ADMINISTRATIVE SUPPORT AND PERF ORMANCE OF THE CRIMINAL INVESTIGATIONS DIRECTORATE IN UGANDA POLICE FORCE: A CASE OF CID HEADQUARTERS AT KIBULI- KAMPALA

BY

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OCTOBER, 2025

DECLARATION

I, **TUMWIINE BESIGYE JACKSON**, declare that this work is original and has never been submitted to any institution/University for any Award of a Master's Degree.

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APPROVAL

This dissertation titled, "*Administrative support and Performance of the Criminal Investigations Directorate in Uganda Police Force: A Case Of CID Headquarters At Kibuli- Kampala*" has been supervised by me and is now ready for submission.

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May the Almighty God reward you abundantly!

DEDICATION

I dedicate this research to my children Rinah, Rhona, Alicia and wife, Mable Asingwire.

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LIST OF ACRONYMS

AI	:	Artificial Intelligence
BCE	:	Before Christ Era
CID	:	Criminal Investigations Directorate
CVI	:	Content Validity Index
DRC	:	Democratic Republic of the Congo
DV	:	Dependent Variable
IACP	:	International Association of Chiefs of Police
IV	:	Independent Variable
KMP	:	Kampala Metropolitan Police
KPIs	:	Key Performance Indicators
NIJ	:	National Institute of Justice
OIG	:	Office of the Inspectorate of Government
SAQs	:	Self-Administered Questionnaires
SOPs	:	Standard Operating Procedures
SPSS	:	Statistical Package for Social Sciences
UK	:	United Kingdom
UPF	:	Uganda Police Force

ABSTRACT

The study examined the contribution of administrative support to the performance of the Criminal Investigations Directorate in Uganda Police Force: a case of CID Headquarters at Kibuli. The objectives of the study were to examine the criminal investigation aspects that require administrative support at Kibuli CID headquarters; to establish the contribution of administrative support to the performance of the CID operations at Kibuli CID headquarters; and to examine how performance evaluation and feedback has contributed to the performance of the CID at Kibuli CID headquarters. The study employed a both quantitative and qualitative methodologies, with the questionnaire survey and the interviews producing both numerical data that was analyzed statistically and deeper experiences, perceptions, and motivations of the study. Data was collected from 133 respondents that included CID officers as well as clerical staff within the CID at CID headquarters at Kibuli. Data was analysed using the Statistical Package for Social Scientists and was presented in tables, means, and Standard deviations. Descriptive results indicate that the principal investigative areas requiring strengthened administrative support are case-file management, coordination of investigative teams, inter-agency collaboration, and resource allocation. Administrative functions were found to contribute to CID performance mainly by streamlining timely access to investigative tools), improving documentation practices and the timeliness/accuracy of criminal-record updates, and by institutionalizing and adhering to investigation SOPs. Evaluation and feedback mechanisms, especially routine case reviews and digital feedback platforms, were associated qualitatively with continuous improvement in resource utilization, accountability, and timelier reporting of investigative progress. The study recommends integrating administrative liaisons into investigation teams, modernizing database and documentation systems, tailoring administrative training to operational realities, institutionalizing real-time feedback loops, and aligning administrative KPIs with investigative outcomes to enhance CID effectiveness.

CHAPTER ONE

INTRODUCTION

1.0 Introduction

This chapter presents the background to the study, the statement of the problem, the objectives of the study, the research questions, and scope of the study, the significance of the study, operational definitions and conceptual framework.

1.1 Background to the study

The background of the study is presented in four sections, conceptual background, theoretical background, historical background and contextual background.

1.1.1 Conceptual Background

Administrative support refers to the range of activities and tasks that are carried out to help an organization or individual run smoothly and efficiently. This support may be provided by administrative assistants, secretaries, receptionists, and other professionals who assist in various aspects of office management (AlHamad *et al.,* 2022). Administrative support plays a critical role in modern criminal investigations. This includes roles such as records management, evidence handling, case documentation, scheduling, and coordination between various Directorates and agencies.

Tompkins (2023) defines administrative support as the coordination and facilitation of activities within an organization to ensure smooth operations. This includes tasks such as scheduling meetings, arranging travel, managing calendars, and handling correspondence.

While Cordner & Cordner (2010) define administrative support from the problem-solving perspective emphasizing it as the gathering of information, analyzing of data, and preparing reports to support organizational decision-making. For this study, administrative support will mean a broad spectrum of activities and tasks aimed at facilitating the smooth and efficient operation of the CID involving

tasks such as records management, evidence handling, case documentation, scheduling, and coordination between different departments and agencies contributing to problem-solving and decision-making processes.

To understand the performance of the Criminal Investigations Directorate (CID), a background of what the concept of performance is, suffices. The word 'performance' originates from the Latin word "performare," which is a combination of "per" (through) and "formare" (to form or shape). This etymology suggests the notion of carrying out a task or action effectively and with purpose. In the context of the Criminal Investigations Directorate (CID), performance involves evaluating how efficiently and proficiently the Directorate executes its duties related to investigating and preventing criminal activities (African Union, 2021). This encompasses various aspects such as case resolution rates, response times, evidence handling, community engagement, and adherence to legal and ethical standards, among others (African Union, 2021).

International Crisis Group (2021) define performance of the Criminal Investigations Directorate (CID) as the adherence to legal and ethical standards, ensuring compliance with procedural fairness, respect for human rights, and ethical conduct in all aspects of CID operations. This includes how efficiently CID resources, including personnel, equipment, and funding, are allocated and utilized to achieve investigative objectives reflecting the CID's commitment to continuous improvement and learning, evaluating its ability to adapt to evolving crime trends, incorporate best practices in investigative techniques, and enhance organizational capabilities. In this study, the performance of the CID meant case clearence rates, efficiency in evidence handling and timely prevention of crime.

1.1.2 Theoretical Back ground

This study was backed by the bureaucratic theory proposed by Max Weber (1922) the theory assumes that hierarchical structures, with clearly defined roles, rules, and procedures, lead to efficient

functioning. It presupposes that standardized protocols minimize confusion and ensure consistency, while an impersonal approach promotes fairness and rational decision-making. The theory further assumes that individuals are selected based on expertise, and administrative support is crucial for maintaining organizational coherence and facilitating communication. The bureaucratic theory posits that organizations, particularly governmental ones, function most efficiently when they adopt a hierarchical structure with clearly defined roles, rules, and procedures. The bureaucratic theory emphasizes the importance of hierarchical structures, clearly defined roles, rules, and procedures for efficient functioning. In the realm of crime, this theory highlights the need for structured and organized approaches to investigating and preventing criminal activities. Administrative support within these agencies plays a vital role in implementing bureaucratic principles, ensuring that tasks are carried out smoothly and efficiently. Administrative assistants, secretaries, and receptionists, among others, contribute to maintaining hierarchical structures, adhering to rules and procedures, and facilitating communication and coordination within the organization. This theory was important to the current study because it provided a framework for understanding how administrative support systems can influence the performance of law enforcement agencies like the CID in Uganda Police Force.

