

## Effects of low pay on staff performance in Uganda Police Force



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### ABSTRACT:

**Purpose:** To examine the effects of low pay on staff performance in the Uganda Police Force with a view to making recommendations.

**Methodology:** The study adopted documentary review as a method of data collection technique in which data is gathered from reports from different sources, journals, magazines, newspapers, institutional archives, reports, and articles that have data linked to the research being undertaken (Creswell, 2014). A documentary review checklist was employed to solicit data related to an examination of the effects of low pay in Uganda Police Force archives. This method was preferred by the researcher over other methods because was able to gain permission to access information from different departments at Police headquarters archives. In addition, using document analysis takes out the personal aspect of the effect a researcher might have on an individual during an interview.

**Findings:** It has been found that low pay is caused by inadequate budget funding the minimum ideal budget the Uganda Police Force requires for policing is Shs 936 billion in 2021/22 to Shs 840.189 billion, Lack of prioritizing of the police budget is estimated to be implemented in the period of five years, Poor Remuneration and Conditions of Service e.g. Social pressures which compel an individual into corrupt practice in order to pay school fees, greed and the thirst for wealth. However, the effects of low pay cause Low morale in personnel work, unstable marriages amongst police officers, bribery to achieve particular positions (posts), drunkardness, Corruption of personnel, and involvement of Police personnel in hiring guns for robbery.

**KEYWORDS:** Effects, low pay, staff performance, police force

## 1.0 INTRODUCTION

### 1.1 Background of the study

Low pay as at or below the minimum wage they found a substantial gap between the high number of employees in the private and third sector. The National Minimum Wage is one of the great policy successes of our generation. This approach led to progressive improvements in pay for the lowest earners without harming employment. The decision to establish the Low Pay Commission, which recommends the National Minimum Wage rate, as a partnership between employers and employees ensured a balance between the need for wage growth and concerns about the impact on employment. The purpose of the National Minimum Wage was to create a floor to prevent exploitation and abuse. In the 1990s, a third of low-paid workers and seven percent of the total workforce were receiving extremely low pay. Today, the challenge is the large number of people that earn above the minimum but are still low-paid.

The Uganda Police Force (UPF) is the national police force of Uganda. The head of the Force is called the Inspector General of Police (IGP). The UPF is dedicated to ensuring the good governance of Uganda. That means they allow for the effective implementation of laws which control a state and provide for the security, prosperity and development of a nation (Lumu, David 11 April 2014).

On August 4, 1946, over one thousand miners assembled in Market Square in Johannesburg, South Africa. No hall in the town was big enough to hold them, and no one would have rented one to them anyway. The miners were members of the African Mine Workers Union (AMWU), a non-European union which was formed five years earlier in order to address the 12 to 1 pay differential between white and black mineworkers. The gathering carried forward just one unanimous resolution: African miners would demand a minimum wage of ten shillings (about 1 Rand) per day. If the Transvaal Chamber of Mines did not meet this demand, all African mine workers would embark on a general strike immediately. Workers mounted the platform one after the other to testify: "When I think of how we left our homes in the reserves, our children naked and starving, we have nothing more to say. Every man must agree to strike on 12 August.

