challenges include; Institutional bureaucracy, Political Violence and Inadequate Training

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

The chapter deals with a review of related literature on the topic. In line with the research questions, to be answered, the literature was reviewed in line with study objectives as stated chapter one. However, it begins with the theoretical and conceptual review so as to have a clear view of the study variables.

2.1 Literature Survey

According to African Center for media excellency, media in Uganda is said to have proliferated due to the positive constitutional provisions and especially the need to address media rights. The capacity of the media to transmit information and images throughout the world with uninterrupted speed and the nature of communication today has transcended all boundaries to become transnational and international, thereby helping the State reach to its public, both domestic and foreign, and also become a lethal weapon against the enemy. This growth in information communication and technology, its effective use and increasing economic and social development, is encouraging the media to pursue the role of an independent overseer in regard to security sector reforms. The print and broadcast media houses are growing and increasing day by day in Uganda. To this end this chapter reviews the related literature on the contribution of the broadcast and print media on security sector reform.

2.2 Theoretical review

As earlier stated, this study employed both the Agenda Setting and the Social Responsibility theories to give this study a strong footing.

2.2.1 Agenda Setting Theory:

The notion of agenda setting by the media can be traced to Walter Lippmann in 1922. He suggested that the media were responsible for the “pictures in our heads”. Forty years later, Cohen in 1963 articulated the ideas when he argued that the media may not always be successful

in telling people what to think, but they are usually successful in telling them what to think about. Lang and Lang reinforced this notion by saying that the mass media force attention to certain issues (Ogbuoshi, 2011).

The Agenda Setting theory helps in the understanding of the effects of mass media content on individuals particularly target audience. This theory also explains the effect of the media on culture and society. It describes the powerful influence, which the media can have in determining not only the issues that members of the society talk about, but also how they talk about them.

Certainly, in the popular view, mass communication exerts tremendous influence on human affairs. The ability of the mass media and other technologies to mould the public mind and significantly influence the flow of history is a widely ascribed power (Gaberna, 1990, cited in Kalu, 2010). A study about Agenda Setting function of the media reveals that the media not only make the audience learn factual information about public affairs and what is happening in the world but also learn how much importance to attach to issues or topics from the emphasis placed on them by the media. According to Gladys and Kurt (1983), cited in Ikenna (2011, p. 86) "...the media clearly lack powers to suppress concern. But they can do more than stimulate interest. By directing attention to these concerns they provide, a context that influence how people will talk about these matters... the media more than direct attention to a problem; they influence how people will think about it". The ability of the media to influence salient events on the public minds has been part of Uganda's political and economic culture to date.

The media can contribute to Uganda's national security by setting agenda on security issues. This entails giving much attention to issues that have to do with security. In doing so, they raise the consciousness of the people and influence them to taking precautionary measures that will engender peace and stability in the country. The media can also go a step further to deepen the relevance of the report by engaging in investigative reporting. Recall the role of two famed US reporters Bob Woodward and Carl Bernstein in solving the Watergate scandal, which was a criminal matter that also involved US national security. The exposure by the two reporters led to first ever resignation of a sitting US President.

2.2.2 Social Responsibility Theory

The social responsibility theory according to Ndolo (2005, p. 35), “owes its origin to an American initiative- the 1947 Hutchins Commission on the freedom of the press”. The emergence of this theory was an attempt to provide restraint to the excessive press freedom advocated by the libertarian theory. The idea here is to ensure the press does not abuse the freedom at its disposal.

The social responsibility theory posits that the power and near monopoly position of the media impose on them an obligation to be socially responsible in discharging their duties. The theory explains that the media owe the society a duty to discharge their responsibility responsibly. Obot (2004, p. 104), citing McQuail (1987), while highlighting the main principles of the social responsibility theory, asserts among others, “that the media should accept and fulfill certain obligations to the society”.

Eze (2012, p. 15) confirms these obligations to include the effective discharge of the surveillance function. Soola (2004) corroborates this argument thus send unequivocal messages to people to take measures to protect themselves and their properties.

Also, while writing on media surveillance as a social responsibility function, Soola (2004, p. 133) citing Sandman, Rubin and Sachsman (1976) asserts that, “People need to know if the streets are blocked or dangerous, some of those planning to drive or walk through the area of a disturbance may choose another route if they are told what is happening”. They further warned that, “A news blackout sets a dangerous precedent. Word-of-mouth rumors are likely to be even less accurate than the mass media. And if serious grievances have festered to the point of a riot, the public has a right to know.”

From the above, if the Ugandan broadcast media responsibly play their surveillance role of warning the masses including the security agents of an impending/imminent danger, then it will help to initiate proactive steps to forestall such danger in the country, thus, engendering national security.

2.2.3 The New Public Management Theory

Theoretical review on employees' service delivery and internal organizational factors was presented. In addition, the relationship between employees' service delivery and the internal organizational factors was also presented. This study therefore adopted The New Public Management Theory by Osborne and Gaebler (1991) indicating applications in public services from the new public management which originated in the late 1970s in the United Kingdom, Australia and New Zealand. Since then, it has come to dominate thinking about the public sector service delivery and is hailed as a new paradigm.

Different factors led to the emergence of new public management, some of which are;- fiscal crises of governments, poor service delivery of the public sectors, lack of accountability, corruption, and the emergence of better alternative forms of service delivery Sarker (2006). New public management Theory indicates the transformation of the citizen into a customer of public services, who pays for public services, and hence has choice and the exit option, and the opportunity to give feedback on public service delivery.

As per new public management philosophy, modern government should be customer oriented, and result oriented and thus enhancing the effectiveness of government services. As a strong theoretical foundation, the concept of new public management is used to strengthen the need and importance of internal factors influencing service delivery in the public sector.

2.2.4 Institutional Theory

Institutional Theory specifies the problem of whether performance measurement could improve public service delivery. Higgins (1998) argues out that one major topic of the institutional theory has been the role of institutional norm.

After a research project on schools, Meyer (1983), formulated the hypothesis that a continuum of organizations exists running from those dominated by technical criteria (e.g. manufacturing companies) to those dominated by institutional criteria (e.g. schools, private nonprofits and public administrations). With this type of organizations conformity to the institutional norms of the internal environment enhances their survival capabilities, opens access to resources and increases their stability.

Following Higgins (1988), institutional norms deal with appropriate domains of operation, principles of organizing, and criteria of evaluation. Values and beliefs external to the organization play a crucial role in determining organizational norms.

2.3 Contribution of the media (Radio, TV, and Print-Newspapers) in improving security sector performance

A study conducted by Binga (2011) shows that the media (through the surveillance function) have helped to avert many crises that would have occurred in Cameroon. Binga further observes that the discharge of such sensitive role by the media has helped to strengthen the security of Cameroon. Yambe (2010) equally remarks in his study that surveillance role of the media has contributed to national security in Ghana. He affirms that the media have given overwhelming support to the Ghanaian security agents, which have helped to maintain peace in the country.

Furthermore, Kem (2010) reveals in her study that the media have continued to play the surveillance function which has led to the uncovering and abortion of mayhem in Ethiopia. He noted that the media have helped to ensure national security in Ethiopia. Ziya (2011, p. 11) also observes that Benin Republic has been living in peace as a result of the security reports the media unveil to the public and the security agencies.

In another study, Goje (2010) argues that the media has seriously contributed to the security of lives and property in South Africa. She states that in South Africa, the media are always at alert in informing the people of dangers to ensure safety measures are put in place. Elina (2010) also agrees with the above conclusions when he states that the mass media have contributed to the security of France. He asserts that the security agencies often collaborate with the media to ensure national security.

Seimo (2010) carried out a perception based study in the area of media and security challenges and found out that the broadcast media did not effectively perform the surveillance role in the Niger Delta crisis. Siemo notes that there are enormous benefits derivable from the surveillance function of the media, which includes strengthening the security of a given place. He further

argues that the Nigerian broadcast media displayed insensitivity to the security of the region in media coverage of the crisis.

Maxwell (2010) corroborated Seimo's findings when he observed in his study that the media, particularly the broadcast media, have not adequately contributed to the security of Nigeria. He lamented that despite the overwhelming potential of the media to help strengthen national security, the Nigerian broadcast media are yet to satisfactorily play such responsibility.

In another similar study by Nwafor (2011), it is revealed that the mass media can contribute to national security, but have failed to maximize such ability for the benefit of Nigerians. Nwafor opines that when the media present security reports such as threats of some possible attacks by some violent groups, the citizens, the security agents and others involved will move to avert the danger.

In a another study on the Boko Haram terror attacks, Okoro and Okechukwu (2012) further support the earlier positions which suggest that the Nigerian broadcast media have not effectively played the surveillance function in their reportage of the Boko Haram insurgencies in the Northern part of Nigeria. A much earlier study by Adeyemi (2011, p. 32) has also reached similar conclusions. He argues that instead of just waiting to report these attacks, the media should thrive to secure national security by adopting the investigative approach to uncover and thwart their plans and where it is extremely difficult to abort the plans proper alternative measures could be put in place to minimize the effect on the people and the nation.

Most of the authors cited in this paper conclude that to ensure national security, a healthy partnership must exist between the media and the government. The duo must unite to thwart insecurity situations and help the nation attain a satisfactory level of national security. However, studies have revealed that the governments of Nigeria find it difficult to collaborate with the media to achieve any sane national objective because of the mutual suspicion between the two (Maxwell, 2010; Ugwu, 2010).

Lasley (2013) asserts that the spread of mass communication technology, including widespread use of video-camcorders among the public, has affected the context of police accountability. On occasion, it has helped to hold police to account for abuse of authority. A dramatic example was provided by the video footage filmed by a bystander of Los Angeles police beating Rodney King, a black man stopped for a driving violation in 1991.

In the Rodney King case, the television-watching members of the American public were able to directly witness a visual record of the incident. The widespread dissemination of the videotape on television had an immediate impact on public perceptions of the police, leading to a significant growth in public distrust of police (Lasley, 2013). On the basis of that video, many people determined that police had acted in a racist and abusive manner. The public perception of police behavior was thus formed before police authorities could construct and publicly disseminate an official version of the incident. The incident demonstrated the potential impact of the media and mass communications technology especially the camcorder and television on accountability of police and other agents of the state. Direct images of police officers in action facilitate 'the blurring of the lines between experts and laypersons, in turn affecting conventional perceptions of authority in particular fields.

As traditional sources of authority are called into question, so does public trust in these authorities become much more contingent' (Goldsmith, 2010). In other words, Rodney King's experience with the police became directly accessible to millions of citizens through the media. They relied on their own observation, rather than the recounting of the incident through a police investigator, and many arrived independently at the conclusion that the police behaviour was illegitimate.

Katz (2011) opines that the media plays an important role in co-operating and working with police and local communities to educate the public to help reduce crime and increase public safety. Broadcasting programs such as 'Crime Stoppers' and disseminating information about missing children and wanted criminals serve the public interest and facilitate the work of the police. Law enforcement agencies are also increasingly recording arrests by police and questioning of subjects as a means of protecting themselves against charges of abuse. By

allowing television cameras to ride along with their officers, some police departments are able to communicate directly to the public the complexity, uncertainty and danger that are often involved in a police officer's work (Katz, 2011).

Media as George Gorbner states is of prime importance in the society. The significance of publication of mass media has resulted in the ability to publicize, define subjects provide terms and shared values of reference; utilize consideration and authority as well as widespread theoretical assistance. In all mass communication research, media have the prime role. Media organizations broadcast the messages that affect the social culture and this transforms mass media to part of established social forces (Little, 2005).

Einess and McLuhan consider mass media as the absence of civilization and both argue history is guided by dominant media at any time and Einess too maintains communication media are developed by human mind and initial interests of any historic era is some bigotry resulting from the dominant media. Hence, communication could be employed as a major means for materialization of vigilance and consciousness, organizing, policy making, and forming public thoughts. Thus, for communication to play such a duty, all entities involved in fulfilling these objectives should follow a harmonious and suitable communication methodology as well as a philosophical perspective (Mcluhan, 2009). An increasing growth of satellite and information networks along with their varied functions pave the way for public thinking of the societies (Khaneeki, 2010).