Another theory that underpinned the study was the contingency theory proposed by Fred Fiedler (1967) in his seminal work on the topic, "A Theory of Leadership Effectiveness," published in 1967. The contingency theory, operates on several assumptions. Firstly, it suggests that there is no universal best way to organize or manage an organization; instead, effectiveness depends on various situational factors. Secondly, the theory assumes that different leadership styles may be more effective in different situations, depending on the degree of task structure and leader-member relations. Finally, it posits that effective leadership is contingent upon the fit between a leader's style and the demands of the situation.

In the context of crime and administrative support within law enforcement agencies like the Criminal Investigations Directorate (CID), the contingency theory acknowledged that the effectiveness of administrative support may vary depending on factors such as the complexity of criminal cases, the level of coordination required between different units within the CID, and the degree of autonomy granted to administrative personnel. Moreover, the theory suggests that the leadership style adopted by CID leadership, may impact the effectiveness of administrative support in facilitating communication, coordination, and decision-making processes. Administrative support staff within the CID may need to adapt their approach based on the specific demands of each case or situation, emphasizing flexibility and responsiveness in their roles. This theory was relevant because it acknowledged that the effectiveness of administrative support varied depending on the specific circumstances faced by the CID Headquarters at Kibuli-Kampala.

1.1.3 Historical Background

The role of administrative support in criminal investigations has evolved significantly over history. In ancient Mesopotamia (3500 BCE) and Egypt (around 3100 BCE), scribes played a vital role in law enforcement by meticulously recording incidents and maintaining basic records related to criminal activities ensuring that critical information regarding crimes and investigations was accurately preserved (Al-Taie, 2019). Their efforts laid the groundwork for the administrative functions that continue to be vital in today's law enforcement agencies (*Ibid*). During the medieval era, clerks and record keepers were employed to manage warrants and handle paperwork associated with investigations. Innovations like typewriters, telegraphs, and computers revolutionized record-keeping and communication. Later, comprehensive databases, digital forensics, and specialized software further enhanced administrative support in criminal investigations.

Globally, advanced technologies like Artificial Intelligence (AI) and predictive analytics streamline administrative tasks. This amplifies the contributions of administrative support, making it a cornerstone of the success of the Criminal Investigation Department (Fisher & Geiselman, 1992). Recent reports and studies highlight that the CID is frequently understaffed and overwhelmed for example a report by the International Crisis Group Report (2021) titled "South America: Crime and Security in a Shifting Landscape" discusses the rise in crime rates and the CID's challenges in responding. Another report by Hurn (2018), *Investigating Austerity: An Examination of the Effects of Austerity and Additional Changes Between 2010-2015 on Detectives* indicate that between 2016 and 2020, there was a sharp rise in reported crime rates, especially in major cities, as indicated by research from a leading criminology institute in South America (International Crisis Group, 2021). The impact of administrative support extends beyond the CID. A perceived inadequacy in the performance of a Police force's criminal investigations department can erode public confidence and trust in the institution, potentially exacerbating issues like organized crime (The World Bank, 2020).

Around the world, the challenges faced by CID operations, including inadequate budgeting, personnel management, logistics, information management, record-keeping, legal compliance, and training, are closely tied to administrative support functions. Strengthening administrative support in these areas can significantly mitigate these challenges and improve the overall efficiency and effectiveness of CID operations. Enhanced administrative practices, better resource allocation, and comprehensive training programs are critical to overcoming these operational hurdles (Gill, 2018; Transparency International, 2013).

In Latin America, institutional structures with limited resources severely impede accountability for poor CID operations. In Costa Rica, holding CID officers accountable was viewed as potentially undermining Police work. This challenge is not limited to developing or hostile states; even modern democracies exhibit weakened

accountability for CID operations (Singh, 2022). Transparency International and similar organizations worldwide have been advocating for increased transparency and accountability in CID operations in countries ranging from Russia, Sri Lanka, and Jamaica to the UK and Venezuela.

In Africa, challenges persist in various countries, including Congo, South Sudan, and Somalia, where security and safety measures are of utmost concern. Limited resources exacerbate the difficulties faced in budget allocation, hindering the acquisition of necessary equipment and impeding effective investigations. In East Africa, jurisdictional complexities and cross-border crimes pose unique obstacles, necessitating enhanced coordination and information sharing among law enforcement agencies across countries like Kenya, Uganda, Tanzania, Rwanda, and Burundi. Additionally, cultural sensitivity becomes paramount in navigating diverse societal norms and practices, emphasizing the need for law enforcement to have a deeper understanding of the communities they serve.

In the Democratic Republic of the Congo (DRC), security and safety concerns are pervasive, particularly in the eastern regions such as North and South Kivu provinces. Administrative shortcomings in criminal investigations, including inadequate infrastructure, poor resource allocation, and ineffective enforcement of policies, exacerbate these issues. Decades of conflict and political instability have resulted in weak governance structures and rampant corruption that further hinder the effectiveness of criminal investigations, making it difficult to establish efficient CID operations (Gill, 2018; Transparency International, 2013).

In South Sudan, administrative challenges significantly impact the country's ability to conduct effective criminal investigations amidst the ongoing issues with crime and violence stemming from its protracted civil war and political instability since gaining independence in 2011. Ineffective administrative support in managing law enforcement agencies, allocating resources, and providing adequate training has

led to inadequate criminal investigations. The inability to support and manage government forces effectively has resulted in poor CID operations as indicated by increasing crime rates perpetuated by cycles of conflict and instability (Gill, 2018).

Similarly, Somalia has faced prolonged conflict and insecurity following the collapse of its central government in 1991. The lack of effective administrative support has severely compromised the country's criminal investigation capabilities. Inadequate funding, poor resource management, and insufficient training for law enforcement personnel have allowed armed factions, extremist groups like Al-Shabaab, and clan-based militias to operate with impunity. The inefficiency in conducting thorough criminal investigations exacerbates the prevailing violence and instability. Frequent attacks on government institutions, security forces, and civilians, as well as interclan conflicts, piracy off the coast, and competition over resources, further compound Somalia's security issues, worsening humanitarian crises and hindering efforts to achieve stability (Transparency International, 2013).

Limited resources exacerbate the difficulties faced in budget allocation, hampering the acquisition of necessary equipment and impeding effective investigations. In East Africa, jurisdictional complexities and cross-border crimes present unique obstacles, necessitating enhanced coordination and information sharing among law enforcement agencies. Additionally, cultural sensitivity becomes paramount, demanding a deeper understanding of diverse societal norms and practices.

In Uganda, the CID wrestles with significant challenges. Resource constraints, including budgetary limitations, hinder the Directorate's capacity to adequately equip and train its personnel. Inadequate personnel management results in understaffing and insufficient training, straining the CID's efficiency in handling cases. Outdated technology and inadequate information management further impede timely evidence processing and communication with other law

enforcement agencies. Bureaucratic red tape and procedural delays introduce unnecessary obstacles to investigations. Additionally, maintaining public trust and confidence remains a critical concern, given historical challenges with corruption and misconduct within the Uganda Police CID (Interpol, 2020). Addressing these issues is essential for improving the overall performance and effectiveness of CID operations in Uganda.