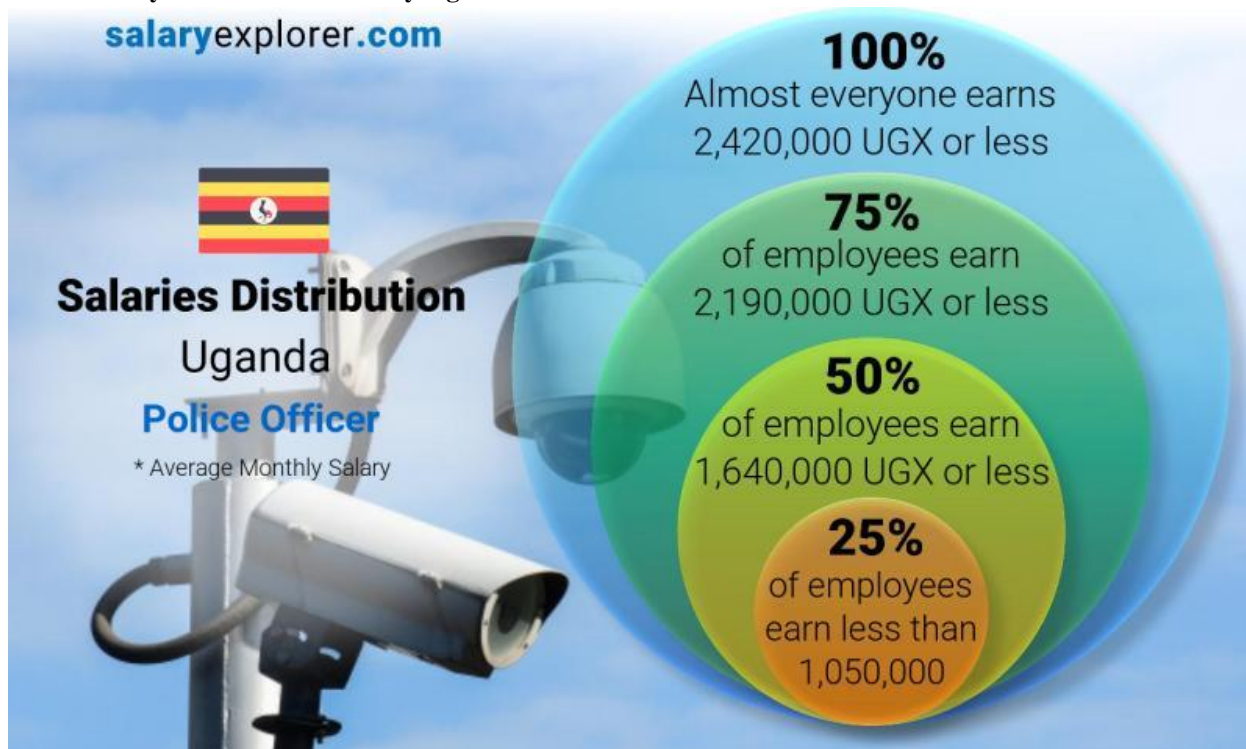
### Police Officer Average Salary in Uganda 2023

A person working as a **Police Officer** in **Uganda** typically earns around **1,520,000 UGX** per month. Salaries range from **699,000 UGX** (lowest) to **2,420,000 UGX** (highest). This is the average monthly salary including housing, transport, and other benefits.

## Effects of low pay on staff performance in Uganda Police Force

Police Officer salaries vary drastically based on experience, skills, gender, or location. Below you will find a detailed breakdown based on many different criteria.

### Median-And-Salary-Distribution-Monthly-Uganda-Police-Officer



Source: Salary explorer.com (2023)

### The median, the maximum, the minimum, and the range

#### Salary Range

Police Officer salaries in Uganda range from 699,000 UGX per month (minimum salary) to 2,420,000 UGX per month (maximum salary).

#### Median Salary

The median salary is 1,640,000 UGX per month, which means that half (50%) of people working as Police Officer(s) are earning less than 1,640,000 UGX while the other half are earning more than 1,640,000 UGX. The median represents the middle salary value. Generally speaking, you would want to be on the right side of the graph with the group earning more than the median salary.

#### Percentiles

Closely related to the median are two values: the 25th and the 75th percentiles. Reading from the salary distribution diagram, 25% of Police Officer(s) are earning less than 1,050,000 UGX while 75% of them are earning more than 1,050,000 UGX. Also from the diagram, 75% of Police Officer(s) are earning less than 2,190,000 UGX while 25% are earning more than 2,190,000 UGX.

### 1.2 Statement of the problem

The existence of a minimum wage in Uganda dates back to the 1930s when the first Minimum Wages Board was established. In 1950, this was followed by the implementation of the first Minimum Wages Order that set the minimum wage at 33 shillings. In 1963, Uganda joined the International Labour Organization (ILO) and ratified in 1967 the Minimum Wage-Fixing Machinery Convention, 1928 (No. 26). Article 1 of this convention states that “each member of the International Labour Organization which ratifies this Convention undertakes to create or maintain machinery whereby minimum rates of wages can be fixed for workers employed in certain or parts of trades (and in particular, in home working trades) in which no arrangement exists for the effective regulation of wages by collective agreement or otherwise and wages are exceptionally low.” The convention was translated into national law through the establishment of the Minimum Wages Advisory Board and Wages Councils Act adopted in 1964.