In today's world, mass media have assumed a major role via transforming new information and exchanging public thoughts and opinions on way to the advance of the human culture and civilization (Sarookhani, 2010). Based on theories by Lasswel, Charles Rights, Hobbes and Pascal and the media being dominant over latent and patent aspects of the society, are found to be totally fundamental and determinative in influencing the public thoughts.

Some theorists referring to the extended communication among the citizens of the world through mass media , particularly the global internet network and the society becoming a network , believe communication will be a suitable ground for a new form of citizenship and democracy

titled " Cyber democracy", "Tele democracy ", or "Electronic democracy" (Saeedi, 2007). Electronic democracy could be thought of as capacities in the IT sphere for enhancing the level of popular participation in the government. The internet, in fact, can strengthen a reciprocal relation between the state and the citizens; hence, it can affect the nature of democracy. Electronic democracy, in fact, indicates the quality of use and utility of the IT and communication under various strategies that overshadows various groups of people like states , officials , media , political organizations and citizens in political , social, economic and cultural sectors as well as in domestic and international areas (Sarafrazi and Memarzade, 2008).

Today, impressive development has occurred in the technologies related to collection, production, and distribution of information. From now on, speaking of information explosion, communication revolution, and the effects of the media on the formation of the global public thoughts, particularly after the development of huge communication technology and in the end emergence of an information society look commonplace.

Radio television stations and news agencies have challenged the structure of relations and international law. Increasing the possibility of citizens' and politicians' access to the information by the media, distribution of the information is thought to be the fundamental characteristics of these fundamental developments (Kharaziazar, 2005). These issues will increase the ability of the citizens' digital literacy, establish grounds for the creation of a tele-system democracy and increase the possibility of relations between nations and civilizations. This issue will also, provide collective participation for attaining an overall collective discourse including a discourse on moderation and rationality in the current circumstances.

Meyor (2009) reports that the attractiveness of criminal news for audiences was the main factor of this approach shift. So that, the crime issue gradually went beyond the scope of those who were experts in this field and journalists and reporters became most important sources of information. So from 1970 onwards media processing crime changed both qualitatively and quantitatively. So media, in particular, publishes reports which are abnormal and different to some extent and influence most of people. Therefore violence and drug news are covered more broadly (Reiner, 2007). However, crime news such as simple robbery committed without

violence is less likely to be reported in media. This shift of qualitative processing of media coincided by increased reference of people to media for information.

In recent decades, by reducing organic social life, people are less likely to connect to each other and they don't rely on others for gaining information as usual, but they turn to other sources such as media for this purpose. Thus the media plays an important role in socialization and education process, in learning cultural, social, political norms and as a tool for controlling, monitoring and carrier of cultural, political and socio-economy of a society, which transfers the aspects of rules and values from one generation to another so as to help the survival systems, preventing generation from separation and passing socialization process (Reiner, 2007).

The media also plays an important role in forming common values and trends and in educating desirable and undesirable social behaviors in a society. By the expansion of mass media's role in recent decades, the role of family and school in educating children has decreased and they pass this responsibility to the media (Jones, 2011). Therefore mass media can transfer hatred and obscenity to the audiences and waver their beliefs, national and religious values by both using advertising techniques and artistic creativity. Accordingly, one of the functions of media is giving information; breaking information on the one hand about crime events, social deviances, distortions and norm breaking, on the other hand inciting hatred of crimes and deviances along with social crimes (Chimezie, 2010).

Statistics show that in recent years, crimes, deviations and social vulnerabilities have increased, and social pathologists warning mass media every day that the criminals' age is decreasing and the vector of age group is developing towards youths and teenagers. Concerns caused various organizations to increase their planning and research activities for controlling and preventing social deviances (Chimezie, 2010).

Sarafrazi and Memarzade (2008) report that mass media, including newspapers, magazines, radio and television plays an important role in preventing and controlling deviances, by notifying and informing the public about crime and social deviances and also by introducing dimensions and the ways people show tendency toward the deviances and norm-breaking. They add that mass

media by advertising techniques, artistic creations and by providing correct behavior patterns can internalize the ethical norms in the society and educate audiences the concepts of hatred, obscenity, hesitation in beliefs and national and religious values.

Musifiky (2009) also adds that mass media can lead the behaviors toward the paths defined by the community norms through establishing rules and regulations, and also by promoting the spirit of legalism and providing benefits and sources of law. It shows that they are not acting as a notice-oriented ideology for powers and rulers but they consider legal notices as a basis for social orders.

Fazeli (2013), notes that media can be effective in reducing the crimes by presenting the punishments of infringement and violation of the law intended for offenders. In addition, by showing the consequences of deviances, it can draw the obscenity and crimes in the mind of audiences which cause people to take lessons. Mu'azu (2010) adds that mass media as custodial of society health plays an important role in educating life skills to the individuals and empower them. Life skills are functional and useful as one of the strategies for mental health promotion and also as a tool for the prevention of mental and social vulnerabilities such as: addiction, domestic, social violence, child abuse, suicide and similar cases.

Chigozie (2009) notes that mass media widely disseminate news, information, beliefs and opinions. Its instances are: television, cinema, press, radio, periodicals and computer networking. There is no doubt in the impact of mass media and its special place in the evolution and the development of human society. It plays an important role in transferring and exchanging of knowledge, cultures, thoughts and different customs of nations. These capabilities is related to the special features of mass media in informing, countless audiences, the speed of disseminating news and information, continuity in informing different issues and information (Sarokhani, 2012). From the aspect of its positive function, media is a very powerful tool for sensitizing population and informing different issues sufficiently, which can affect human life in communicating. This is because of media's power. Media can be the best way for clearing minds and combining thoughts and beliefs. Not only the media could be effective in shaping and

controlling crimes but also it can play an important role in establishing necessary legal changes and obligating some manners of order maintenance (Josephat, 2008).

Taras (2001) free and independent news media are a key element in democracies, where they play a vital political role in keeping governments and citizens aware of, and in contact with, one another. One of the basic assumptions of democracy is that power rests with the people, and that those who are entrusted with public governance must remain closely in tune with the views and preferences of ordinary citizens (Taras, 2001).

According to democratic theory, the media functions as a bridge or transmission belt between society and those who govern. Because the mass media is closely linked to the political system and the public sphere, it plays a dual role of representing and forming political opinion. On the one hand, mass media communicate information that individuals use to make informed decisions and political choices. On the other hand, politicians rely on the media to present their positions, take stock of public opinion and interact with the public. Media, therefore, form a fundamental inter-connective tissue between society and the government, communicating information, intentions, concerns, priorities and reactions to policies (Mughan and Gunther 2000). However, these contributions of the media are successful in developed democracies such as United States of America, France. The situation is different in young democracies, Uganda no exception, the media space is highly restricted and monitored by the security operatives. This study therefore aims at evaluating the contribution of media in shaping the security sector institutions

At a minimum, the media in a democratic society should make available comprehensive and reliable information about the political and social processes at work in order to enable the average citizen to make educated decisions and thereby participate in the political process. The information and public discussion and debate provided by the media should make it possible for citizens to see and understand what is going on in politics and society, and to evaluate their own positions on the political process by comparing them to other views and opinions. Public communication via the media should also embody interplay among different sources of information and argument to produce what can be termed 'public opinion' (Okey, 2014).

According to Okey (2014), an effective and independent media can function as a government watchdog by subjecting the actions of the government to public scrutiny and thereby holding governments to account for their policies and management of the public sphere. Investigative journalists may expose corruption, wrongdoing and misuse of public office in government. Along with other civil society actors, such as non-governmental organizations, research institutes and interest groups, the media may help to educate citizens on specialized topics such as national security and public security, enabling deeper policy debates and informed discussion of policy alternatives. The media consequently are both an actor and mechanism in holding governments to account. The study in this context aims at analyzing how democratic is Uganda's media to perform its functions objectively.

According to (Sedra,2010), the serious media in a democratic society have a responsibility for 'keeping the democratic conversation going' and keeping society open to a diversity of ideas, but it shares this responsibility with other figures such as politicians, media regulators, owners of media firms and citizens. According to what has been termed the 'trusteeship' model of the media, the mass media function as a public forum and a public meeting place. Their pervasiveness through society makes them the society's public space. They are not only profit-making firms designed to serve the interests of investors; they must also serve the public interest. The public, therefore, are both consumers and citizens for the media.

The responsibility is not only with the journalist, but with media owners to serve the public interest through providing information and discussion on public affairs and serving as watchdogs over government activities, and avoiding becoming the tool of special and commercial interests (Taras, 2001). However, the view that media can function as a mechanism for holding government and security institutions accountable is based on the assumption of an independent media – or at least some media outlets that are not closely linked politically or economically to the state. This is not the case in many states that have established formal democratic systems but are still consolidating democratic structures and processes.

In many South American countries, for example, the press's historically close relations with economic and political powers and inability to become autonomous of them have inhibited

investigative reporting of wrongdoing in business and government (Waisbord, 2000). Media organizations that rely heavily on state-funded advertising are more susceptible to the use of advertising as a source of leverage and pressure to abstain from critical reporting. The well-documented trend towards the concentration of media ownership in the US and other Western countries, in which a small number of transnational conglomerates dominate in numerous media sectors for example, film, television, radio, book publishing, magazine publishing, newspaper publishing, is also argued to have harmful effects on free speech and diversity in the democratic cultures in which they are located. As media conglomerates acquire more control over the media landscape, they are better able to commercially saturate society and maximize profit-making rather than providing quality products that serve the public.

According to McChesney and Nichols (2002), investigative journalism, defined as the active and sustained examination by a journalist of possible abuse of power, is viewed as one of the more effective means of exposing wrongdoing in government. Investigative journalism was given a huge boost after the Woodward and Bernstein Watergate revelations. In order for there to be a supportive environment for investigative journalism, however, three conditions must be met. First, a good regulatory structure must exist, enabling the development and existence of independent and pluralistic media. This includes entrenching the right of freedom of expression in the constitution. Second, journalists require access to information from a variety of sources. A key means of achieving this is through an access to information regime, which would help to legally ensure that journalists and the public enjoy a right to access information held by the state about government and its operations. Finally, media must be free to publish the findings of investigative journalists, free from censorship or the fear of reprisals, including legal remedies such as libel, insult or slander law suits, but also threats and harassment. The existence of a symbiotic relationship between the media and the state security sector is especially evident when it comes to the armed forces. Independent and critical reporting by journalists is necessary to hold political and military leaders to account, yet during peacetime most journalists are dependent on military authorities as sources concerning the armed forces.

Hobson (2000) reports that the media is also necessary to help build public support for defense policy and for the armed forces and its various missions, particularly at a time when threats to

national security in many Western democracies have become diffuse and essentially non-military in nature. Like any other public institution, the armed forces are a national asset that must account for its actions and identify its relevance and contribution to the public interest. In order for this to be transmitted to the public, the armed forces must inform the public on a regular and frequent basis (Hobson, 2000). The need for effective communication with the public has given rise to the public affairs approach in modern militaries. Effective public affairs seek to ensure that both soldiers and citizens understand the role of the armed forces. In order to ensure that it has public support, the military must keep the public informed about what it does and why it is important. Furthermore, effective military public affairs also sends a message to allies and potential adversaries of the extent to which the country's armed forces are prepared to defend their national interests and their friends (Ronning, 1994). Many democratic states rely on the independent media as the primary means of disseminating news about the armed forces to the public.

According to McChesney, (1999); one of the areas of concentration by the media is advocacy and lobbying with the objective of pro-actively engaging state institutions to effect practice change. The media publications and investigative reports are used as tools for lobbying for improvement between the state institutions on security matters. As such, gaps are identified and appropriate stakeholders proactively lobbied to effect change. These among others include the legal and parliamentary security and internal affairs committees.

Advocacy activities by the media noted by the UNDP in 2008 may lead to positive change in change in the perceptions and understanding of decisions are made and the behavior of security sector actors more general. the media engages in advocacy is no surprise for even at the regional conference on security sector governance in the Arab region.

2.4 Challenges of faced by the media in shaping the Security sector performance.

2.4.1 Restrictive Environments

In this regard there are three important theories to explain the environments that affect media performance. First, In the Authoritarian system, the government in power controls the media. The purpose of media is to support and advance the Government policies and serve the

state. The criticism on government machinery is prohibited. The Libertarian system, media is owned by whoever has economic means to do so. The three purposes of media here are: To inform, to discover truth and accountability of the government (Barratt, 2007).