1.1.4 Contextual Background

Uganda, like many countries, grapples with a myriad of criminal activities ranging from petty theft to organized crime and even terrorism. The safety and security of its citizens are paramount concerns for the Ugandan government, which has led to the establishment of various law enforcement agencies, including the Criminal Investigations Directorate (CID) within the Uganda Police Force. Despite the efforts of the CID, instances of crime continue to persist, and the effectiveness of the CID in addressing these issues has come under scrutiny.

One of the key factors contributing to this scrutiny is the level of administrative support provided to the CID Headquarters at Kibuli-Kampala which encompasses resource allocation, personnel management, logistical support, and procedural efficiency. However, there have been allegations and concerns raised regarding the adequacy and efficiency of administrative support within the CID, which may be hindering its performance in combating crime effectively (Ogwang *et al.,* 2022).

There have been reports of insufficient funding and resources allocated to the CID, leading to shortages in essential equipment, technology, and forensic capabilities. Concerns have been raised regarding the logistical infrastructure supporting CID operations, including inadequate facilities, transportation, and communication systems. Without proper logistical support, CID officers may face challenges in coordinating investigations, responding to emergencies

promptly, and maintaining effective communication channels with other law enforcement agencies.

Masunge (2019) notes that the delays, bureaucracy, and inefficiencies in administrative procedures have also impeded the timely processing of cases, thereby delaying justice for victims and potentially allowing perpetrators to evade accountability. Given the critical role of administrative support in facilitating effective law enforcement, it was thus imperative to examine the relationship between administrative support and the performance of the Criminal Investigations Directorate in Uganda Police Force, with a specific focus on the CID Headquarters at Kibuli-Kampala.

1.2 Problem statement

The Criminal Investigations Directorate (CID) is mandated to investigate crime, collect and preserve evidence, interview suspects and witnesses, and ensure perpetrators are brought to justice. Yet, despite this clear mandate, the Directorate is struggling to fulfil its core functions: operational inefficiencies have coincided with rising crime and a growing backlog of unresolved cases. Recent estimates indicate that about 30% of reported crimes remain unsolved, and crime rates rose by some 20% during 2023, leaving the CID with over 200 cases awaiting investigation and closure (Mugisha, 2019; Capital Radio, 2024).

A closer analysis shows that these failures are not only the result of fieldwork challenges but are substantially driven by administrative weaknesses. Missing or incomplete documentation affects roughly 40% of cases, mismanaged databases stall progress in about 25% of investigations, scheduling conflicts and poor resource allocation delay resolution in an estimated 15% of cases, and inadequate equipment and supply management contribute to delays in another 20% (Capital Radio, 2024). Together, these administrative bottlenecks impede case progression, weaken evidentiary chains, prolong victimisation, and undermine public confidence in law enforcement.

Given the competitive and complex nature of contemporary policing in Uganda (nilepost.co.ug, 2019), there is a clear need to investigate whether strengthening administrative support can improve CID operational performance. This study therefore examines the contribution of administrative support to the performance of CID operations at Kibuli CID Headquarters, aiming to identify specific administrative constraints, measure their impact on case progression, and propose practical reforms to reduce backlogs and enhance investigative effectiveness.

1.3 Purpose of the Study

To investigate the contribution of administrative support to the performance of the Criminal Investigations Directorate in Uganda Police Force: a case of CID Headquarters at Kibuli .

1.4 Objectives of the Study

i. To examine the criminal investigation aspects that require administrative support at Kibuli CID headquarters.

ii. To establish the contribution of administrative support to the performance of the CID operations at Kibuli CID headquarters.

iii. To examine how performance evaluation and feedback has contributed to the performance of the CID at Kibuli CID headquarters.

1.5 Research Questions

i. What are the criminal investigation aspects that require administrative support at Kibuli CID headquarters?

ii. What is the contribution of administrative support to the performance of the CID operations at Kibuli CID headquarters?

iii. How has performance evaluation and feedback contributed to the performance of the CID at Kibuli CID headquarters.

1.6 Study Scope

1.6.1 Content scope

The study focused on the contribution of administrative support to the performance of CID with specific focus on the criminal investigation aspects that require administrative support; the contribution of administrative support to the performance of the CID operations; and how performance evaluation and feedback have contributed to the performance of the CID .

1.6.2 Geographical scope

The study focused on Kibuli CID headquarters located at Kibuli Hill Road, Kampala, Uganda.

1.6.3 Time scope

The study focused on the time frame 2019-2024 because this period witnessed lack of effective scheduling and coordination mechanisms which has resulted in overlapping schedules for detectives, hindering the CID's ability to work cohesively and respond promptly to emerging cases.

1.7 Justification

There is a recognized need to enhance the efficiency and effectiveness of CID operations within the Uganda Police Force. Addressing deficiencies in administrative support, such as record-keeping, data management, scheduling, and coordination, is crucial for streamlining operations and improving overall performance. Proper administrative support ensures the efficient management of resources, including personnel, equipment, and supplies.

By identifying and addressing deficiencies in resource management, the study aims to optimize resource allocation and utilization, ultimately improving CID performance. Also administrative support plays a pivotal role in facilitating investigative activities, such as evidence handling, case documentation, and information management.

By examining administrative support issues, the study seeks to identify barriers that may hinder investigative capabilities and propose solutions to enhance them. Effective administrative support contributes to the delivery of high-quality services by ensuring that processes are carried out smoothly and efficiently. By investigating administrative support deficiencies, the study aims to identify areas for improvement that can enhance the quality and timeliness of CID services.

The study aligned with the strategic objectives of the Uganda Police Force, which include enhancing crime prevention, improving investigative capabilities, and fostering public trust. By addressing administrative support challenges within the CID, the study sought to support these organizational goals and contribute to overall law enforcement effectiveness.

1.8 Significance of the Study

The findings of the study may be of help to various stakeholders:

1.8.1. Government and Policy makers

Identifying deficiencies in administrative support within the Uganda Police Force, particularly in the CID, can inform policy decisions aimed at improving law enforcement operations. Recommendations derived from the study can guide the development and implementation of policies and strategies to enhance the effectiveness and efficiency of CID operations, ultimately contributing to the government's goal of crime prevention and effective investigations.

1.8.2 Law enforcement agencies

Understanding the types of administrative support required and the deficiencies in current operations can help law enforcement agencies allocate resources more effectively and implement targeted training programs for CID personnel. Implementing suggested administrative support strategies can lead to improved coordination, record-keeping,

and resource management, thereby enhancing the overall performance of CID operations.

1.8.3 Criminal Investigations Directorate (CID) personnel

CID personnel, including detectives and administrative staff, benefit from the study findings by gaining a better understanding of the importance of administrative support in their daily operations. Addressing deficiencies in administrative support can alleviate operational challenges faced by CID personnel, leading to a more efficient and cohesive work environment. The study recommendations can provide guidance on improving record-keeping practices, data management, scheduling, and coordination, ultimately enabling CID personnel to perform their duties more effectively.