The introduction of the National Minimum Wage was one of the great policy successes of the last Labour government. This approach led to progressive improvements in pay for the lowest earners without harming employment and without large offsetting declines in working hours or non-wage benefits. However, the purpose of the National Minimum Wage was to create a floor to prevent exploitation and abuse. In the 1990s, a third of low paid workers and seven per cent of the total workforce were

## Effects of low pay on staff performance in Uganda Police Force

earning extreme low pay. Today, the challenge is the large number of people that earn above the minimum but are still living in poverty or reliant on in-work benefits. This demands a broader approach to tackling low pay (Low Pay Commission, 2013)<sup>1</sup>.

This situation has worsened in recent years, following a prolonged wage squeeze and a decline in the real value of the minimum wage by five per cent since 2010. The number of workers on low pay using the OECD definition of those earning two-thirds of median earnings stands at over five million: one in five employees and one in three female employees (Croucher and Rizov 2012)<sup>2</sup>. Poor enforcement in some sectors also means that more than a quarter of a million people are still estimated to earn less than the legal minimum. Low paid workers have also been disproportionately affected by: -An increase in insecure forms of work such as zero-hour contracts, which official statistics show have increased threefold since 2010 and could affect up to 1.4 million people, Reduced levels of public services and heavy cuts to tax credits for working families and Price increases in basic necessities such as energy and transport.

As well as the hardship and indignity this situation can mean for these workers, low pay and insecurity are important drivers of rising social security bills, with spending on in-work benefits like tax credits and housing benefit set to rise in real terms over the coming years despite the recent return to economic growth. Low pay can also hold back the economy by suppressing consumption in domestically-traded sectors.<sup>3</sup>

Staff performance; the job related activities expected of a worker and how well those activities were executed. Many business personnel directors assess the employee performance of each staff member on an annual or quarterly basis in order to help them identify suggested areas for improvement. It can also be defined as whether a person executes their job duties and responsibilities well. Many companies assess their employee's performance on an annual or quarterly basis in order to define certain areas that need improvement. Performance is a critical factor in organizational success (Dolton, Bondibene, and Stops 2012)<sup>4</sup>.

### 1.3 The general objective of the study.

The main objective of the study was to examine the effect of low pay on staff performance in Uganda police force with a view to make recommendations.

## 2.0 HISTORICAL BACK GROUND OF LOW PAY

In October 1996, Government launched another Payroll cleaning exercise code named "Operation Clean-up" aimed at removing invalid "ghost" payroll records. Up to 2,800 payroll records were deleted as a result. In addition, over 1,600 staff was removed from the payroll following the earlier Police payroll cleaning exercise. Together, this represents the removal of over 10% of the total payroll records in the traditional civil service.

At least 500 Police cadets who have been undergoing training since November 2010, have been left in shock after receiving appointment letters indicating different dates of recruitment and salary inequalities basing on previous professional qualification. A police source, who preferred anonymity for fear of being reprimanded said cadets with Social Science and Arts degrees are to be paid Shs470,000 per month yet their colleagues who did sciences and law will get twice or thrice that amount (By Andrew Bagala).

The Committee was however unhappy that several Police officers had not received salary for several months now, whereas Police records showed that they had fully utilized the wage bill, as at the end of December 2013. "An officer at Parliament today whispered to me that he had not been paid for three months," said Hon. Hassan Fungaro (FDC, Obongi). Hon. Odonga Otto (FDC, Aruu) said he had received information during a Parliament Outreach programme in Western Uganda, that the District Police Commanders of Ntoroko, Bundibugyo and Kasese districts had not received their salaries since October 2013.

Hon. Eddie Kwizera also wondered why the Police budget had not increased despite the new recruitment and promotions in the Force. The Minister of State for Internal Affairs Hon. James Baba requested that the Committee approves the necessary resources for the UPF to avoid an increase in the challenges faced. The Inspector General of Police Gen. Kale Kayihura said with the support of the Committee of Defence and Internal Affairs the budget of the Police was set to increase in the 2014/2015 financial year. He said that Police needs to be properly facilitated in order to curb crimes which traverse the borders like terrorism. He also said that there was a reduction in crime rates in the country since 2006 following the recruitment of more personnel in the Force. The Ministry of Finance has provided Shs 395.2b for the Uganda Police Force for the financial year 2014/2015.