In Ugandan context, the media has adopted the futures of libertarian and authoritarian regulations. Bernard, (2007) asserts that libertarian policies have cultivated establishment of several private print and broadcast media institutions. The private print media include; Monitor newspaper, Red paper, Bukedde paper, rupiny among others. Other hand, the private broadcast media stations include; NTV, NBS, Bukedde, Star TV among others.

States of exceptions” refers to exceptional circumstances during which a state’s coercive apparatuses have to apply wider measures of legislative use of force and special; powers in order to maintain restore order (Acharya,2009)

2.4.2 Concealment and secretive nature of SSI

Provision of Public security is certainly a political project that sometimes may be treated with sensitivity. Yet, some media institutions may not understand why certain decisions are made and the incentives for change. The knowledge required may relate to defense, security, peace and democratization at the theoretical , empirical and policy levels (Arugay,2007).

While writing about security sector reform in Philippines, he argued that the country suffers from a dearth of media journalists with expertise on security sector reform issues. As such, therefore, some former officials of security forces are deployed or appointed to regulate the oversight role of the media. The Philippines case is not an isolated one for Uganda, just like many other developing countries has a few civilian individuals equipped with security knowledge. In fact, media reports reveal that inadequate initial and on job training and deficient syllabi that places too much emphasis on protecting interests of ruling regime rather than the preoccupation to ensure law and order worsens the situation (Arugay,2007).

2.4.3 Lack of objective and unbiased reporting

The issue of objectivity in journalism is now deeply contested within the field of mass communications. Long established with impartiality and balance as one of the fundamental principles of professional journalism, particularly in the Anglo-American tradition, objectivity has been criticized for making journalists 'passive recipients of news, rather than aggressive analyzers and explainers of it' (Cunningham, 2003). What is 'objective' varies according to who is speaking. In recognition of the problematic nature of 'objectivity', it was dropped from the journalists' code of ethics in 1996. Moreover, the quest for objectivity in reporting, it has been

2.4.4 The Media – Security relations

Shanthi (2011) asserts that an independent media is a vital feature of any liberal democracy. If the government was able to control all the information regarding its own actions then it could most certainly escape all accountability and even have an unacceptable level of influence over its citizen's actions. This is why the importance of a free press cannot be under-estimated. In a liberal democracy, the aim of a free press is to continually scrutinize the government and provide people with accurate and impartial information so that they can act on it accordingly. Thus, the media acts as an effective check on government power and influence over its citizens. In the last few decades, there has been an unprecedented growth in mass media accompanied by the falling costs of radio, TV, satellite and Internet services in Uganda. This phenomenon has helped bring political information to a much wider audience. On the other hand, the boom in media services has also allowed various organizations from all over the political spectrum to quickly and effectively reach their target audiences (Tamale, 2011). However, in Uganda media has not all that been free as it ought to be. The Uganda communications commission (UCC) has continuously regulated the content of the media to be reported.

2.4.5 The partisanship and biased media

Just like the police and military are constitutionally barred from participation in political process in Uganda, the media are expected to impartial and nonpartisan. Gabriele (1979) denotes that whereas the government print and broadcast media constitutionally supposed to be impartial, the situation on ground is partial towards reporting only good government programs.

On the other hand, the most private print and broadcast media has accused of reporting opposition leaning programs. My view is that the private broadcast media including NTV, NBS, Bukedde TV are impartial in reporting both government and opposition programs. On the other hand the private print media reports more of political and security related programs as opposed to the government print media such as new vision that is inclined to reporting presidential and agricultural affairs.

2.4.6 Literacy of media consumers

Edo (2007) urges that media consumers in most young democracies are objectively consumed by the elite urban class. Unlike the broadcast media, the print media is largely consumed by the elite class unless otherwise written in native language. This analysis is applicable in young democracies like Uganda in which the elite, able to read and write are live in urban areas. However, there has been steady increase of numbers of Ugandans able to read and write due to accessible basic education.

2.5 Other factors affecting the performance of the security sector

2.5.1 Leadership

Leadership is a process of influencing others and agreeing about what needs to be done and how it can be done effectively. It is the process of facilitating individuals and the collective efforts to accomplish the shared objectives (Yang & Baron, 2007). According to Hellriegel and Slocum (2009), service delivery also needs compassionate leaders and staff to embrace it. Leadership assumes three main dimensions which are task oriented leadership, relationship oriented leadership and change oriented leadership. Task oriented leadership is primarily concerned with accomplishing the task, utilizing the personnel and resources efficiently and maintaining orderly reliable operations (Hay and Hodgkinson, 2008).

A study done by Auerbach (2012) indicated that the Kenya police department is often regarded as a bureaucratic, hierarchical, has central decision making and is policy driven. Leadership here is based on authority, position and seniority. Organizations that invest in leadership development perform better than those that don't. In these changing times it is hard to find a firm which has survived that has no leadership development strategy in place. It is important for the

management team to be able to handle difficult questions about people and their development. Leadership is not just about the leaders themselves but also about creating a culture of performance.

Great leaders attract, hire and inspire great people if an organization neglects its leadership part it can easily lose direction and fail to achieve the set goals and objectives of service delivery process (Ponder, 2010). Management demands strong leadership to rapidly push through stressful, discomforting and risky shifts in the business and organizational system. Battling the sources of rigidity and turning crisis into opportunity are the key qualities needed by managers implementing and managing services in an organization. Ultimately managers should know when it is wiser to seek stability; they should also know when to avoid instability (De Wit & Meyer, 2010).

2.5.2 Resources

A resource can be referred to as an organization's means of supporting itself or becoming wealthier, as represented by its tangible and non-tangible assets. It is a source or supply from which benefit is produced (Diage, 2008). Police in Kenya operate with very limited resources. This has led to weak operational preparedness, and a lack of equipment and logistical capacity. For example, the police do not have a forensic laboratory, vehicle patrols are constrained by a lack of availability of vehicles and funds for fuel. Police salaries are low and police officers complain about bad housing and poor working conditions. Police find themselves dealing with dangerous, sometimes life-threatening, situations without adequate insurance to provide for their families when things do go wrong. Lack of adequate resources has also been attributed to the stalling of the ongoing reforms initiative (Amnesty International, 2013).

According to Denrell (2010), in his study explores the usefulness of analyzing firms from the resource side rather than from the product side. He concluded that resources such as brand names, technology, skilled personnel, trade contacts, machinery, capital and efficient procedures are the foundation for attaining and sustaining good service delivery. A firm's resource include all assets, capabilities, organizational processes, firm's attributes, information, and knowledge controlled by a firm that enable a firm to conceive and implement strategies that improve its

efficiency and effectiveness. Good resource should have value, be rare, not easily imitated, and not easily substitutable. Poorly resource endowed organizations usually face a lot of hurdles when it start any service initiative. For easy and successful service delivery process, the security organization must set aside a considerable amount of its resources to support it. Failure to invest enough in the process, performance is bound to fail miserably (Sugarman, 2010).

2.5.3 Organizational Culture

According to Hood (2013) organizational culture can be defined as a pattern of behavior developed by an organization as it learns to cope with its problem of external adaptation and internal integration. Organizational culture can also be referred to as the world view and behavioral patterns shared by the members of the same organization. As people within an organization interact and share experiences with one another over an extended period of time they construct a joint understanding of the world around them. This shared belief system will be emotionally charged as it encompasses the values and norms of the organizational members and offers them an imperative filter with which to make sense of the constant stream of uncertain and ambiguous events around them. Organizational culture manifested in a variety of human resource practices, is an important predictor of organizational service delivery success. Numerous studies have found positive relationship between positive organizational culture and various measures of organizational success in performance.

Like all other organizations the security agencies have their cultures in that all members of the institution are familiar with and accept as part of their way of doing things in within the service. It is believed that the police still cling to one of the most outdated and rigid culture that may hinder services. The managers here should understand and plan carefully the staffs' attitudes towards a particular new concept before implementing it. Ponder (2010) argue that organizational culture clearly influences the success of an organization performance. Organizations often build positive organizational culture through communication, values, norms policies and rules, programs and leadership. Key indicators of organizational culture to be studied here include organizational attitudes, values and beliefs, norms and symbols and rituals.

Sekaran (2008) said Organizational culture significantly affects organization decisions and, thus, must be evaluated during an internal strategic-management audit. If strategies can capitalize on cultural strengths, such as a strong work ethic or highly ethical beliefs, then management often can enhance performance swiftly and easily. However, if the firm's climate is not supportive, strategies to enhance performance may be ineffective or even counterproductive. An organizations' culture can become antagonistic to new strategies, with the result being confusion and disorientation. An organization's culture should infuse individuals with enthusiasm for service delivery.

2.5.4 Organizational Structure

Organizational structure refers to the clustering of tasks and people into smaller groups. All organizations need some division of labour in order to function efficiently and effectively requiring them to structure the organization into smaller parts. In organizations managers are appointed with specific task of supervising the various people or units and to report to managers higher up in the hierarchy. Depending on the span of control of each manager an organizational structure will consist of one or more layers of management (De Wit and Meyer, 2010). Developing a structure that supports a firm's change initiative is difficult especially because of the uncertainty in the ever dynamic environment. Thus organizational structure is a critical component of a successful service delivery.

The police service is characterized by a vertical organizational structure where at the apex of the structure we have the IGP with ultimate authority to make decisions or ratify decisions made at lower levels in the department's hierarchy (Amnesty International, 2013). Effective structures provide stability the firm needs to successfully oversee performance and at the same time maintain its competitive advantage and developing new ones. Top level managers hesitate that there are problems with the organizations structure in that doing so suggests that their previous choices were not the best ones. Because of these inertial tendencies, structural issues are often induced instead by the actions of stakeholders who are no longer willing to tolerate the firm's performance (Hitt et al., 2005).

2.7 Research gaps

It can be summed from the above that many scholars at international levels have extensively researched and documented on the role of media in shaping the security sector reforms and challenges that are encountered. However, not much has been done in the African context since much of the literature reviewed is from the developed world and thus little or no work has been carried out in Uganda. Therefore, this study was carried out to cover the knowledge gap. In addition to the above, most of the literature that has been reviewed is quite outdated yet security issues keep changing. It is therefore imperative for this study to establish new developments in the area of media in shaping security sector reform in the context of Uganda. Additionally, Most studies that were conducted were conducted were quite abstract and did not center on the key variables that are experienced in the day to day life by media. Therefore, this study is aimed at covering such gaps by linking at the roles of media , factors and challenges faced by the media in shaping the security sector reform.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter focused on the research approach, research design, target population, location of the study, sampling procedure and sample size, research instruments, validity of instruments, reliability of instruments, data collection procedure and data analysis.

3.1 Research approach

The study adopted a mixed approach with both quantitative and qualitative methods. Quantitative research approach is generally associated with the positivist/post positivist paradigm. It involved collecting and converting data into numerical form so that statistical calculations were made and conclusions drawn. On the other hand, the qualitative approach seeks to tell the story of a particular group's experiences in their own words, and is therefore focused on narrative while quantitative research focuses on numbers.

3.2 Research Design

In examining the contribution of the media and other factors in shaping the security sector reforms in Uganda, the study adopted a descriptive and correlational research design utilizing quantitative in nature. This was because correlational research designs measure two or more relevant variables and assess a relationship between or among them. According to Orodho (2009), descriptive research studies are designed to obtain pertinent and precise information concerning the status of phenomena and where possible to draw valid general conclusions from the facts discovered. The design was considered ideal for this study because the research is interested in establishing the contribution of mass media on security sector performance. On the other hand, a qualitative approach was used to assess the challenges faced by the media whereby journalists were subjected to in-depth interviews to gather information from them.

3.3 Study area

The study area was conducted in print and broadcast media stations in Kampala capital city. The print media under this study included the new vision printing and publishing company ltd, Monitor Publications Ltd. The broadcast media stations understudy included; Radio: UBC radio, Capital FM Radio, TV: UBC, NTV, and NBS.

3.4 Study population

The study was drawn from a total population of 600 people. Taking 30% of the population, the target population was 178 responds comprised of security sector operatives, print media, broadcast media and the general public.