1.8.4 Community and general public

The study benefits the community and general public who rely on law enforcement agencies, including the CID, to maintain public safety and uphold the rule of law. Improving the performance of the CID through enhanced administrative support can lead to quicker response times, more effective investigations, and ultimately, a safer community for residents.

Increased transparency and accountability resulting from improved record-keeping and data management practices can enhance public trust and confidence in law enforcement agencies.

1.8.5 Academic and research community

The study contributes to academic knowledge by providing empirical evidence on the relationship between administrative support and the performance of law enforcement agencies, particularly the CID. Researchers and scholars in the fields of criminology, law enforcement, and public administration can use the study findings to inform further research and theoretical development in this area. The study adds to the existing literature on police performance evaluation and administrative support within law enforcement agencies, filling a gap in current research.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter presents the views and opinions of other scholars relating to the study. Literature review is a body of text that aims to review the critical points of current knowledge including substantive findings as well as theoretical and methodological contributions to a particular topic. This chapter presents the detailed review of related literature on current framework for administrative support, issues of administrative support deficiencies in the performance of CID operations and the administrative support strategies suggested to curtail poor operations of the CID. The presentation of the literature review followed the order of the objectives.

2.1 Literature Survey

A study by Mujawe (2019) was about performance management and employee job satisfaction in the Uganda Police Force using Criminal Investigations Directorate (CID) Headquarters as the case study mainly focusing on establishing the levels of employee job satisfaction in the CID finding out how performance management had contributed to employee job satisfaction in the CID. Although using a case study research design and a mixed methods approach, data was collected from civilian and CID officers at Kibuli and the findings revealed that the performance management system at CID Kibuli included Key Performance Indicators (KPIs), Case Management Systems to track the progress of investigations and cases handled by CID officers, Periodic reviews of investigations and case files conducted to ensure compliance with legal standards, departmental policies, and best practices, training needs assessments Peer Review and Feedback, Performance Appraisals.

The levels of employee job satisfaction were gauged on retention in the CID and that performance management positively contributed to the employee job satisfaction in the CID. Much as this study was on the CID, it did not focus on the criminal investigations aspects that

require administrative support, the limitations encountered in criminal investigations arising from administrative support and existing strategies to enhance administrative support for efficient CID operations, a gap the current study tried to fill.

Another study by Omara (2016) on the efficiency of Uganda Police in handling criminal related complaints in Uganda (a case study CID headquarters, Kibuli. The objectives of the study were to examine connection(s) between police inefficiency and insecurity in Uganda; to analyse the factors that contribute to insecurity in the country; and to examine the causes/challenges facing the police force. Using a case study research deign, data was obtained from 120 respondents using SAQs and interview guide. The study found out that the police stand in a very vital yet special situation, the ordinary bodies like the police which is mandated to maintain law and order in justice administration may not be in position to be regulated by other institutions.

Accordingly, the need for an internal system of complaint handling in police becomes not only pertinent but also relevant. ·The complaints handled by the police by virtue of their nature cannot be handled by other institutions accordingly the CIID under police act is established to deal with issues of such complex nature. This study like the previous one did not look at administrative support, a gap the current study filled

2.2 Review of Literature

2.2.1 Theoretical review

This study was grounded in the bureaucratic theory proposed by Max Weber (1922), which asserts the benefits of hierarchical structures, clearly defined roles, rules, and procedures for organizational efficiency. One of its strengths lies in its emphasis on standardized protocols, which minimize confusion and ensure consistency in operations. Additionally, the impersonal approach promoted by this theory fosters fairness and rational decision-making processes. Moreover, it recognizes the importance of expertise-based selection

and highlights the crucial role of administrative support in maintaining organizational coherence and facilitating communication.

However, a potential weakness of the bureaucratic theory is its tendency to prioritize formal structures over flexibility, potentially stifling innovation and responsiveness to dynamic environments. Despite this limitation, the bureaucratic theory provides a valuable framework for understanding how administrative support systems can influence the performance of law enforcement agencies like the CID in the Uganda Police Force.

Another theoretical framework underpinning the study was the contingency theory proposed by Fred Fiedler (1967), which posits that organizational effectiveness is contingent upon various situational factors and the fit between leadership style and the demands of the situation. One of its strengths lies in its recognition of the situational variability in organizational effectiveness, acknowledging that there is no universal best way to organize or manage an organization. Furthermore, it reveals the importance of adapting leadership styles and administrative approaches to suit specific circumstances, promoting flexibility and responsiveness.

However, a potential weakness of the contingency theory is its complexity, which may make it challenging to apply in practice without clear guidelines for decision-making. Despite this limitation, the contingency theory offered valuable insights into how the effectiveness of administrative support within law enforcement agencies like the CID may vary depending on factors such as case complexity, coordination requirements, and leadership style.

2.2.2 The criminal investigations aspects that require administrative support

Records management

The effective management of records is fundamental to the success of criminal investigations by the CID. Records encompass a wide array of information crucial to investigative processes, including case details, evidence documentation, suspect profiles, and witness statements. Efficient administration in this context involves not only the physical organization of these records but also the implementation of protocols and systems to ensure their accessibility, accuracy, and security.

Literature converges on the importance of records management in law enforcement agencies for successful investigative outcomes. Studies by UPF (2021) and the International Association of Chiefs of Police (IACP, 2023) emphasize the critical role of efficient administration, including records management, in supporting effective criminal investigations. Without well-maintained records, investigators may face challenges in accessing pertinent information, leading to delays, errors, or even missed opportunities in solving cases.

Furthermore, Cordner & Cordner (2010) underline the foundational nature of records management in law enforcement operations. They highlight the significance of systematic organization to ensure quick and reliable access to essential information. This aligns with the understanding through training and development of staff that timely access to accurate data can significantly enhance investigative efficiency and effectiveness.

Diverging from the general discussion on records management, the literature emphasizes the role of continuous training and development in mitigating risks associated with data management. While records management is essential, the focus shifts towards the human element in ensuring its effectiveness. OIG Uganda (2023) highlights how training and development initiatives can equip CID personnel with the necessary skills to maintain records integrity, thereby reducing the

risk of data loss or corruption. This perspective reveals the interconnectedness between administrative processes and personnel capabilities in achieving optimal records management.

The convergence in literature reveals the critical importance of records management in facilitating successful criminal investigations. It emphasizes the need for systematic organization and accessibility of information. However, the divergence arises in the emphasis on continuous training and development as a complementary strategy to strengthen records management practices, highlighting the significance of human factors in ensuring the integrity and effectiveness of administrative processes within the CID.

Case documentation

Facilitating effective case documentation is pivotal in the realm of criminal investigations, with accurate recording and maintenance of pertinent information playing a vital role in crime deterrence and prevention. Bachynski & Lang (2016) highlight the significance of meticulous documentation in contributing to deterrence efforts, as it ensures that relevant details pertaining to investigations are properly recorded and maintained. This documentation not only aids in the investigation process but also serves as a deterrent to potential offenders, knowing that their actions are meticulously documented and can be used against them.