The history provides a comparative perspective on pay across different sectors but also reveals substantial complexity resulting from differences in what is being measured and how that is disaggregated by socio demographic characteristics. Most studies measure rates of hourly or weekly pay across sectors but others have looked specifically at the likelihood of an individual being

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<sup>1</sup>Low Pay Commission (2013) National Minimum Wage: Low Pay Commission report 2013, The Stationery Office

<sup>2</sup>Croucher and Rizov (2012) The impact of the UK national minimum wage on productivity by low-paying sectors and firm-size groups, Middlesex University Business School

<sup>3</sup>An independent report by Alan Buckle<sup>3</sup>PANAPRESS 15 avril (2003)

<sup>4</sup>Dolton, Bondibene and Stops (2012) 'The Spatial Analysis of the Employment Effect of the Minimum Wage in a Recession: The Case of the UK 1999-2010', European Regional Science Association

## Effects of low pay on staff performance in Uganda Police Force

low paid in different sectors (Weisbrod, 1983)<sup>5</sup>. In an example of the latter approach Almond and Kendall identified a lack of a cross sector analysis of Low Pay in the UK literature arguing that mainstream economic theory tended to focus on a particular set of indicators (i.e. occupation, industry, age, and gender and employment status). To counter this deficit their analysis of the LFS data pooled for 1996/7 sought to establish the probability of being low paid for given categories of worker (gender, age and occupation) by sector. However they also show that sector patterns masked considerable variation for different categories of worker. For men the probability of being low paid was about the same in the third and private sector which were both higher than the public sector (Almond and Kendall 2000)<sup>6</sup>.

Conversely a women working in the private sector has a 1 in 3 chance of being low paid compared to a women working in the third sector that has only a 1 in 6 chance. Whilst the sector may have more highly qualified staff than other sectors they note that it also has the highest proportion of workers who are low paid within their qualification group. Consequently 'the third sector is the only case in which more than 1 per cent of workers are human capital rich but current wage poor: just under 2 percent of all third sector employees fit this description compared with 0.5 percent in the private sector and 0.2 percent in the public sector. (Almond and Kendall 2000)<sup>7</sup>

Analysis that compares general levels of pay across sectors has examined wage differentials; the apparent gap between overall rates of pay for workers in different sectors. In the US in the 80s and 90s for example studies that focused sector wage differentials looked particular occupations (Weisbrod, 1983) and occupational types (Preston 1989) and revealed a substantial third sector wage discount. In other words third sector workers earned less than workers in other sectors in that particular industry or field. However, others looking across the three sectors as a whole found little evidence of a third sector discount overall (Leete, 2001).

Kampala- Uganda (PANAPRES, (2003), The main cause of corruption in Uganda has been attributed to low pay and delayed disbursement of salaries to workers, a report from the second National Integrity Survey says. The report cites a classic example of the Uganda Police Force the most corrupt government unit whose officers are paid low wages and salaries, thus encouraging corruption in the outfit. Even with recent increases of policemen's basic pay for the lowest rank to 70 US dollars a month, the reports adds, "it is hardly adequate for the necessities of an average family, let alone costs of education and medical care.

This is discouraging when compared with the relatively generous remuneration being paid to the selected few," the report adds. Although the need to supplement lower than subsistence wages is cited as a major impetus to corruption, the reports also points out that high level corruption involving millions of shillings is committed not due to poverty but because of greed. The report singles out the country's politicians as the biggest thieves, who upon being voted into power develop a need to recoup their campaign expenses and profiteer from situations of insecurity in the country. It notes that Uganda has a climate of tolerance towards corruption that is very difficult to combat, citing those who have built houses with large amounts of embezzled funds "are viewed as successful achievers. And the misuse of official resources, such as vehicles for private purposes, is seen as the norm rather than a breach of regulations," says the report of the local anti-graft watchdog, Inspector General of Government (IGG). The report recommends a simplified procedure to deal with cases of corruption, away from the formal courts of law, in order to speed up prosecution of corrupt suspects.