3.5 Sample Size determination and selection

In undertaking research studies a sample refers to small representative portion of a target population (Orodho, 2009). While Mugenda and Mugenda (2008) recommends drawing a 10-30 percent sample from the population of in this study the sample size was determined based on a total of 178 accessible media journalists from the print and broadcast media.

From slovan's formula for sample determination.

$$n = \frac{N}{1 + Ne^2}$$

$$n = \frac{178}{1 + 178 \times 0.05^2}$$

$$n = \frac{178}{1.445}$$

$$n = 123$$

The distribution of the sample size is given below.

Table 1: Distribution of Sample Size

Responding category	Target population	Sample size	Sampling method
Broadcast media			
Radio– <i>Government (UBC radio)</i>	15	10	Simple random sampling
Radio – <i>Private (Capital Radio)</i>	14	10	Simple random sampling
TV - <i>Government (UBC TV)</i>	20	10	Simple random sampling
TV – <i>Private (NBS, NTV)</i>	20	10	Simple random sampling
Print media <i>government (New vision printing and publishing company ltd)</i>	15	10	Simple random sampling
Print media <i>private (Monitor Publications Ltd)</i>	15	10	Simple random sampling
Uganda <i>police Force -CPS</i>	12	8	Simple random sampling
UPDF – <i>legal and human rights</i>	12	8	Simple random sampling
The <i>general public</i>	55	47	Simple random sampling
Total	178	123	

Therefore for study purposes, information from a sample of 123 respondents constituting of 20 from the radio, 20 from the TV, and 20 from the print media was targeted to represent the media, in addition to 16 from the security sector and 47 from the general public

3.5 Sampling Techniques

The study used simple random sampling technique to select all the study respondents. This technique was used due to the high number of respondents and the random sampling was used to eliminate bias in selection.

3.6 Data collection Method

3.6.1 Survey method

The data was collected using the survey method whereby the adopted the questionnaire as the instrument. The survey methods were used to collect quantitative data from all the study respondents. Semi-structured questions were used in an effort to conserve time and money as well as to facilitate in easier analysis as they would be in immediate usable form. The questionnaire was used to collect data on the contribution of the media on security sector performance (from all respondents) and the other factors affecting security sector performance (from the security officers). The questionnaires contained a written set of questions that were to be answered by the respondents in writing. They were specifically Likert-like questions, on a five-point scale. Respondents chose from a scale ranging from “strongly agree” to “strongly disagree”.

3.6.2 Interviews

Much as the study was basically quantitative, the interview method was carried out to collect information from the journalists regarding challenges faced by Uganda’s media in reforming the security sector in Uganda. This involved face-to-face discussions with the journalists through an in-depth interview. The interviews were semi structured to allow flexibility to probe deemed relevant to the study. Through this method, views of the journalists were expressed to researcher and as a result meaningful information was collected and later be used in data analysis. The interview guide was used as the instrument.

3.6.3 In-depth interviews

Much as the study was basically quantitative, the interview method was carried out to collect information from the journalists regarding challenges faced by Uganda’s media in reforming the

security sector in Uganda. This involved face-to-face discussions with the journalists through an in-depth interview. The interviews were semi structured to allow flexibility to probe deemed relevant to the study. Through this method, views of the journalists were expressed to researcher and as a result meaningful information was collected and later be used in data analysis. The interview guide was used as the instrument.

3.7 Data collection instruments

The researcher employed both questionnaire and interview guide to collect primary data.

3.7.1 Questionnaire

open and structured questionnaire were used to ensure that all respondents reply to the same set of questionnaire and also to elicit data on respondents background, independent and dependent variables. The questionnaire are used to get data from the senior staff of media, Uganda Police Force (UPF) and Uganda Peoples Defense Force(UPDF). This tool was chosen because according to Mugenda and Mugenda (1999), it was an essential instrument harnessing a lot of information from a bigger population of study. Therefore 123 questionnaire were designed for 123 respondents

3.7.2 Interview guide

According to Sarandakos (1988), this instrument is used by researchers to gather data with interview method. It guided the research on how to systematically ask face to face questions to the respondent in order to get first hand data. This method was used for the senior officers cluster as they were few and had firsthand information about the variables

3.8 Procedure for Data collection

In this study given that the research was conducted on the same institution where I am studying, no written introductory letter was secured from the university. It was however only self-introduction to the respondents informing them of the study purpose and objectives was undertaken. Their quest for appointments from the respondents for data collection where made prior to actual data collection

3.9. Data quality control

3.9.1 Reliability of instruments

According to Davies (2007), data reliability is the extent to which results are consistent overtime and an accurate representation of the total population under study. Data is reliable if the results of a study can be reproduced under similar methodology. The extent to which results are consistent over time and an accurate representation of the total population under study is referred to as reliability and if the results of a study can be reproduced under a similar methodology, then the research instrument is considered to be reliable.

All input in the forms of comments, suggestions, ideas, proposals, corrections and views were taken into consideration to improve, improvise and upgrade the level of reliability of the instrument. To ensure that the measures and variables developed as the instruments in the questionnaire were appropriate, the instrument was tested for its reliability. Prior to the actual data gathering exercise, reliability test was done on the data collected. The outcome of this exercise was a new set of questionnaire and interviews that was used for the actual survey.

3.9.2 Validity of instruments

Validity is the quality of being correct or true Maguire (2007). Validity determines whether research truly measures what was intended to be measured and how truthful the research results were. To test validity the researcher conducted a pilot testing first; this included collecting data on small scale to get feedback on whether the instruments of data collection was likely to work in real situations. A new set of questionnaire and interview guide had resulted after the pre-test sessions.

To ensure that the measures developed in the instrument were relevant and appropriate, the instruments were tested for its validity. It is the extent to which an empirical measure adequately reflects the real meaning of the concept under consideration (Kothari, 2011).

This was supported by Henn, Weinstein and Foard (2006) who said the most critical was whether or not the results from a research study accurately reflect the phenomenon under investigation. It was characteristic of a measure that assesses what it actually claims to measure (Kothari, 2004).

3.10. Data analysis

3. 10.1 Quantitative analysis

According to Kothari (2004), data analysis means categorizing, ordering, manipulating and summarizing data to obtain answers to research questions. The purpose of analysis is to obtain meaning from collected data. After a rigorous exercise of collecting data, the researcher embarked on scrutinizing all filled questionnaires to check if properly filled. The researcher then assigned numerical codes to the information obtained according to categories formulated. This was to help in the facilitation of analysis using the statistical package for social scientists (SPSS) version 22.0 software which was chosen because it's widely used for analyzing survey data and also user friendly.

Descriptive and inferential statistics were applied to describe the basic features of the data in the study; this included the use of frequency distribution tables and percentages, and analysis of variance (ANOVA) to explore relationships between different variables and determine relationships between different variables. Descriptive analysis was carried out to provide simple summaries about the sample and the measures e.g. the distribution, the central tendency and the dispersion. Tables were used to present the data. Inferential statistics were then used to establish the influence of internal factors on security sector performance and to make inferences from the data the data collected was presented in forms of tables, bar graphs and pie-charts for easy interpretation by the users. The collected information was sieved, sorted, grouped and assembled in accordance with the question numbers that acted as the coding system in order to solicit the emerging issues/points and to establish certain patterns in all the answers. All questions in the questionnaire were analyzed using descriptive and inferential analysis.

3.10.2 Qualitative analysis

According to Burns and Grove (1999) qualitative data analysis occurs in three phases: description, analysis and interpretation. The researcher transcribed the interviews verbatim and analysis of the transcripts was carried out by the researcher while utilizing Colaizzi's (1978) seven step approach to descriptive data analysis. In order to achieve complete data saturation, thorough reading and re-reading is necessary to ensure all recurring information and variations are identified and only when no new information can be obtained is this achieved.

Volumes of data are gathered throughout the data collection process which requires the researcher to complete a reduction in data through categorizing and identifying similar themes. This process allows the researcher to interpret findings more easily. The findings were presented in form of text depicting respondents' expressed views, and somewhere with the use of direct verbatim words or quotations from the respondents.

3.11 The models

3.11.1 Analysis of the contribution of the media in shaping SSR

At multivariate analysis level adjusted R^2 , analysis of the variance and the linear regression amongst others was undertaken amongst the ordinal variables. The linear regression model was specified as follows;

$$Y = \beta_0 + \beta_1R + \beta_2T + \beta_3P + \varepsilon$$

Y= Indicates the security sector performance

β_0 , = Indicates the constant term or the intercept

R = Radio

T= Television

P = Print media

ε = Represents the error term

Where Y – security sector performance and x_i the independent variables that's the different media dimensions. During multivariate analysis the linear regression was used to establish the direction of contribution of the various media on security sector. On the other hand the coefficient of determination was used to establish the extent to which the different media contributes to security sector performance.

3.11.2 Analysis of the other factors (internal factors in the public security agencies)

According to Kothari (2004) a linear regression model has a continuous outcome and multiple predictors or response variables. They proposed that a regression model would adopt the format;

$$Y = \alpha + x_1\beta_1 + x_2\beta_2 + \dots + x_k\beta_k + \varepsilon$$

It is on this basis that this study adopted regression model to reflect measures of security sector performance in the public security agencies as follows;

$$Y = \beta_0 + \beta_1L + \beta_2R + \beta_3OC + \beta_4OS + \varepsilon$$

Whereby;

Y_1 = Indicates the security sector performance

B_0 , = Indicates the constant term or the intercept

β_1 , β_2 , β_3 and β_4 ; were the Regression coefficients or slope of the regression line of the independent variables. They were used to indicate the relationship between the independent variables and the dependent variable.

L = Leadership

R= Resources

OC =Organizational Cultures

OS = Organizational structure

ε = Represents the error term

3.12. Ethical Considerations on this Study

Approvals were sought before proceeding with the research study in an effort to have oversight and protect the participants. Written consent will be obtained from the study participants.

The purpose of the study was as explained to participants by means of information sheet. The participants were assured of strict confidentiality of any information they will provide. Each participant will be required to fill an informed written consent letter.

The entire participants were treated with dignity and respect. Anonymity was assured to the participant by using codes for identification instead of their names. The participants were informed that taking part in this study was completely of their own choice; any attempts to opt out of this exercise would not have any consequences.

3.13 Limitations to the study

The secretive and need to know principle of the of the security sector institutions is likely to impede access to information for even purposes of research. Uganda, no exception, the police and military forces shallowly divulge information to researchers. However, in order to instill

confidence to security research respondents, I will design the questionnaire with anonymous option to put some identical profile.

CHAPTER FOUR

PRESENTATION AND INTERPRETATION OF FINDINGS

4.0 Introduction

This chapter presents the findings of the study alongside their interpretation. Its presentation begins with the demographic characteristics of the respondents, followed by results about the contribution of radio broadcasting on security sector performance, contribution of television broadcasting on security sector performance, and contribution of print media on security sector. These results are presented with respect to the study objectives.

4.2 Demographic characteristics

In the section the findings in relation to the background characteristics of the respondents are presented. In particular the findings related to gender, age and education level presented and interpreted as presented in the table below.

Table 2: Demographic characteristics

Demographic characteristic	Category	Number	Percentage
<i>Gender</i>	Male	72	60.5
	Female	47	39.5
<i>Age</i>	20-30	16	13
	31 - 39	29	23.6
	40 - 49	49	39.8
	50 and above	29	23.6
<i>Education Levels</i>	No formal education	0	0.0
	Primary	3	2.4
	Secondary	22	8.9
	Certificate	29	23.6
	Diploma	39	31.7
	Degree	30	24.4
	Post graduate	11	8.9

4.2.1 Sex

Study results in table 4.1 above show that most of the respondents were males 72(60.5%) as compared to the minority who were females 47(39.5%).

4.2.2 Age

The study findings reveal that the majority 49(39.8%) were aged between 40 – 49. This was followed by those aged between 30-39 years and 50 and above with each constituting 23.6%. The least were those aged between 20-30 years. This is an implication that the study respondents were old and mature enough to give well informed information.

4.2.3 Education levels

The study findings in table 4.1 above shows that majority 39(63.1.7%) of the respondents had obtained diplomas. This was followed by those with bachelor's degrees 30(24.4%), Certificates 29(23.6%) and postgraduates 11(8.9%). This is an indication that the respondents were educated and thus gave well-reasoned responses.