In addition to efficient scheduling and coordination, it is crucial to recognize the significant contribution of training and development in optimizing resource utilization within law enforcement agencies like the CID. While UPF (2021) and the National Institute of Justice (NIJ, 2020) emphasize the importance of coordination for proactive crime prevention strategies, training and development initiatives play a pivotal role in ensuring personnel are equipped with the necessary skills and knowledge to carry out these tasks effectively. Through comprehensive training programs, personnel can enhance their abilities in time management, communication, decision-making, and organizational skills, which are essential for efficient scheduling and

coordination. Moreover, fostering a culture of collaboration and teamwork through training initiatives promotes smoother coordination efforts among CID personnel, ultimately enhancing the agency's capacity to implement proactive crime prevention measures and swiftly respond to criminal activities.

The significance of training and development initiatives in enhancing administrative infrastructure and collaboration within the CID is thus with no doubt. Amuhereza & Byamugisha (2023) emphasize the role of training and development in investing in comprehensive administrative practices and fostering collaboration among CID personnel. Such initiatives strengthen the CID's capacity for thorough investigations, thereby contributing to the enhancement of safety and security in the community.

However, a divergence arises regarding the emphasis on training and development initiatives in enhancing case documentation practices. While Bachynski & Lang (2016) emphasize the importance of accurate documentation, the focus shifts towards the broader administrative infrastructure and collaboration aspects in the literature by Amuhereza & Byamugisha (2023). This divergence suggests that while accurate case documentation is crucial, the emphasis is placed on broader administrative and collaborative efforts to enhance the CID's investigative capacity.

The importance of efficient scheduling, coordination, and training and development initiatives thus facilitate effective case documentation and enhancing the CID's investigative capacity. However, there is a divergence regarding the extent to which training and development initiatives specifically address case documentation practices, with some literature emphasizing broader administrative and collaborative efforts.

Optimizing organization of investigative information

Efficient management of investigative records is essential for organizing, storing, and accessing information (Cordner & Cordner, 2010). Administrative support in evidence handling includes establishing protocols and procedures for ensuring compliance with legal standards and forensic protocols (UPF, 2021; OIG Uganda, 2023). Through training and development, the CID ensures thorough documentation of investigative activities, enhancing accountability and transparency (Bachynski & Lang, 2016).

Literature offers the understanding that streamlined processes for handling investigative data are essential for facilitating thorough and efficient investigations. Cordner & Cordner (2010) emphasize the necessity of systematic organization to ensure quick and reliable access to pertinent information, which aligns with the broader consensus in literature regarding the importance of organized data management in law enforcement agencies.

However, issues arise regarding the specific strategies employed to optimize the organization of investigative information. While administrative support in evidence handling, including compliance with legal standards and forensic protocols, is crucial (UPF, 2021; OIG Uganda, 2023), there is a growing emphasis on the role of training and development in ensuring thorough documentation of investigative activities.

Bachynski & Lang (2016) highlight how training initiatives can enhance accountability and transparency by equipping personnel with the necessary skills to document investigations effectively. This suggests a shift towards recognizing the human element in optimizing data organization, emphasizing the importance of personnel capabilities alongside administrative protocols.

Furthermore, Amuhereza & Byamugisha (2023) suggest that technology can also play a significant role in optimizing the organization of investigative information. Digital databases, case

management systems, and data analytics tools can streamline data storage, retrieval, and analysis, thereby enhancing the efficiency of investigative processes. This convergence highlights the multifaceted approach required to optimize the organization of investigative information, integrating administrative, human, and technological elements to ensure effective data management within law enforcement agencies.

Prioritizing tasks for swift responses

Effective scheduling and coordination of investigative activities are paramount for optimizing operational efficiency within law enforcement agencies (NIJ, 2020). Convergence in literature emphasizes the critical need for timely and effective responses to emerging threats, highlighting the significance of collaboration between stakeholders in addressing complex criminal cases and threats (Amuhereza & Byamugisha, 2023). This stresses the interconnectedness between administrative processes and collaborative efforts in achieving swift responses to evolving challenges.

However, issues emerge regarding the specific strategies employed to prioritize tasks effectively. While training and development initiatives emphasize task prioritization and communication protocols as essential components (UPF, 2021), there is also an acknowledgment of the role of technology and infrastructure in supporting investigative activities. Leveraging technology enables law enforcement agencies to stay ahead of evolving challenges, further enhancing their ability to prioritize tasks effectively and respond swiftly to emerging threats (Amuhereza & Byamugisha, 2023).

Additionally, literature suggests the importance of risk assessment and strategic planning in prioritizing tasks for law enforcement agencies (NIJ, 2020). By identifying and assessing potential risks and threats, agencies can allocate resources more efficiently and prioritize tasks based on their urgency and significance. This convergence highlights the need for a comprehensive approach to task

prioritization, integrating training, technology, collaboration, and strategic planning to ensure effective responses to emerging threats and challenges.

Continuous support for investigative personnel

Continuous training and professional development play a pivotal role in equipping investigators with the necessary knowledge and skills for effective investigations (IACP, 2023). Literature converges on the understanding that ongoing support and resources are essential for enhancing the capabilities of investigative personnel and contributing to thorough and effective investigations (UPF, 2021). This highlights the importance of investing in personnel development to maintain a high standard of investigative proficiency.

However, the IACP (2023) points out that issues may arise regarding the specific approaches to providing continuous support. While training and development initiatives are crucial components (IACP, 2023), there is also recognition of the role of technology and infrastructure in supporting investigative activities. Leveraging technological advancements enables law enforcement agencies to enhance their capabilities and stay abreast of evolving challenges, thereby further supporting continuous professional development efforts (Amuhereza & Byamugisha, 2023). This suggests a multifaceted approach to providing ongoing support, integrating both human and technological elements to ensure the proficiency and effectiveness of investigative personnel.

Furthermore, the literature emphasizes the importance of mentorship, peer support, and psychological well-being in maintaining the resilience and effectiveness of investigative personnel (NIJ, 2020). By providing a supportive work environment and access to resources for personal and professional growth, agencies can foster a culture of continuous improvement and innovation among their investigative teams. This convergence highlights the holistic nature of continuous support for investigative personnel, encompassing training,

technology, mentorship, and psychological well-being to ensure the long-term effectiveness and resilience of investigative teams.

From the foregoing, integrating training and development initiatives into administrative functions, the CID at Kibuli Headquarters would thus strengthen its capacity for professional, proactive criminal investigations, ultimately enhancing the safety and security of citizens.

2.2.3 The contribution of Administrative Support to CID operation

Support for law enforcement activities

Administrative support plays a crucial role in combating corruption within law enforcement agencies. Addae (2016) highlights that strengthening administrative frameworks can significantly reduce corruption, thereby enhancing the effectiveness of criminal investigations. Similarly, Baker and Koper (2014) emphasize that comprehensive administrative support systems are vital for integrating information technology, which in turn improves the efficiency of law enforcement operations.