### 3.0 FINDINGS

#### 3.1 CAUSES OF LOW PAY IN UGANDA POLICE FORCE

In adequate budget funding the minimum ideal budget the Uganda Police Force requires for policing. The Budget Framework Paper indicates that Police's budget resource envelope has been slashed from Shs 936 billion in 2021/22 to Shs 840.189 billion. This means only 67% of the budget is funded, leaving a shortfall of Shs 96 billion or 33%. Fortunately, over the last 10 years, the UPF budget has been growing. However, the funding is still at a low rate compared to the policing challenges and police strength. Over this period, police personnel resource has expanded from 19,565 in 2004/05 to 38,600 in 2014/15.

Small government budget; the budgeting framework of the Uganda Police Force vote, like JLOS, its mother sector, does not totally match that of its institutional framework. Under the institutional framework, UPF is categorized into: directorates: Administration, Operation, Criminal Investigation Department (CID) and Special Branch. Special units, including: Criminal Investigation Department; Fire, Railways, Estates, Marines, Dog, Airwing, Avipol and Quarter Master

Lack of prioritizing of the police budget; this strategic plan is estimated to be implemented in the period of five years. The first year will cover Police Headquarters directorates and departments. The second year will cover specialized units and two regional Headquarters of Kampala Extra and Central. During the third year, the plan will extend to cover the remaining ten regional

<sup>5</sup>Weisbrod (1983) Evaluating Police Innovation Research Report Griffith University

<sup>6</sup>Almond and Kendall 2000 Management Concepts and Effective Practice Third Edition West Publishing Company Los Angeles

<sup>7</sup>Almond and Kendall 2000 Management Concepts and Effective Practice Third Edition West Publishing Company Los Angeles

## Effects of low pay on staff performance in Uganda Police Force

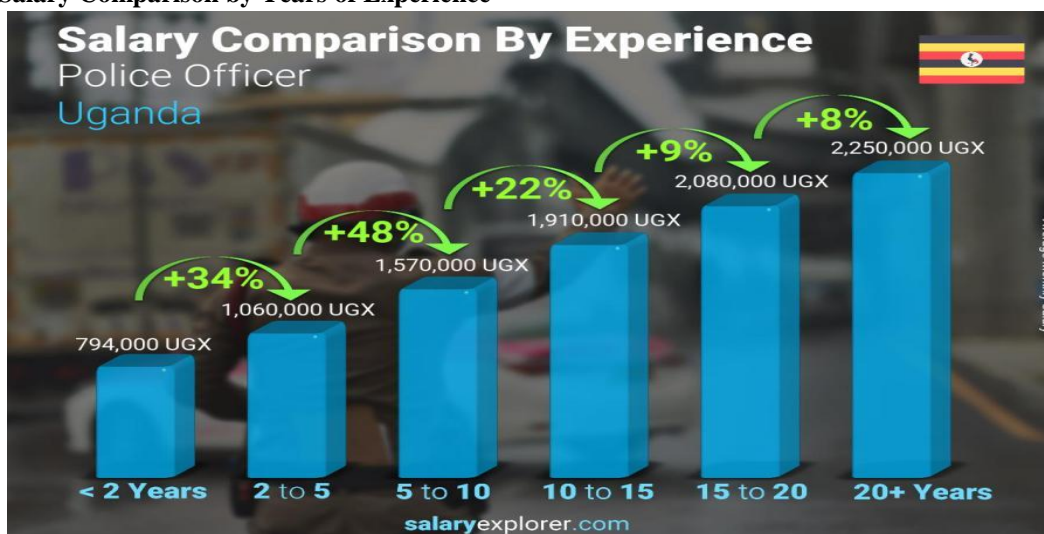
headquarters. In the fourth year the plan will have covered all district headquarters. By the end of the fifth year, the implementation plan should have covered all policing areas of Uganda up to gazetted Police Stations.

Poor Remuneration and Conditions of Service: Social pressures can compel an individual into corrupt practices such as when one accepts a bribe in order to pay a hospital bill for a sick child or to pay school fees. It is often said that when the purchasing power of workers earnings decreases, corruption sets in to offset the imbalance.<sup>8</sup>(Monday, 13 October, 2014)<sup>9</sup>.

Greed and the thirst for wealth; although some sociologists argue that corruption stems from an individual's in-born criminal nature, such behavior is normally influenced by an overwhelming desire for power, wealth and influence. Some people are avaricious; have a passion for luxurious living, and an insatiable desire for wealth. Serving self-interests takes the upper hand in social relations. Public resources allocated to the police sector are wasted and misappropriated for example allowances and other wage benefits in order to satisfy personal interests for enrichment.