4.3 The contribution of media roles on security sector performance

According to the conceptual framework, in chapter one, the independent variable was mass media use operationalized as radio broadcasting, television broadcasting, and print media. Each of the variables is described in the next subsections.

4.3.1 Radio broadcasting

The first objective in this study was to establish the contribution of radio broadcasting on security sector performance in Uganda. Descriptive statistics on radio broadcasting security issues are presented below;

Table 3: Descriptive statistics on contribution of radio broadcasting on security sector performance

Radio broadcasting	Mean	Std. Deviation
The radio broadcasts serve as official voices of the citizens (Democratic Information)	2.08	0.66
Radio broadcasting plays an important role in publishing classified information held by security sector organizations without their consent (Informative and public awareness role)	2.54	0.66
Radio broadcasting plays an important role in investigating and overseeing the work of the security agencies (Investigative Journalism)	2.65	0.79
Radio broadcasting is an important instrument for civilianization of security sector	3.24	1.01
Radio broadcasts are important avenues for security advocacy and lobbying	3.97	0.92
Radio broadcasts cover issues of mismanagement in the security sector	3.70	0.79
Radio broadcasts cover community safety issues comprehensively	3.53	0.96
Overall	3.10	0.81

Source: Primary data, 2017

Findings show that radio stations in often advocate and lobby for security sector performances (Mean = 3.97, SD = 0.916). The results further show that radio broadcasts advocate and lobby for security sector performances. In addition, radio broadcasts often cover community safety issues comprehensively (Mean = 3.53, SD= 1.096)

The study results however shows that radio stations rarely serve as official voices of the citizens (Democratic Information) (Mean = 2.08, SD = 0.666). The study findings also show that the radio broadcasts rarely publishing classified information held by security sector organizations without their consent (Mean = 2.54, SD = 0.661). The results also show that there is rare investigation and oversight work of the security agencies through radio broadcasts (Mean = 2.65,

SD = 0.787). Generally the study findings show that radio stations moderately broadcast security related issues (Mean = 3.10, SD = 0.81).

The above findings imply that radio broadcasting is of prime importance in the society. As reflected in the findings, the significance of publication through radio broadcasting has resulted in the ability to publicize, define subjects provide terms and shared values of reference; utilize consideration and authority as well as widespread security assistance. This implies that radio stations broadcast the messages that affect the social culture and this transforms mass media to part of established social forces that have a significant impact on security sector performance. In line with these findings, Einess and McLuhan (2009) are of the view that an increasing growth of radio broadcasting on security issues along with their varied functions paves the way for public thinking of the societies. Similarly, (Sarookhani, 2010) opines that in today's world, mass media have assumed a major role via transforming new information and exchanging public thoughts and opinions on way to the advance of the human culture and civilization.

4.3.2 Television broadcasting and security sector performance

The second objective in this study was to establish the contribution of television broadcasting on security sector performance. The descriptive statistics on television broadcasting for as an aspect of the security are presented below;

Table 4: Descriptive statistics on contribution of Television broadcasting on security sector performance

Television broadcasting	Mean	Std. Deviation
The TV broadcasts serve as official voices of the citizens (Democratic Information)	3.38	0.62
TV broadcasting plays an important role in publishing classified information held by security sector organizations without their consent (Informative and public awareness role)	4.76	0.43
TV broadcasting plays an important role in investigating and overseeing the work of the security agencies (Investigative Journalism)	4.28	0.82
The TV broad casting is an important instrument for civilianization of security sector	3.70	0.79
TV broadcasts are important avenues for security advocacy and lobbying	3.53	0.96
TV broadcasts cover issues of mismanagement in the security sector	3.40	0.66
Radio broadcasts cover community safety issues comprehensively	4.58	0.496
Overall	3.94	0.782

Source: Primary data, 2017

The study findings as shown in table 4.2 above shows that Television stations oftenly publish classified information held by security sector organizations without their consent (Mean = 4.76, SD = 0.426). The study results equally show that radio stations oftenly advocate and lobby for security issues (Mean = 4.53, SD = 0.96). There is equally high investigation and oversight work of the security carried out by the radio stations (Mean = 4.28, SD = 0.82). The radio stations sometimes act as official voices of the citizens (Mean = 3.38, SD = 0.62).

On the overall study results generally show that there is a high broadcast of security issues by televisions in Uganda (Mean = 3.94, SD = 0.782). An interpretation of these findings is that television broadcasting widely disseminates news, information, beliefs and opinions on security related issues. There is no doubt in the impact of television broadcasting plays an important role in transferring and exchanging of knowledge, cultures, thoughts and different customs of nations. These capabilities is related to the special features of mass media in informing, countless audiences, the speed of disseminating news and information, continuity in informing different issues and information. From the aspect of its positive function, television broadcasting is a very powerful tool for sensitizing population and informing different issues sufficiently, which can affect human life in communicating. In support of these findings, Josephat (2008) opines that television broadcasting can be the best way for clearing minds and combining thoughts and beliefs on security issues. Similar to the current study's findings, the author notes that television broadcasting could be effective in shaping and controlling crimes but also it can play an important role in establishing necessary legal changes and obligating some manners of order maintenance.

4.3.3 Print media broadcasting and security sector performance

The third objective in this study was to establish the contribution of the print media security sector performance in Uganda. The descriptive statistics on print media and security issues are presented on table 5;

Table 5: Descriptive statistics on contribution print media on security sector performance

Print media broadcasting	Mean	Std. Deviation
The print media serves as an official voice of the citizens (Democratic Information)	3.67	0.554
The print media broadcasting plays an important role in publishing classified information held by security sector organizations without their consent (Informative and public awareness role)	3.82	0.971
The print media plays an important role in investigating and overseeing the work of the security agencies (Investigative Journalism)	4.12	0.750
The print media is an important instrument for civilianization of security sector	3.61	0.626
The print media is an important avenues for security advocacy and lobbying	3.21	1.407
The print media broadcasts cover issues of mismanagement in the security sector	3.70	0.618
The print media covers community safety issues comprehensively	4.31	1.039
Overall	3.78	0.847

Source: Primary data

The findings presented above shows that the print media through newspapers in most cases covers community safety issues comprehensively (Mean = 4.31, SD = 1.039). The results also show that print media oftenly plays an important role in investigating and overseeing the work of the security agencies (Mean = 4.12, SD = 0.750). Findings similarly show that there is high publication of classified information held by security sector organizations without their consent (Mean = 3.82, SD = 0.97). Equally, the study results reveal that the print media oftenly act as an official voice of the citizens (Mean = 3.67, SD = 0.55). In the same line, the study findings show that the print media oftenly act as an instrument for civilianization of security sector (Mean = 3.61, SD = 0.63). Different however the results as presented in table 4.3 above the print media rarely advocate and lobby for security issues (Mean = 3.21, SD = 1.41). In general results from the study show that the print media moderately cover security related issues (Mean = 3.742, S.D

=0.847). The interpretation of the above findings is that radio broadcasts can lead the behaviors toward the paths defined by the community norms through establishing rules and regulations, and also by promoting the spirit of legalism and providing benefits and sources of law. The findings further imply that radio broadcasts do not only act as a notice-oriented ideology for people in power but they consider legal notices as a basis for social orders and security. In addition, by reporting the consequences of deviances, radio broadcasts on surety related matters can draw the obscenity and crimes in the mind of audiences which cause people to take lessons. In line with these findings, Fazeli (2013) notes that radio broadcasts can be effective in reducing the crimes by reporting the punishments of infringement and violation of the law intended for offenders. Similarly, Mu'azu (2010) adds that mass media as custodial of society health plays an important role in educating life skills to the individuals and empower them.

4.4 Security sector reforms

The dependent variable in this study was security sector reforms measured in terms of security sector performance. Descriptive statistics on this variable is presented below;

Table 6: Descriptive statistics on security sector performance

Security sector performance	Mean	Std. Deviation
There is effective delivery of security sector performances in Uganda	3.66	1.052
There is improved human security where people are living free from fear	3.84	0.902
There is increased citizen/local ownership of security (Democratic civilian control)	3.60	0.717
There is increased observation of the rule of law by the security agencies	3.06	0.751
There is sustainable security in the country	3.52	0.822
Security agencies and personnel are transparent	3.08	1.098
There is improved accountability of the security agencies in Uganda	3.02	0.234
There is high responsiveness of security providers	3.64	0.702
The is improved professionalization of armed and security forces in Uganda	3.55	0.543
There is an improvement in observation and respect for human rights by security agencies	3.11	0.267
Overall	3.50	0.890

Source: Primary data, 2017

The study results as indicated in the table above shows that there is highly effective delivery of security sector performances in Uganda (Mean = 3.66, S.D =1.052). There is generally a high performance in regard to provision human security (Mean = 3.84, S.D =0.902).

The students findings equally show a high security sector performance in regard to local ownership of security (Mean = 3.60, S.D =0.717). The study results further show that there is high performance of the security sector in regard to sustaining security landscape in the country. (Mean = 3.52, S.D = 0.882).

However, the findings as presented in the table above shows that there is poor observation of the rule of law by the security agencies (Mean = 3.06, S.D = 0.751). Similarly, the results show that there is still poor accountability of the security agencies (Mean = 3.02, S.D = 0.234).

Other performance areas that are still poor are: observation and respect for human rights by security agencies (Mean = 3.11, S.D = 0.257) and transparency of the security agencies (Mean = 3.08, S.D = 1.098). In general the study results show that there is moderate security moderate fair performance of the security sector in Uganda and the mass media has played a fair role as well (Mean = 3.50, S.D = 0.890). in line with these findings, it right to say that currently Uganda's security situation is moderate as it is being monitored by the Uganda Public security agencies, Chieftaincy of Military Intelligence (CMI), Internal Security Organization (ISO) and External Security Organization (ESO) that monitors external threats. However, the escalation in criminal acts in form of panga attacks, car thefts, kidnaps and murder of women continued and worse of all the involvement of security personnel in criminal acts leaves a lot to be desired. Nonetheless, linking the current security to mass media needed a further analysis in indicated in the next section.

4.5 Correlation of role of mass media and security sector performance

To establish whether the existing media channels namely; the radio, television, and print media are related to each other, the researcher carried out correlation analysis. The results were as given in Table 7.

Table 7: Correlation matrix of mass media and security sector

	Security sector performance achievement	Radio broadcasting	Television broadcasting	Print media
Security sector performance	1	0.611**	0.589**	0.340**
		0.000	0.000	0.000
Radio broadcasting		1	0.485**	0.490**
			0.000	0.000
Television broadcasting			1	0.415**
				0.000
Print media				1

** . Correlation is significant at the 0.05 level (2-tailed).

The results in Table 4.5 suggest that all the aspects of mass media namely; radio broadcasting($r = 0.611$, $p = 0.000 < 0.05$); television ($r = 0.589$, $p = 0.000 < 0.05$); and print media ($r = 0.340$, $p = 0.000 < 0.05$) had a positive and significant relationship with security sector performance. This means that hypotheses (H1-H3) were supported. However, hypothesis one (H1) was more significant followed by hypothesis two (H2) and hypothesis three (H3) respectively. This is in line with the findings of Goje (2010) who argues that the media has seriously contributed to the security of lives and property in South Africa. Additionally, Elina (2010, p. 11) also agrees with the above conclusions when he states that the mass media have contributed to the security of France. He asserts that the security agencies often collaborate with the media to ensure national security.

From the findings, it can be deduced that when dealing with the relationship between media and security sector reform in Uganda, one has to take into account the fact that the country is partly facing what most democracies are experiencing regarding the traditional closeness of the security sector. As already underlined, this element makes difficult the exercise of some forms of public control coming from civil society and media. In this framework, the limited interest of the public in security issues works to some extent as an additional element that Bosnia shares with other countries.

These general features of both security sector and civil society make controversial the implementation of a democratic security sector, a principle that is broadly developing in the recent years, especially regarding the phase of security reform in transitional societies.

However, it is necessary to underline that Uganda shows some crucial additional peculiar conditions. These clearly make the interaction very particular and interesting. In fact, Uganda finds itself in the middle of an ongoing process of security sector reform, associated with a delicate political transition. In addition, the presence of international actors dealing with security further enhances the complicated interaction with local powers. In particular, this happens more often at the level of decision-making and it is even more important if one adds the crucial factor related to the presence of international peace-enforcement troops on the territory of the country. The entire situation is also characterized by a not easy transposition of good practices and international standards on the openness of local security institutions. As far as media are concerned, the weak media landscape contributes to the same extent to the persistent deficit of media-security relations in Uganda.