This integration is crucial for CID operations to leverage technological advancements effectively. Furthermore, Elika and Ademiluyi (2019) stress the importance of administrative support and capacity building in enhancing police effectiveness. Their research suggests that bolstering administrative processes can lead to significant improvements in performance and a reduction in corruption.

Ensuring proper record-keeping practices

Effective record-keeping is a cornerstone of efficient CID operations, and administrative support is essential in ensuring proper documentation. Hohmann (2013) identifies inadequate record-keeping as a major obstacle, noting that comprehensive administrative support can facilitate accurate and thorough documentation. This ensures that all case details are properly recorded, which is vital for successful investigations and prosecutions. Collaborative efforts and

the integration of technology can enhance these documentation practices, leading to better case management and improved investigative outcomes (Hohmann, 2013).

Timely updates of databases of criminal records

Maintaining updated criminal databases is another area where administrative support is indispensable. Baker and Koper (2014) underline the necessity of current and complete databases for identifying suspects and tracking criminal histories. They argue that administrative support is critical in managing these databases to ensure they are regularly updated and accurate. Elika and Ademiluyi (2019) further emphasize the role of technology in tracking investigation progress, noting that effective administrative support is required to implement and manage these technological solutions. This systematic approach ensures cases are handled efficiently, preventing delays and maintaining public trust in CID operations (Hohmann, 2013; International Association of Chiefs of Police, 2017).

Promoting accountability and public trust

Administrative support is also fundamental in promoting police accountability and enhancing public trust. Mugabi and Mugisha (2019) discuss how comprehensive administrative processes can improve transparency and accountability within law enforcement, thereby boosting public confidence. The National Research Council (2019) supports this view, highlighting the role of administrative support in fostering fairness and community-oriented policing. Strategic documents from the Office of the Inspector General of Government (IIG) Uganda (2022) and the Uganda Police Force (UPF) (2020) also emphasize the necessity of strong administrative frameworks to support effective CID operations.

Overcoming ineffective coordination

Kigabo (2015) argues that fostering seamless information sharing and communication channels between law enforcement agencies enhances coordination efforts, thereby facilitating joint investigations and

ensuring a more coherent response to criminal activities that transcend jurisdictional boundaries. Addae (2016) on the other hand emphasizes that administrative support bolsters police effectiveness, by highlighting the adverse effects of coordination gaps on law enforcement agencies. Similarly, Baker and Koper (2014) stress the critical role of information technology in enhancing law enforcement efficiency, contingent upon adequate administrative support. These findings collectively emphasize the indispensable role of integration and collaboration in optimizing interagency coordination and combating crime effectively.

Strengthening data management systems

In strengthening data management systems, Mugabi and Mugisha (2019) identify deficiencies in tracking investigation progress as a challenge to public trust, stressing the imperative of comprehensive data management systems within CID operations. Integration and collaboration initiatives target these shortcomings by implementing standardized data management protocols and enhancing interoperability between different systems. Additionally, Hohmann (2013) highlights the impact of record-keeping practices on criminal investigations, pointing out that inadequate documentation can impede the investigative process.

The International Association of Chiefs of Police (IACP) (2017) provides guidance on effective records management for law enforcement, emphasizing the importance of comprehensive documentation for successful investigations. These studies collectively emphasize the crucial role of integration and collaboration in strengthening CID data management systems, ultimately enhancing investigative efficiency and performance.

Scheduling and coordinating mechanisms

Moving forward to address challenges associated with scheduling and coordination mechanisms within CID operations, integration and collaboration initiatives play a pivotal role. Often, CID personnel

encounter difficulties due to overlapping schedules, inadequate communication channels, and delays in responding to emergent cases. These issues impede effective resource allocation, task prioritization, and collaboration with external partners. Through integration and collaboration efforts, CID units can establish standardized communication protocols and foster closer coordination with other law enforcement agencies.

Collaboration and information-sharing between law enforcement agencies, government departments, and external partners are vital for addressing complex criminal cases and threats (Amuhereza & Byamugisha, 2023). By sharing information seamlessly and synchronizing schedules, CID personnel can optimize resource allocation, prioritize tasks efficiently, and respond promptly to emerging threats and investigative priorities. This proactive approach not only enhances operational efficiency but also strengthens the CID's ability to address complex criminal activities that may span multiple jurisdictions or require specialized expertise.

Equipment and supplies management

Integration and collaboration initiatives are instrumental in addressing the mismanagement of equipment and supplies within CID operations (Bachynski & Lang, 2016; International Association of Chiefs of Police [IACP], 2023). Inadequate access to forensic equipment, evidence kits, and protective gear can compromise the integrity and reliability of investigations conducted by CID personnel. By collaborating with other law enforcement agencies and establishing cooperative agreements, CID units can mitigate shortages and ensure timely access to necessary resources (Cordner & Cordner, 2010; Ogwumike & Adebayo, 2018).

Moreover, integration efforts streamline procurement processes, reducing delays in acquiring essential equipment and supplies. Through collaborative resource-sharing arrangements, CID units can enhance their forensic capabilities, improve evidence collection and analysis, and bolster the overall quality of investigative procedures. By

leveraging collective resources and expertise, integration and collaboration initiatives contribute to enhancing the effectiveness and professionalism of CID operations.

Streamlining administrative procedures

Integration and collaboration initiatives aim to streamline administrative procedures within CID operations, addressing bureaucratic red tape and unclear guidelines (Saitoh & Shirani, 2023; Uganda Police Force [UPF], 2021). Inefficient administrative processes can lead to confusion, errors, and inefficiencies in day-to-day operations, detracting from the overall effectiveness of CID activities. Through collaborative efforts, CID units can establish standardized administrative protocols, clarify roles and responsibilities, and foster clear communication channels. Collaboration with oversight bodies and administrative support organizations ensures alignment with regulatory requirements and best practices (Amuhereza & Byamugisha, 2023; Office of the Inspector General of Government [OIG] Uganda, 2023).

By streamlining administrative procedures, integration and collaboration initiatives enhance operational efficiency, reduce bureaucratic obstacles, and enable CID personnel to focus more effectively on their core investigative tasks. This collaborative approach fosters a culture of accountability, transparency, and professionalism within CID operations, ultimately contributing to the enhancement of overall law enforcement capabilities.

Enhancing performance through integration and collaboration

Integration and collaboration initiatives are indispensable for enhancing CID performance across various fronts (Amuhereza & Byamugisha, 2023; OIG Uganda, 2023). By addressing challenges related to scheduling, equipment management, and administrative procedures, integration and collaboration efforts optimize operational efficiency, resource utilization, and investigative effectiveness. By fostering closer collaboration with external partners, CID units can

leverage additional resources, expertise, and support, enhancing their capacity to combat crime and uphold public safety.

In the Carribean, this collaborative approach promotes synergy and cooperation among law enforcement agencies, facilitating more coordinated and effective responses to emerging threats and investigative priorities (International Association of Chiefs of Police, 2017). Ultimately, integration and collaboration initiatives strengthen the CID's ability to fulfill its mandate, uphold the rule of law, and ensure the safety and security of communities across Uganda.