Effects of lack of Accountability and corruption in the Police; be it in Uganda, corruption has brought the Force into public disrepute and ridicule. People have discredited its professional competence. Deserving people are denied services they are entitled to and instead the criminals who have the money pay their way out of the crimes they have committed. Indeed, people sometimes feel that they go to the police because they have no other choice. Many have thus resorted to taking the law into their hands (ONS Dec 2013, Low Pay, April 2013)<sup>10</sup>.

### Police Officer Salary Comparison by Years of Experience



Source: primary data, (2023)

The experience level is the most important factor in determining the salary. Naturally the more years of experience the higher your wage. We broke down Police Officer salaries by experience level and this is what we found. A Police Officer with less than two years of experience makes approximately 794,000 UGX per month. While someone with an experience level between two and five years is expected to earn 1,060,000 UGX per month, 34% more than someone with less than two year's experience. Moving forward, an experience level between five and ten years lands a salary of 1,570,000 UGX per month, 48% more than someone with two to five years of experience.

***“On average, a person's salary doubles their starting salary by the time they cross the 10 years\* experience mark”.***

Additionally, Police Officer(s) whose expertise span anywhere between ten and fifteen years get a salary equivalent to 1,910,000 UGX per month, 22% more than someone with five to ten years of experience. If the experience level is between fifteen and twenty years, then the expected wage is 2,080,000 UGX per month, 9% more than someone with ten to fifteen years of experience. Lastly, employees with more than twenty years of professional experience get a salary of 2,250,000 UGX per month, 8% more than people with fifteen to twenty years of experience.

### Police Officer Salary Comparison by Education

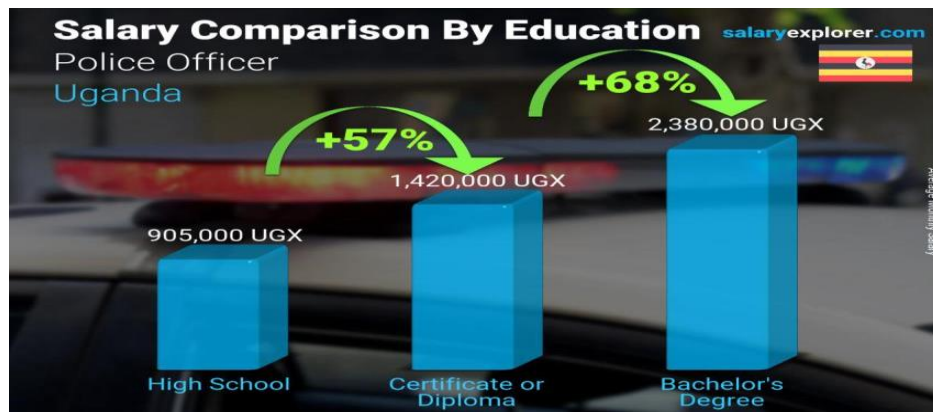
Displayed below is the average salary difference between different Police Officer(s) who have the same experience but different education levels.

<sup>8</sup>Weisbrod (1983) Evaluating Police Innovation Research Report Griffith University

<sup>9</sup>Monday, 13 October (2014) 07:37 By Rogers Muhirwa the independent Police to improve welfare of members

<sup>10</sup>ONS (Dec 2013) *Low Pay, April 2013*, available at: <http://www.ons.gov.uk/ons/rel/ashe/low-pay/april-2013/stb-2013-low-pay-estimates.html#tab--Estimates-for-2004---2013>

## Effects of low pay on staff performance in Uganda Police Force



Source: Primary data, (2023)

We all know that higher education equals a bigger salary, but how much more money can a degree add to your income? We broke down Police Officer salaries by education level in order to make a comparison. When the education level is High School, the average salary of a Police Officer is 905,000 UGX per month.

While someone with a Certificate or Diploma gets a salary of 1,420,000 UGX per month, 57% more than someone having a High School degree. A Bachelor's Degree gets its holder an average salary of 2,380,000 UGX per month, 68% more than someone with a Certificate or Diploma.