4.6 Regression Model for media and security sector performance

At the confirmatory level, to establish whether the mass media channels namely; radio, TV and print media contribute to security sector performance, a regression analysis was carried out. The results were as in Table 8.

Table 8: Regression Model for media and security sector performance

Media	Standardised Coefficients	Significance
	Beta (β)	(p)
Radio broadcasting	0.568	0.000
Television broadcasting	0.271	0.004
Print media	-0.090	0.312
Adjusted $R^2 = 0.479$		
$F = 28.264, p = 0.000$		

a. Dependent Variable: Security sector performance

The results in Table 4.6 show that the mass media channels namely; the radio, TV, and print media explained 47.9% of the contribution in performance of security sector (adjusted $R^2 = 0.479$). This means that 52.1% of the contribution was accounted for by other factors not considered under this model. However, only two channels of the media, namely; the radio ($\beta = 0.568$, $p = 0.000 < 0.05$) and television broadcasting ($\beta = 0.271$, $p = 0.004 < 0.05$) had a positive and significant contribution on performance of the security sector in Uganda while the print media ($\beta = -0.090$, $p = 0.312 < 0.05$) had a negative and insignificant influence on the security sector performance. This means that only hypotheses (H1 – H2) were supported and hypothesis (H3) was not. The magnitudes of the respective betas suggested that the radio had the most significant contribution on security sector performance followed by the television.

The analysis of media role in enhancing security sector performance in Uganda provides some additional interesting elements. The internal functioning of media and their coverage of security-related issues show the peculiarities of the relationship in the country. If the interaction between media and the state is a challenging one, the one between media and the security sector can be considered as a even more interesting sub-category. Moreover, the relationship has proved to acquire some specific characteristics in the framework of some institutional reforms implemented in transitional societies. As already noticed, being the involvement of media an essential element in any well-governed security sector, only a transparent and effective interaction between the two sectors can grant the implementation of the security sector governance. Although the recent years have showed an improvements of media relationship to security institutions, it can be said that the interaction between journalists and the security sector is still not free from tensions. One of the most important obstacles in order to have the above-mentioned model applied depends on the several differences between media and security. These are mainly related to different structures and conflicting values.

In particular, military institutions, ministries of defence, intelligence agencies and international organizations devoted to security are extensively based on a hierarchical structure, embedded with conservative values. This traditional system contributes to make the security actors particularly close to any form of control coming from outsiders.

By contrast, journalists demand openness and transparency. Thus, the world of media responds to opposite criteria, notably a high degree of self-regulation and fragmentation. It can be said that journalists' investigations over security issues prove to be difficult, since the natural closeness of the security sector presents an obstacle for investigative report on security. In this regard given the fact that the media contributes 47.9% on performance of security sector, there are a number of challenges that prohibits the media from achieving higher performance. As a result the study examined challenges faced by Uganda's media in reforming the security sector in Uganda through interviews with the journalists of the selected media houses as discussed in the next section.

4.7 Challenges faced by Uganda's media in reforming the security sector in Uganda

A question posed to journalists respondents was: "In cases where you have had to engage in investigative reporting, what challenges have you faced in covering those stories? Cite some specific instances/examples." The main challenges the interviewees highlighted are: (1) Lack of legal provisions/instruments that grant journalists access to information and running parallel to that the maintenance of archaic laws on statute books that limit access; (2) Government red tape; (3) Inadequate funding and institutional bureaucracy; (4) Political violence; and (5) Inadequate training as discussed below:

4.7.1 Lack of Access to Information

A number of the interviewees pointed to access to information as a crucial challenge. Since the democratization process that took place in the early 1990s that saw Uganda transition from a one-party to a multi-party state, subsequent governments have flirted with the idea of passing a Freedom of Information Bill (FOIB), yet none has. A male journalist at a privately-owned newspaper vividly describes the dilemma journalists' face:

Access to information is the greatest challenge. Ugandan sources, especially government sources, are hard to find (i.e. for hard copy documents) and hard to speak to (i.e. human sources). For example, recently I wanted to unearth corruption in the Uganda-Malawi maize deal saga, but I couldn't due to lack of access to information.

For this journalist, the promoters of The Press and Journalist Act in 1995 argued that it was intended to professionalize journalism just like the legal and the medical profession by creating structures and processes through which one can become a journalist and practice journalism as a profession. According to the promoters, the law was to make the practice of journalism better, get rid of the ‘quacks’ and make it a preserve for the educated. The preamble of the Act partly provides that “An Act to ensure freedom of the press...” however, the content and provisions of the law unjustifiably restrict freedom of expression which include the freedom of the press and pose a serious threat to the right to seek, receive and impart information:

Lately, harsh laws hinder investigative journalism in Uganda. Draconian laws in the Penal Code, such as publication of false news, scare most of us from becoming too investigative. Moreover, for fear of arrest and jail, most of us just decide to write stories from press events and statements.

A female journalist at a privately-owned radio station provided the following insight about the impact currently being felt as a result of the invocation of the Publications Act Cap 305 and the Press Censorship and Correction Act Cap 306 both of which were colonial laws:

Currently, there is an element of fear as journalists are not entirely free to report on pertinent issues. This is because of the state of Threatened Public Emergency Status which was declared by the President in accordance with Article 31 of the republican constitution. According to this Article, the President has power to make such a proclamation when he sees a situation, which if left unchecked, has the potential to result into a declaration of a State of Emergency. Even though the enactment of Publications Act Cap 305 and the Press Censorship and Correction Act Cap 306 does not make any reference to media, the declaration has created a lot of caution and self-regulation in the media circles as people are scared of being detained for extended periods of time as the law permits.

The interviewees noted that the fear of detention has become one editor’s reality at a privately-owned radio and TV stations.

In line to the above, further evidence contained in the 2017 press index findings show arrests and detention of journalists as the most prevalent with 45 cases, followed by assault (27 cases). Blocking journalists from accessing news locations came in the third place, with 11 cases reported, while incidents of malicious damage of journalists' equipment came in fourth place, with 10 cases registered.

In relation to the above the interviewees noted that in the wake of killing public officials most especially big fish in the military and the police force, the media has always been intimidated by state while executing its watchdog roles. The most recent was the murder of the Assistant Inspector General of Police (AIGP) Andrew Felix Kaweesi on 17th march 2017. After this shock wave, the media houses in Uganda embarked on investigative stories to put to book the infiltrators in the police force who President Y K Museveni held responsible for these assassinations. It is at this wake up moment that Stanley who's been an investigative journalist for 20 years started publishing series titled 'Crime infiltrated police records'. Little did he know that he was putting his life and that of his family at stake. In one of the series' episodes, he shamed police for tasking SSP Nickson Karuhanga and SPC Abdu Semujju to carry out investigations on the murdered AIGP yet these two have murder files tagged to their names. The most intriguing episode was when the site proved to the public that the above two had paraded fake suspects who absolutely had no clue of where even the scene of crime was located. The Inspector General of Police (IGP) Kale Kayihura immediately secured a court injunction stopping all media houses from publishing or running anything in relation to the AIGP's murder with the case still under investigation.

4.7.2 Government Red Tape

Interviewees also bemoaned the government red tape that hinders their investigative endeavors. A male journalist at a state-owned newspaper noted:

In my coverage of investigative stories, government officials, especially junior officers and at times directors take long to respond to queries, especially those perceived to be too investigative in nature. They choose to refer journalists to their seniors who also at many instances advise us to write a press query which they may never respond to.

For journalists who work for state-owned media they face a further hurdle of government censorship as part of the red tape, especially where investigative stories are concerned. As a female journalist at a state-owned newspaper narrated:

During the murder of the former IGP Kawesi, I covered most of the investigations and I had gathered quite interesting stories about the investigations but these stories were never supported by office thought it was very sensitive so it was never published. It is difficult to have an investigative story published if it is highlighting the ills of government officials.

Related to the above, it was also reported during the interviews that there were also two cases of switching off radio stations on the orders of UCC and of breaking into media houses; four cases each of threatening violence against journalists and of journalists suspended from work on orders of UCC. In addition, the interviews reported that the Judiciary is mainly accused of blocking journalists from accessing court sessions.

4.7.3 Inadequate Funding and Institutional Bureaucracy

Delving into institutional bureaucracy, a male journalist at state-owned television station reports that: *“It is very difficult to engage in investigative/security reporting at my place of work due to lack of a recognized support structure to support the beat.”* He adds that this is also evident in resource allocation: *“A car and camera is shared among no less than four reporters. This makes it difficult and almost impossible to conclusively follow up an investigative lead story. That is why most stories that are done are scheduled and event based.”* Where inadequate funding is concerned, a male journalist at a privately-owned radio station aptly explains its negative impact on doing investigative journalism thus:

Financial constraints remain one of the biggest challenges in my quest to engage in investigative reporting in that it is difficult to travel to far-flung areas to cover a story because you will need transport, accommodation and sometimes people that have the information request that you pay them something for them to help you.

This statement sums up the evidence that inadequate funding and institutional bureaucracy is another challenge for the media in regard to covering and reporting security related issues.

4.7.4 Political Violence

The interviewees also pointed out that now more than ever before, political violence targeted at journalists has become commonplace. A female journalist at a privately-owned radio station explains how she and a colleague almost fell prey to political violence:

Political interference is also a challenge especially from party supporters. Sometime last year, my colleague from another radio station and I were almost beaten by party cadres because they felt we had written false stories about their president.

According to a male editor with ten years of experience at a privately-owned radio station, utterances by the police whom journalists should seek solace from have had their own negative impact:

The Inspector General of Police recently warned during a media briefing those media houses that publish or broadcast content that is deemed to alarm the nation risk being closed. That statement has caused a lot of fear amongst the journalism fraternity. There is a lot of self-censorship by journalists for fear of offending the powers that be.

4.7.5 Inadequate Training

It was also revealed that found that lack of training was an impediment to investigative/security reporting. Interviewees for this study also report the need to be better educated in not only how to be more strategic and deliberate in their pursuit of investigative journalism, but also how to cope with the challenges. One journalist, a female at a privately-owned TV station, noted that:

“There is need for us journalists to continuously sharpen our skills through training in order to meet the demands that come with the reporter working in the 21st century.” Adding that the investigative journalism landscape “will even be better when all journalists embrace [training in] professionalism and the need to adhere to media ethics.”

This statement is a clear indication that some of the journalists are not well trained to investigate and report on security related matters thereby reducing the contribution of the media on security sector performance.

4.8 Other factors influencing the security sector performance in Uganda

Given the fact that this study revealed that mass media channels namely; the radio, TV, and print media explained 47.9% of the contribution in performance of security sector, it implies that that 52.1% of the contribution was accounted for by other factors. These were: leadership factors, resources factors; organizational culture; and organizational structure. These were mainly internal factors within the security agencies. These factors as pointed out by security operatives are presented in the table below.

Table 9: Other factors influencing the security sector performance in Uganda

Factors influencing security sector performance	Mean	Std.
Leadership factors (M = 3.49)		
Planning by senior officers is important in any security sector performance	4.35	0.55
Power by senior officers enhances the security sector performance	3.21	1.36
Communication with senior officers is effective enhances security sector performance	3.90	1.06
Support from senior officers to subordinate officers enhances security sector performance	4.30	0.55
Motivation by leaders enhances security sector performance	2.02	1.08
Politics among officers enhances security sector performance	3.17	1.32
Resources factors (M = 2.85)		
Professional human capital among officers is enough to steer up police service	2.14	1.11
Technology within the security agencies has highly assisted to provide adequate security	3.29	1.39
Financial resources are sufficient for improving Security sector performance	2.38	1.38
Polices with the national security agencies influence security sector performance	3.58	1.39
Organization culture factors (M=2.97)		
Beliefs, rites, rituals and norms within the national security agencies support security sector performance	2.95	1.44
Symbols and signs within the national security agencies affect performance	1.67	0.63
Teamwork enhances within the national security agencies affects security sector performance	1.67	0.56
Organization structure factors (M = 3.91)		
Authority by senior officers has a positive impact on security sector performance	2.75	1.43
Delegation by senior officers affects security sector performance	4.68	0.62
Responsibility vested in officer's drives performance	4.37	0.62
Hierarchy design in the organization influences security sector performance	3.83	1.13

4.8.1 Leadership factors

As seen in table 4.7 above, comparing the means of the variables from the findings, planning had higher rating than the other factors; meaning was rated more favorably than the other as indicated by a mean of 4.35. The majority respondents of further indicated that support from senior officers to subordinate officers was important as shown by mean of 4.30. On communication with senior officers in the security sector performance, the majority of the respondents rated it as very vital as indicated by mean of 3.8986. Asked on whether power by senior officers enhances security sector performance within the public security agencies, the respondents rated it as important. This was shown by a mean of 3.2101.