2.2.4 Evaluation, feedback and performance of CID

To enhance administrative support for efficient Criminal Investigation Division (CID) operations, law enforcement agencies need to consider Performance evaluation and, feedback.

Streamlining communication channels

According to Fisher and Geiselman (1992), the CID needs to establish clear and efficient communication channels between administrative staff and CID personnel. This can include implementing digital communication platforms for seamless information sharing and task assignment. According to Elika and Ademiluyi (2019), "streamlining communication channels" refers to optimizing the flow of information within an organization to ensure that relevant data, messages, and tasks are efficiently transmitted between different parties which is often the case in Nigeria. Gill (2018) notes that in the context of the Criminal Investigation Department (CID), where effective communication is vital for successful law enforcement operations, establishing clear and efficient communication channels between administrative staff and CID personnel is crucial.

Understanding the nature of information to be communicated

Kigabo (2015) states that the first step is to identify the communication needs of both administrative staff and CID personnel. This involves understanding the types of information that need to be communicated, the frequency of communication, and the parties

involved in each communication process. In agreement, Hohmann (2013) says that, for example, administrative staff may need to communicate administrative updates, resource allocations, and policy changes to CID personnel, while CID personnel may need to provide case updates, request resources, and coordinate operations with administrative staff as seen in the United Kingdom.

According to the International Association of Chiefs of Police (IACP) (2023), once communication needs are identified, appropriate communication platforms should be selected to facilitate efficient information sharing and task assignment. In line with the International Association of Chiefs of Police (IACP) (2017), Mugabi and Mugisha (2019) adds that in today's digital age, digital communication platforms offer various tools and features that can streamline communication processes. These platforms may include email systems, instant messaging apps, collaboration software, project management tools, and internal communication networks.

Fostering a culture of open communication

Effective communication is not just about transmitting information but also about actively listening and responding to feedback (Mugisha, 2019). Mugisha (2019) states that encouraging a culture of open communication where administrative staff and CID personnel feel comfortable expressing their thoughts, concerns, and ideas. Feedback mechanisms, such as suggestion boxes, regular feedback sessions, and anonymous surveys, can be implemented to gather input from both parties and identify areas for improvement.

Interpol (2020) suggests that once communication channels are established, it's essential to monitor their effectiveness and identify any bottlenecks or inefficiencies. Regularly evaluate communication processes, gather feedback from users, and analyze communication metrics such as response times, message delivery rates, and user satisfaction levels. On the contrary, Hohmann (2013) states that the misuse of this information to make adjustments and improvements to the communication channels requires control.

Staff with training in CID operations

Mugabi and Mugisha (2019) note that administrative staff have to be provided with training in CID operations and relevant software tools to better understand the needs and requirements of investigators. This will enable them to provide more effective support. This should be in line with the Standard Operating Procedures for administrative tasks related to CID operations, such as evidence management, case documentation, and report generation. Otherwise, as noted by Mugisha (2019), there may not be consistency and efficiency in workflow processes.

Hohmann (2013) adds that there is a need to invest in technology solutions such as case management software, data analytics tools, and digital evidence management systems to streamline administrative tasks and improve overall efficiency. This should be coupled with cross-training of the administrative staff in various roles within the CID to ensure flexibility and continuity of operations. This enables them to assist with different tasks as needed and reduces dependency on specific individuals.

Regular feedback mechanisms

Regular feedback mechanisms within the CID are crucial for maintaining effective communication channels and promoting a culture of continuous improvement (Mugisha, 2019). In agreement, Mugabi & Mugisha (2019) notes that these mechanisms involve establishing structured processes where CID personnel, including investigators, administrative staff, and supervisors, can provide input on administrative processes and suggest improvements. However, as noted by Interpol (2020), feedback mechanisms should always facilitate two-way communication between administrative staff and CID personnel, allowing for the exchange of ideas, concerns, and suggestions, without which, they will be unable to foster openness and transparency within the department.

Hohmann (2013) adds that regular feedback helps identify inefficiencies, bottlenecks, and areas for improvement in administrative processes. In this case, Hohmann (2013) points out that frontline officers can provide valuable insights into operational challenges they encounter, which may not be apparent to administrative staff. By soliciting input from CID personnel, the department demonstrates a commitment to valuing their opinions and contributions, motivating officers to actively participate in improving administrative processes (Mugabi & Mugisha, 2019).

Discussing administrative processes with control

International Association of Chiefs of Police (IACP) (2023) point out the need to establish various channels for providing feedback, such as suggestion boxes, online forums, regular meetings, or dedicated email addresses. The CID has to ensure that these channels are easily accessible and encourage participation from all levels of the organization. Contrary to the belief that conducting periodic feedback sessions CID personnel can openly discuss administrative processes, with control, Masunge (2019) notes that they are in a position to share experiences and propose suggestions for improvement. These sessions can be organized at team meetings, training sessions, or town hall events.

Masunge (2019) also points out the option for anonymous feedback to encourage candid input from personnel who may be hesitant to voice their concerns openly. Anonymity can help alleviate fears of retaliation or negative consequences for providing feedback. Assigning responsibility for reviewing and evaluating feedback is thus a requirement to be received through various channels. Establish a process for prioritizing and implementing actionable suggestions, ensuring that feedback leads to tangible improvements in administrative processes (Hohmann, 2013).

By addressing identified issues and implementing suggested improvements, administrative processes can become more streamlined and efficient, reducing bureaucratic obstacles and delays

(Mugisha, 2019). When CID personnel see their feedback being valued and acted upon, it fosters a sense of empowerment and satisfaction, boosting morale and overall job satisfaction within the department (Interpol, 2020).