### Police Officer Bonus and Incentive Rates in Uganda

A Police Officer is considered to be a low bonus-based job due to the generally limited involvement in direct revenue generation, with exceptions of course. The people who get the highest bonuses are usually somehow involved in the revenue generation cycle. 85% of surveyed staff reported that they haven't received any bonuses or incentives in the previous year while 15% said that they received at least one form of monetary bonus. Those who got bonuses reported rates ranging from 0% to 4% of their annual salary.

### 3.2 Effects of Low Pay on Performance of Uganda Police Force

Low pay; Low wages also lower the morale of the workers that are directly responsible for the growth of the institution. When the morale of the workers is limited, the production levels of the institution are also lowered resulting in a situation where most of the institutions do not have optimal production. Low morale one of the largest hurdles for a law enforcement executive to overcome is to understand that working to address morale is not a personal attack on one's leadership ability but teamwork.

Low pay leads to unstable Marriages among police officers. This has generally been termed as domestic violence in Police families. All abusers employ similar methods to control and abuse their intimate partners. This has all been brought about by the low pay of male police officers which happens in such a way that when the wife demands something from the husband who is a Police Officer and meanwhile the husband has been subjected to low pay and cannot meet the needs of the wife, this ends in a divorce and sometimes continuously unstable marriages.

Low pay leads to Low motivation among the Police officers who feel they are underpaid at work may not be motivated to work any harder. They may believe their time is better spent on personal projects or they may simply check out from the position mentally when they feel they have completed work in proportion to their salary. Raising wages is often seen as a contentious topic, with many employees believing it will lead to decreased productivity. However, research has consistently shown that higher wages often increase employee motivation and productivity. Work motivation, job satisfaction, and wages have significant effects on worker performance. Partially there is an impact on the performance of the employee salaries, allowances are no significant influence (Umar, 2012).

Low pay leads to desertion and resignation among police officers. There is a relationship between salary and employee performance. This is because the salary shows the level of wages received by an employee. With a higher level of salary, it means that a Police officer's belief is stronger that he has good skills in completing his job when deployed anywhere for work.

Low pay affects the achievement of institutional or organizational objectives. Many police officers get this as an excuse for not performing to the level of achieving the common objectives. This hinders the organization or institution like the police not to achieve its mission and vision person's performance so that in the future they can have a high level of performance and can bring the company or organization to a good goal.

It leads to the Corruption of some of the Police officers. The Uganda police force continues to urge the public to desist from the practice of giving money to traffic personnel as this is also tantamount to corruption. The police also encourage the public to report any incident in which any police personnel acts unprofessionally and extorts money while on duty. The Uganda police force continues to develop the capacity of the police professional standard unit to investigate such and similar cases of

## Effects of low pay on staff performance in Uganda Police Force

unprofessional conduct among police personnel. This has been attributed to the low of traffic police officers according to (The New Vision with Farouk Falcao Cazola and Enock Nsubuga November 7, 2014).

Misuse of official resources. In addition, the misuse of official resources, such as vehicles for private purposes by police officers, is seen as the norm rather than a breach of regulations," says the report of the local anti-graft watchdog, Inspector General of Government (IGG).

### 3.3 Improving low pay aimed at improved performance in Uganda Police Force

#### 3.3.1 Efforts made by the government to improve the low pay in the Uganda police force?

The government of the Republic of Uganda has supported Uganda Police Exodus Sacco with a lot of money to be borrowed by police officers at a reduced interest of 15% to help them in their different capacities to start self-help projects to support their salary. This will reduce corruption and dependency on salary.

Provision of construction materials at a reduced price to all Police Officers. Uganda's government has gone ahead to support Police officers who have no homes, and building materials at a lower price compared to the current market. This has been done to support the adequate salaries received by these officers.

Police officers have benefited from NAADS where farming types of equipments have been supplied to them. The government has gone ahead to provide coffee seedlings, banana stems, cows, poultry, and piggery farming to enhance their income in trying to support salaries.

## 4.0 CONCLUSION

The results of this study indicate that there is a relationship between salary and employee performance. This explains that the salary shows the level of wages received by an employee. With a higher level of salary, it means that a person's belief is stronger that he has good skills in completing his job. The results of this study are supported by an opinion (Kadarisman, 2012) that Wages are a kind of remuneration provided by companies/organizations for daily work (temporary workers), the amount of which is agreed upon by both parties. Therefore, employee wages can be said to be an encouragement, this encouragement aims to provide enthusiasm that can improve institutions like the Police.