Asked on their rating whether politics among officers enhances security sector performance, the respondents rated it as important and that politics had a great influence on security sector performance in the organization as shown by a mean of 3.17. Regarding the importance that motivation by leaders enhances security sector performance in Uganda, from the data obtained the results showed that indeed majority rate the officers felt they were not well motivated by the management as indicated by a mean of 2.021.

Failure to constantly motivate ones staff may leave them disillusioned and fatigued. This in the long run may even affect their performance; police officers are usually regarded as one of the lowly motivated staff despite the enormous contributions they make towards the growth and development of the entire country.

The findings agree with Kotter (1998) on perception of effective and successful security sector performance which entails proper planning and implementation which enable an organization to successfully manage organizational performance. Without proper planning any security sector performance is bound to fail hence bringing about loss of morale to the staff and organizations resources. The findings also appear to support Green and Cameron (2004), to the extent that it's always important for the management to engage the junior employees and the outside environment on matters relating to the security sector performance. Communication enables members know what is expected of them and also acts as good tool of eliminating resistance by promoting understanding within the organization.

The findings also agree with (Hay and Hodgkinson 2006) that emphasized Motivation as the intensity and drive that directs the staff in to achieving a particular goal or objective. It has been noted that organizations with highly motivated staff and tend to successfully improve security sector performance than organizations with lowly motivated and demoralized staff.

4.8.2 Resources factors

The study sought to find out whether there was enough professional human capital among officers to steer up security sector performance, a majority of the respondents disagreed with a mean of 2.14, hence have an influence on the security sector performance. Lack of adequate qualified professionals in security agencies can be attributed to poor security performance as the respondents indicated that polices with the national security agencies influenced security sector performance as shown with a mean of 3.58.

Asked on the rating whether technology within the police service has highly assisted to provide adequate security the respondents rated it as important indicated by a mean of 3.2899. On the statement that there was a sufficient financial resource for security sector performance, majority of on the statement as shown by a mean of 2.3841. The findings concur with Luthans (2008) on the view that well trained and skilled manpower able to successfully oversee and manage the organizations service delivery. An organization with highly skilled staff tends to get positive results during service delivery unlike an organization with poorly staffed and trained personnel. Serious organizations have even gone a step further to setting up special offices or department staffed with qualified employees trained to handle critical issues within the organization.

The findings also agree with Hitt et al (2005) on emphasizes that technology makes life smooth and easy. This concept also applies to service delivery. An organization with good and updated technology system usually has an upper hand over technologically weak organizations not only in competition but also in the performance. With good technology an organization is able to easily enhance performance to undertake

Senge et al (1999) further noted that financial resources are important to steer up service delivery. Like other organizations undertakings, organizational service delivery initiative requires a considerable amount of financial resources investment for results to be realized. Well

financed organizations tend to achieve desired goals more effectively and efficiently than financially weak organizations.

Martin (2005) also agreed that written down guidelines is aimed at ensuring that a task has been undertaken according to the laid down procedure. Properly formulated policy in an organization enables the stakeholders to have a clear route on how to go about overseeing the management of an organizational.

4.8.2 Organization culture factors

From the findings in table 4.7, to a lesser extent, the respondents agreed that beliefs, rites and norms within security sector was indeed important in security sector as indicated by a mean of 2.95.

The respondents indicated that symbols and signs within the national security agencies are not important to affect police service delivery as shown by a mean of 1.67.

On the statement that teamwork enhances security sector performance, most of the respondents rated it as very important shown by a mean of 4.30. Going by the response above the researcher concluded that a majority of the respondents believed that teamwork indeed enhances security sector performance. The Uganda police force and UPDF have one of most strong spirit in the service purely done on teamwork for easy success. Bearing in mind their small numbers teamwork is very important during service delivery in order to avoid failure.

Based on the findings, the study agreed with Capon (2009) on the opinion that beliefs, rites, norms are indeed important in service delivery and therefore it is easier to manage organizations structures and processes with clear beliefs, rites and rituals. The findings disagreed with Hitt et al (2005) putting insights that symbols are visible, physical manifestations of originations and indicators of organizational life. Symbols and signs convey powerful meanings and what those symbols accomplish in and for an organization. Capon (2009) agreed on the findings that organizations with good teamwork usually pull together to make sure the success of an organizational performance unlike organization with no unity where members pull apart hence sabotaging the service delivery.

Senior and Swailes (2010) also agreed that a rite or ritual is an important artifact of culture and may be defined as a regular organizational activity that carries more meaning than it does actual purpose. It's easy for leaders to of an organization to state their values, but rites and values of an organization openly publicize the values of an organization.

4.8.2 Organization structure factors

From the findings in table 4.7, the respondents slightly agreed that positive response from authority by senior officers in security affects security sector performance as indicated by a mean of 2.75. On the other hand, the respondents rated that that delegation by senior officers had value in security sector performance as shown by a mean of 4.68. It is therefore very important for delegation by senior officers. This helps boost trust and confidence amongst police officers. Asked on whether responsibility vested in officer's drives performance within the security agencies, the respondents rated it as important shown by a mean of 4.37. This implies that failure to empower officers may lead to them sabotaging any operational duties. Security officers' especially junior ones are of the view that they are deprived off responsibility and left to rely on their seniors hence this makes them feel alienated. On whether hierarchy design in the organization influences security sector performance, majority of the respondents indicated that it was important as indicated by a mean of 3.83. Respondents agreed that organization hierarchy design influences service delivery in the security service. The Ugandan police force for example, has one of the tallest organizational hierarchies around, the journey from the junior most people to the senior most is quite a long way, and this makes feedback quite difficult.

The study agrees with those Hay and Hodgkinson (2006) on observation that responsibility is the institutionalized and legal power inherent in a particular job, function or position that is meant to enable the holder carry out his or her responsibility. It includes the right to command situation, commit resources, give orders and expect them to be obeyed. In order for an organization to achieve successful performance results, the staff should be empowered and given authority to make decisions that will enable them oversee proper services. Authority enables staff to come up with efficient and effective service delivery. The findings also agree with Kotter (1998), perception that delegation increase efficiency and effectiveness of the organization. Delegation also enables the utilization of employee talent hence to the benefit of the organization. Performance is a collective undertaking that requires the support and input of members in order

to be successful, organizations that practice delegation usually promote responsibility and ownership since members feel they are part of the decision making process.

4.9 Coefficients of Regression Equation

Regression coefficients represent the mean change in the response variable for one unit of change in the predictor variable while holding other predictors in the model constant. This statistical control that regression provides is important because it isolates the role of one variable from all of the others in the model. The results on the coefficients of regression equation are presented in table 10 below.

Table 10: Coefficients of Regression Equation

Model	Unstandardized Coefficients B Std.		Standardized		Sig.
	B	Std.	Beta	t	
(Constant)	-1.268	.268		-4.737	.000
Planning is important in security sector performance	.744	.082	.353	9.072	.001
Power by seniors affect security sector performance	-.171	.088	-.200	-1.932	.056
Communication with seniors affect security sector performance	-.093	.050	-.085	-1.868	.064
Motivation by leaders' affect security sector performances	.001	.044	.001	.019	.985
Politics affects security sector performance	.022	.058	.025	.376	.708
Professional human capital is enough in core security agencies	.576	.058	.552	9.960	.001
Technology has improved security sector performance	.170	.088	.203	1.917	.058
Financial resources are sufficient for improving Security sector performance	-.073	.069	-.079	-1.054	.294
Symbols and signs affect sector performance	.140	.059	.076	2.368	.019
Team work enhances security sector performance	-.047	.080	-.023	-5.86	.559
Delegation of work affects security sector performance	-.455	.069	-.242	-6.639	.001
Hierarchy design affect security sector performance	.463	.063	.451	7.393	.001

The unstandardized coefficients are the coefficients that the study would obtain when standardized of all of the variables in the regression, including the dependent and all of the

independent variables, and running of the regression. The coefficients or beta weights for each variable allows the researcher to compare the relative importance of each independent variable. In this study the unstandardized coefficients and standardized coefficients are given for the regression equations. The study adopted on the standardized coefficients. By standardizing the variables before running the regression, the study put all of the variables on the same scale, and compares the magnitude of the coefficients of the independent to determine which one had more effects on delivery of security sector performance quality.

The larger betas were associated with the larger t-values and lower p-values. The column of coefficient shows the predictor variables of constant. The first variable constant of -1.268 represented the constant which predicted value of security sector performance when all other variables affecting delivery of security sector performance was constant at zero (0). From the above regression model, it was found that provision of police security sector performance would be at -1.268 holding, leadership, resources, organizational cultures and organizational structures constant at Zero.

In addition, the researcher conducted a regression analysis so as to test the relationship among variables (independent) on the security sector performance. The researcher applied the statistical package for social sciences (SPSS version 22.0) to code, enter and compute the measurements of the multiple regressions for the study. The researcher conducted a multiple regression analysis so as to determine the effect of security sector performance and the variables. According to the results in table 4.8 , the equation ($Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \epsilon$) becomes: $Y_1 = -1268 + 0.744X_1 + 0.171X_2 - 0.093X_3 + 0.001X_4 + 0.022X_5 + 0.576X_6 + 0.170X_7 - 0.073X_8 + 0.140X_9 - 0.047X_{10} - 0.455X_{11} + 0.463 + \epsilon$ Where Y is the dependent variable (security sector performance), X_1 is the planning variable, X_2 is power variable, X_3 is communication variable, X_4 is Motivation variable, X_5 is politics variable, X_6 is professional human capital variable, X_7 is technology variable, X_8 is Financial resources variable, X_9 symbols and signs variable, X_{10} is teamwork variable, X_{11} is delegation variable and X_{12} is hierarchy design variable.

Table 11: Regression equation on Summary

Model Summary				
Model R		R Square	Adjusted R Square	Std. Error of the estimate
1	.432a	.457	0.452	.21506

Linear regression analysis explains or predicts variation in a dependent variable because of the independent variables and this is assessed using the coefficient of determination known as R square and the larger the coefficient, the larger the effect of the independent variable upon the dependent variable. The R Square can range from 0.000 to 1.000, with 1.000 showing a perfect fit that indicates that each point is on the line Carver (2009). The regression equation focused on the internal factors influence on security sector performance as measured by leadership, resources, cultures and structures. Predictors for the model consisted of hierarchy design, motivation, team work, policies, and delegation of work, planning, politics, communication, professional human capital, technology, financial resources and power by senior officers.

The study findings revealed that there is a positive relationship between the selected dependent variables and the independent variables as depicted by coefficient of determination (R) of 0.457, and Correlation Coefficient (R- Square) of 0.452 (45.2%) (Security sector performance was explained by other factors while the other 54.8% is presented by other variables of which 42.7 are explained by the media role. This leaves 7.6% to be presented by other unexplained variables. The study results therefore, indicate the selected other factors do command an influence equivalent to 45.29%.

The findings agree with Kotter (1998) on perception of effective and successful security sector performance which entails proper planning and implementation which enable an organization to successfully manage organizational performance. Without proper planning any security sector performance is bound to fail hence bringing about loss of morale to the staff and organizations resources. The findings also appear to support Green and Cameron (2004), to the extent that it's always important for the management to engage the junior employees and the outside environment on matters relating to the security sector performance. Communication enables

members know what is expected of them and also acts as good tool of eliminating resistance by promoting understanding within the organization.

The findings also agree with (Hay and Hodgkinson 2006) that emphasized Motivation as the intensity and drive that directs the staff in to achieving a particular goal or objective. It has been noted that organizations with highly motivated staff and tend to successfully improve security sector performance than organizations with lowly motivated and demoralized staff.

CHAPTER FIVE

5.0 SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

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

5.2 Summary of findings

5.2.1 Contribution of the media in shaping the security sector reforms in Uganda

The results of the study show that the mass media channels namely; the radio, TV, and print media explained 47.9% of the contribution in performance of security sector (adjusted $R^2 = 0.479$). This means that 52.1% of the contribution was accounted for by other factors not considered under this model. However, only two channels of the media, namely; the radio ($\beta = 0.568$, $p = 0.000 < 0.05$) and television broadcasting ($\beta = 0.271$, $p = 0.004 < 0.05$) had a positive and significant contribution on performance of the security sector in Uganda while the print media ($\beta = -0.090$, $p = 0.312 < 0.05$) had a negative and insignificant influence on the security sector performance.

5.2.2 Challenges faced by Uganda's media in reforming the security sector in Uganda

The study findings revealed through the interviews with the journalists revealed that media faces a number of challenges in reforming the security sector in Uganda. The main challenges the interviewees highlight are: lack of legal provisions/instruments that grant journalists access to information and running parallel to that the maintenance of archaic laws on statute books that limit access; government red tape; inadequate funding and institutional bureaucracy; political violence; and inadequate training.

5.2.3 Other factors influencing security sector reform in Uganda

The study findings revealed that mass media channels namely; the radio, TV, and print media explained 47.9% of the contribution in performance of security sector thereby leaving 52.1% of

the contribution accounted for by other factors. These were: leadership factors, resources factors; organizational culture; and organizational structure. The study findings revealed that there is a positive relationship between the other factors and security sector performance as depicted by coefficient of determination (R) of 0.457, and Correlation Coefficient (R- Square) of 0.452 (45.2%) (Security sector performance was explained by other factors while the other 54.8% is presented by other variables of which 42.7 are explained by the media role. This leaves 7.6% to be presented by other unexplained variables. The study results therefore, indicate the selected other factors do command an influence equivalent to 45.29%.

5.3 Conclusions

This study concludes that the Ugandan media plays its role albeit a series of barriers and decrees imposed by governments to limit media influence. The study found that the media are still relevant and central to providing the masses a forum for public debate on security issues, notwithstanding the constraints of government influence and control of the press. When media expose wrong-doing or misconduct, they function as watchdogs, and hence as mechanisms of accountability. Beyond the watchdog function, by presenting accurate, balanced and timely information on issues of interest to society, journalists help citizens in making informed decisions concerning who governs them and how they are governed. When media help the public to make well-informed choices, they function as an instrument of good governance. Good journalism provides channels of communication in society, helping to educate, inform, and exchange information between the public and its leaders. Journalism thus plays a vital role in identifying what is at stake in a particular policy or decision, in framing issues for the public, analyzing the issues and identifying possible solutions and alternatives. To the extent that the media constitute an essential element of informed public and responsible governance, it deserves much credit than it receives.

The study also concludes that there are other factors that affect security sector performance. In this regard, the study concludes that the core security agencies (the UPDF and UPF) should rebrand their organization culture to embrace the new ones from the study a majority of the respondents were of the view that organizational culture has effects on service delivery in the security sector hence a major challenge to its success. The core security agencies should also

encourage its top management to practice modern leadership styles that are more officer's friendly instead of continuing with the old authoritarian practice of issuing order and expecting them to be followed unchallenged and without opinions. The UPDF and UPF are a disciplined organizations but this does not restrict them from embracing new leadership aspects that may enhance performance. Clinging to the old ways may hinder the adoption of new ideas into the service due to rigidity and resistance to opinions. Going by the response shown, it is safe to say that indeed leadership has influence on security sector performance in the Uganda hence also a challenge. The UPDF and UPF should also allocate sufficient resources to oversee the smooth policing management. Like a living thing during early days change needs to be groomed and nurtured well before it can yield the expected result. From the study the conclusion is that respondents were of the view that resources indeed affect performance in the security sector hence its main challenge also some policies have been cited as outdated hence hinder new service delivery initiatives within the service. Going by the results of the study it is evident and true to conclude that indeed Government policy is one of the main challenges of security sector performance in Uganda.

5.4 RECOMMENDATIONS

Based on the study findings, the study makes the following recommendations;

The media

Protection of Journalists: There is need for the security sector representatives, especially security officers, to protect and allow journalists to keep the public informed of national security concerns.

Establish clear procedures to access information: There is need to establish clear procedures for Uganda's security sector institutions to release security related information in an accurate and timely manner.

Enhancing Media Accountability: There is need to enhance the media's credibility as a democratic institution through improved accountability to the public, acknowledge their mistakes and ensuring that ethical and professional standards are upheld

Building Media Capacity: There is need for equipping the journalists with new skills in regard to reporting security related issues so as for them to get liberated from the constraints related to their work.

Widening Access: Efforts to improve access include subsidizing community and local media, especially in poor and remote areas or in places where groups, such as indigenous peoples, have traditionally been at the margins of social life should take place through establishing community-published wall newspapers, community radio and small cable TV stations.

Airtime and space allocation: The mass media need to allot specific air time and space to reports on terrorism, kidnapping and other forms of crime capable of breeding insecurity. This is a way of emphasizing the negative impact of such acts on the society.

Other factors

The researcher recommends the UPDF and UPF should adopt modern service delivery techniques in order to attain an effective and efficient service.

The top management should make necessary efforts to ensure they boost the morale of their staff and especially those who are working in the hardship areas prone to terrorist attacks.

On organization culture the organization should embrace new practices and embrace those that promote service delivery and unity within the service. Old symbols and signs that hamper service delivery should be discarded hence this calls for rebranding.

There is need for promotion of teamwork among the officers ensures employee empowerment.

Bad organization history should be done away with and good ones retained same as rites and rituals. This will help easy adoption of new cultures in the police service.

The Uganda security sector needs to embrace planning and proper allocation of resources. Resources are very crucial when it comes to service delivery or any other undertaking within the organization.

Employees should also be empowered to make crucial decision in the organization since this not only promotes initiative but also boosts their morale. Delegation on the other hand also promotes morale in the service and needs to be encouraged.

Through effective communication, the management is able to get feedback from staff hence able to monitor and evaluate service delivery in the organization.

The management should also employ measures aimed at motivating their staff this may include both monetary and non-monetary rewards.

Staffing the organization with qualified personnel able to understand how to manage the organization is very important.

The UPDF and UPF have one of the tallest organization structures around. Starting from the top most officers to the junior most is quite a long way. This aspect makes communication and monitoring very difficult. I recommend that the structure be flattened a bit. Junior officers should also be given authority and more responsibility at their work stations this will promote a sense of ownership and confidence.

5.5 Areas for further studies

Apart from the contribution of the media, this study focused on other factors influencing security sector performance in Uganda. However, the other factors covered under this study were internal. This study therefore recommends that there is need for other studies to focus on the external factors such as influence of donors, civil society Organizations, and local ownership on the security sector performance in Uganda.

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APPENDICES

Appendix I: Research Questionnaire (all respondents)

INTRODUCTION:

I am Okurut Apollo, a student of Nkumba University. I am carrying out a study about: “The contribution of the media in shaping the security sector reform.” A case study of broad and print media houses in Kampala Capital City. You have been identified to contribute to the study. You are therefore requested to fill the questionnaire.

Confidentiality: please be rest assured your response information will be accorded with utmost confidentiality and will be used specifically for the this research.

Thank for participating in this research.

Section A : Background information (please tick the appropriate alternative)

1. Gender
 - A. Male
 - B. Female
2. Age brackets
 - A. 20 – 29 years
 - B. 30-39years
 - C. 40-49years
 - D. 50 and above
3. Education Level
 - A. Secondary
 - B. Diploma
 - C. Bachelor’s degree
 - D. Masters and above

Section B: Mass media Roles

Please indicate your opinion as per the level of disagreement or agreement with the outlined statements using 1 to 5 scale guideline. 5= Strongly Agree 2- Agree, 3= Neutral, 4 =Disagree, 1= Strongly Disagree

Radio broadcasting	5	4	3	2	1
The radio broadcasts serve as official voices of the citizens (Democratic Information)					
Radio broadcasting plays an important role in publishing classified information held by security sector organizations without their consent (Informative and public awareness role)					
Radio broadcasting plays an important role in investigating and overseeing the work of the security agencies (Investigative Journalism)					
Radio broadcasting is an important instrument for civilianization of security sector					
Radio broadcasts are important avenues for security advocacy and lobbying					
Radio broadcasts cover issues of mismanagement in the security sector					
Radio broadcasts cover community safety issues comprehensively					
Television broadcasting					
The TV broadcasts serve as official voices of the citizens (Democratic Information)					
TV broadcasting plays an important role in publishing classified information held by security sector organizations without their consent (Informative and public awareness role)					
TV broadcasting plays an important role in investigating and overseeing the work of the security agencies (Investigative Journalism)					
The TV broad casting is an important instrument for civilianization of security sector					
TV broadcasts are important avenues for security advocacy and lobbying					
TV broadcasts cover issues of mismanagement in the security sector					
Radio broadcasts cover community safety issues comprehensively					
Print media broadcasting					
The print media serves as an official voice of the citizens (Democratic Information)					

The print media broadcasting plays an important role in publishing classified information held by security sector organizations without their consent (Informative and public awareness role)					
The print media plays an important role in investigating and overseeing the work of the security agencies (Investigative Journalism)					
The print media is an important instrument for civilianization of security sector					
The print media is an important avenues for security advocacy and lobbying					
The print media broadcasts cover issues of mismanagement in the security sector					
The print media covers community safety issues comprehensively					

Section C: Other factors influencing the security sector reform in Uganda

Indicate the extent to which the following factors influences the performance among the security operatives in Uganda in a scale of 1-5 where (1)-Strongly Disagree, (2) Disagree (3) Not Sure, (4) Agree, (5) Strongly Agree.

Factors	Level of agreement				
	5	4	3	2	1
Leadership					
Planning by the senior officers is important in security sector performance					
Power by senior officers enhances security sector performance					
Communication with the senior officers in the security sector is effective to support security sector performance					
Support from senior security officers to subordinate officers enhances performance					
Motivation by leaders in the security sector enhances delivery of service					
Politics among officers enhances performance within the security sector					
Resources					
Professional human capital among security officers is enough to steer up police security sector performance					
Technology within the national security agencies highly assisted to provide adequate security					

Financial resources are sufficient for security sector performance					
Government policy influences performance in the security sector					
Organizational culture					
Beliefs, rites, rituals and norms within Security agencies supports service delivery					
Symbols and signs within the Security agencies affect delivery					
Team work enhances service delivery within the security sector performance					
Organizational Structure					
Authority by senior officers has a positive impact on performance in the security sector					
Delegation by the senior officers has value when it comes to security sector performance					
Responsibility vested in officer's drives performance					
Hierarchy design in the organization influences the security sector performance					

Section D: Security sector reforms (measured in terms of security sector performance)

Please indicate your opinion as per the level of disagreement or agreement with the outlined statements using 1 to 5 scale guideline. 5= Strongly Agree 2- Agree, 3= Neutral, 4 =Disagree, 1= Strongly Disagree

Security sector performance	5	4	3	2	1
There is effective delivery of security services among the security agencies in Uganda					
There is improved human security where people are living free from fear					
There is increased citizen/local ownership of security (Democratic civilian control)					
There is increased observation of the rule of law by the security agencies					
There is sustainable security in the country					
Security agencies and personnel are transparent					
There is improved accountability of the security agencies in Uganda					
There is high responsiveness of security providers					
There is improved professionalization of armed and security forces in Uganda					
There is an improvement in observation and respect for human rights by security agencies					

Thank you

Appendix II: Interview guide for journalists

- 1.** In pursuing your work as journalists, comment on the level of access to information regarding security issues in Uganda
- 2.** To what extent does the government red tape hinder you from accessing and reporting information on security issues in Uganda?
- 3.** How do you find the funding and institutional bureaucracy constraining your work most especially when investigating and reporting on security issues in the country?
- 4.** In which ways are you affected by the political systems when covering security issues?
- 5.** In your own opinion, comment the adequacy of training adequate and how it affects your work.