In this article, it was revealed that besides low pay as the main factor for the poor performance of Police officers, other factors also contributed which included; poor housing, punitive transfers and placement, poor working conditions and stressful work as part of the reasons the cops perform poorly. The article further showed low pay and benefits remuneration contributes to the poor performance of police at work. Also cited were inadequate resourcing, internal and external interference, poor working conditions and housing. motivated to work said guaranteed salary and benefits, passion to serve, recognition of their work performance, community support, availability of resources, fair promotion, fair distribution of duties and annual leave affect their performance.

In addition, low salaries, unfair transfers, disagreement with their seniors, limited promotions, unmet expectations, heavy workload, drug and substance abuse, inadequate health coverage and sickness, favoritism, and sexual harassment. The positive perception attributes cited on police include them being agents of security, good performers, trustworthy, appreciated and professional. Negative ones were corruption, untrustworthy, brutal, unappreciative, threatening, uneducated, poor communication, and murderous.

## 5.0 RECOMMENDATIONS

- ❖ We need to institutionalize a progressive approach to low pay based on a more productive, more innovative economy and measures to ensure that the gains from growth are more fairly shared. We also need to ensure that the minimum wage is more responsive to the different challenges facing different parts of the economy, with action to tackle low productivity in low-paid sectors and to put more pressure on employers that could afford to pay more. My recommendations seek to build on the success of the Low Pay Commission by refining and extending its powers and remit while preserving the partnership and evidence-based approach that has been the key to its success.
- ❖ An ambitious target for a more productive economy: The Government should set a long-term ambitious target for the Low Pay Commission to increase the minimum wage over the course of a Parliament, as part of a national mission to tackle low pay and build an economy with fewer low skill, low paid jobs and more high skill, high paid jobs.
- ❖ Safeguarding jobs and the economy: It is important to retain flexibility in the face of shocks. Therefore, if the Low Pay Commission believes, based on the state of the economy, that the five-year target cannot be met, they must write to the Secretary of State for Business, Innovation, and Skills to set out their reasons why not. At the moment, the burden of proof lies with the Secretary of State if they choose not to accept the recommendations of the Low Pay Commission. Under this new system, the Commissioners would have to provide compelling evidence that these targets could not be met without significant job losses or damage to the economy. Additionally the Low Pay Commission should set out any actions that the Government should take in order to get progress toward the national target back on track.

## Effects of low pay on staff performance in Uganda Police Force

- ❖ Sectorial variation: The minimum wage currently puts little pressure on sectors that could afford to pay more now. Meanwhile, employers operating in sectors characterized by structural problems of low pay may struggle to meet an ambitious increase in the minimum wage unless they are supported by broader measures to boost productivity. To ensure a more tailored approach and support the five year target, the Low Pay Commission should be empowered to identify sectors that could afford to pay more and those with systematic problems of low pay. In both cases, the Low Pay Commission would be empowered to recommend a task force of key stakeholders, including employer representatives and trade unions, to develop a roadmap outlining clear goals and measures to tackle low pay. In the case of low paid sectors, this would result in a plan to tackle productivity and performance issues. In sectors that could afford to pay more, the Low Pay Commission should look at the case for giving the task force the power to set either a higher recommended rate or a higher statutory rate for the sector.
- ❖ A more empowered Low Pay Commission: Under these proposals, the role of the Low Pay Commission would change significantly. At present, it oversees a process to set a short-term rate and produces high-quality research focused on the impact of the minimum wage. The remit of the Low Pay Commission should be rewritten so that it plays a productive, long-term advisory role to the government, as part of a national mission to tackle low pay. It should have a new remit to investigate the causes and consequences of low pay and make recommendations to the Government.
- ❖ Improving oversight of enforcement: As part of its broader remit, the Low Pay Commission should annually examine the effectiveness of policies to enforce the National Minimum Wage and make recommendations for improvement to Uganda's police force.
- ❖ Giving local authorities a role in enforcement: Local government should be given new powers to support the work of UPF through inspection, information and enforcement of the minimum wage. In particular, the Commissioners for Revenue and Customs Act 2005 should be amended to create more legal gateways that allow UPF to collaborate and share information with local authorities, as well as other enforcement agencies.

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