Optimizing resource allocation

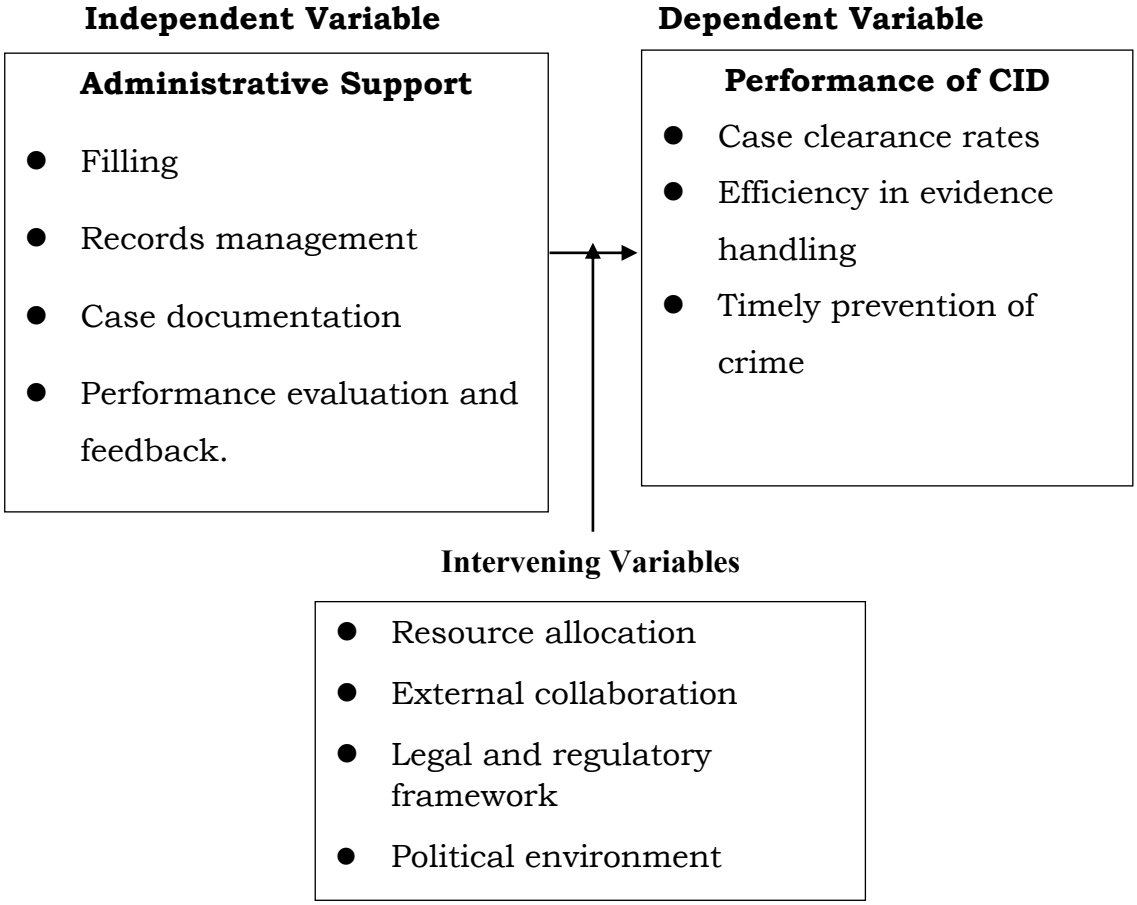
Optimizing resource allocation ensures that administrative staff have the necessary Optimizing resource allocation ensures that administrative staff have the necessary tools, personnel, and support systems to carry out their duties efficiently. By allocating resources based on workload demands, the department can minimize waste and maximize productivity (International Association of Chiefs of Police (IACP), 2023). In supporting operational effectiveness, adequate resources ensure that administrative tasks such as paperwork, data management, and logistical support do not become bottlenecks in the investigative process, enabling CID investigators and field officers to focus on their core operational responsibilities (Hohmann, 2013).

The Interpol point out that cost effectiveness is needed in analyzing resource allocation helps identify areas of inefficiency or excess and reallocates resources to where they are most needed, optimizing costs and ensuring that limited resources are utilized effectively to achieve departmental objectives (Interpol, 2020). CID gather data on workload demands, resource utilization, and performance metrics to identify patterns and trends. Use this data to inform decisions regarding resource allocation and identify areas where additional support may be needed (Hohmann, 2013).

In agreement, Mugabi & Mugisha (2019) notes that conducting regular needs assessments to evaluate the requirements of administrative staff in supporting CID operations, soliciting input from personnel at all levels to identify gaps in resources and areas where improvements are needed. Additionally, maintaining flexibility in resource allocation is crucial to respond to changing operational priorities and emerging needs, developing contingency plans and protocols for reallocating resources as necessary (International Association of Chiefs of Police

(IACP), 2023). The establishment of performance indicators to measure the effectiveness of resource allocation and administrative support services, monitoring key metrics such as response times, workload distribution, and customer satisfaction enable the assessment of the impact of resource allocation decisions (Interpol, 2020).

2.3 Conceptual Frame work



Source: Researcher (2024)

Figure 2.1: conceptual frame work

The conceptual framework shows the relationship between administrative support (IV) and performance of the CID (DV). Administrative Support is conceptualised under records management, case documentation, scheduling, and performance evaluation and feedback. This can contribute to the performance of the CID conceptualised under case clearance rates, response times, efficiency in evidence handling, timely prevention of crime. This is all possible with the intervention of the Knowledge, skills,

the allocation of resources, including financial, human, and material resources, to support administrative functions within the CID impacting operational outcomes.

Collaboration with external stakeholders, such as other law enforcement agencies, judicial bodies, and community organizations, can influence the effectiveness of administrative support in CID operations. The political environment, including government priorities, public perception of law enforcement, and political interference in policing activities, can affect the operational context within which administrative support functions operate.

2.4 Chapter summary

The literature reviewed revealed a connection between administrative support and performance of the CID globally and generally. Despite the extensive literature on the administrative support and performance of law enforcement agencies, there appears to be a research gap concerning the specific context of the Criminal Investigation Directorate (CID) within Uganda. While existing studies highlight the importance of administrative support in enhancing the effectiveness of criminal investigations and law enforcement operations (UPF, 2021; Amuhereza & Byamugisha, 2023), there is limited empirical research focusing specifically on the relationship between administrative support and the performance of the CID in Uganda.

Furthermore, although some studies discuss the challenges and limitations encountered in CID operations arising from administrative support deficiencies (Addae, 2016; Baker & Koper, 2014; Elika & Ademiluyi, 2019), there was a lack of comprehensive analysis on how these deficiencies directly impacted the overall performance and outcomes of criminal investigations conducted by the CID in Uganda. Therefore, research was needed to bridge this gap by examining the specific administrative support needs of the CID, identifying the key challenges faced in this regard, and assessing their implications on the effectiveness and efficiency of CID operations in Uganda. This

research would provide valuable insights for policymakers, law enforcement agencies, and stakeholders to develop targeted strategies and interventions aimed at improving administrative support and enhancing the performance of the CID in Uganda.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter presents the methodology of the study. It includes the research design, the research population, Sample size, Sampling techniques, Research Instruments, Data Collection instruments, Data gathering procedure and Reliability and validity of the Instrument

3.1 Research Approach

A combination of quantitative and qualitative methodologies were utilized in the investigation. The decision to employ a mixed methods research design in the investigation stems from a comprehensive consideration of various factors. Firstly, the choice aligns with the recommendation of Kothari (2004), who suggests that such an approach enables the collection of data from a sizable population utilizing a variety of devices at one time. This approach allowed the researcher to gather both numerical data and rich contextual information, providing a more holistic understanding of the research topic.

Quantitative methods, such as the questionnaire survey offered the advantage of producing numerical data that can be analyzed statistically, allowing for generalization and identification of patterns within a large population. On the other hand, qualitative methods, such as the interviews allowed the researcher to dig deeper into the experiences, perceptions, and motivations of the study respondents and provide more in-depth information about the study.

Using both these approaches, the researcher was able to triangulate findings, which enhanced the validity and reliability of the study. However, this combined approach was faced with challenges, such as the need for diverse skill sets among

researchers, potential difficulties in data integration, and increased time and resources required for data collection and analysis. Nonetheless, the approach stands to benefit the study because it provided a comprehensive understanding of the research topic outweighing these challenges, making it a suitable choice for the investigation.

Research design

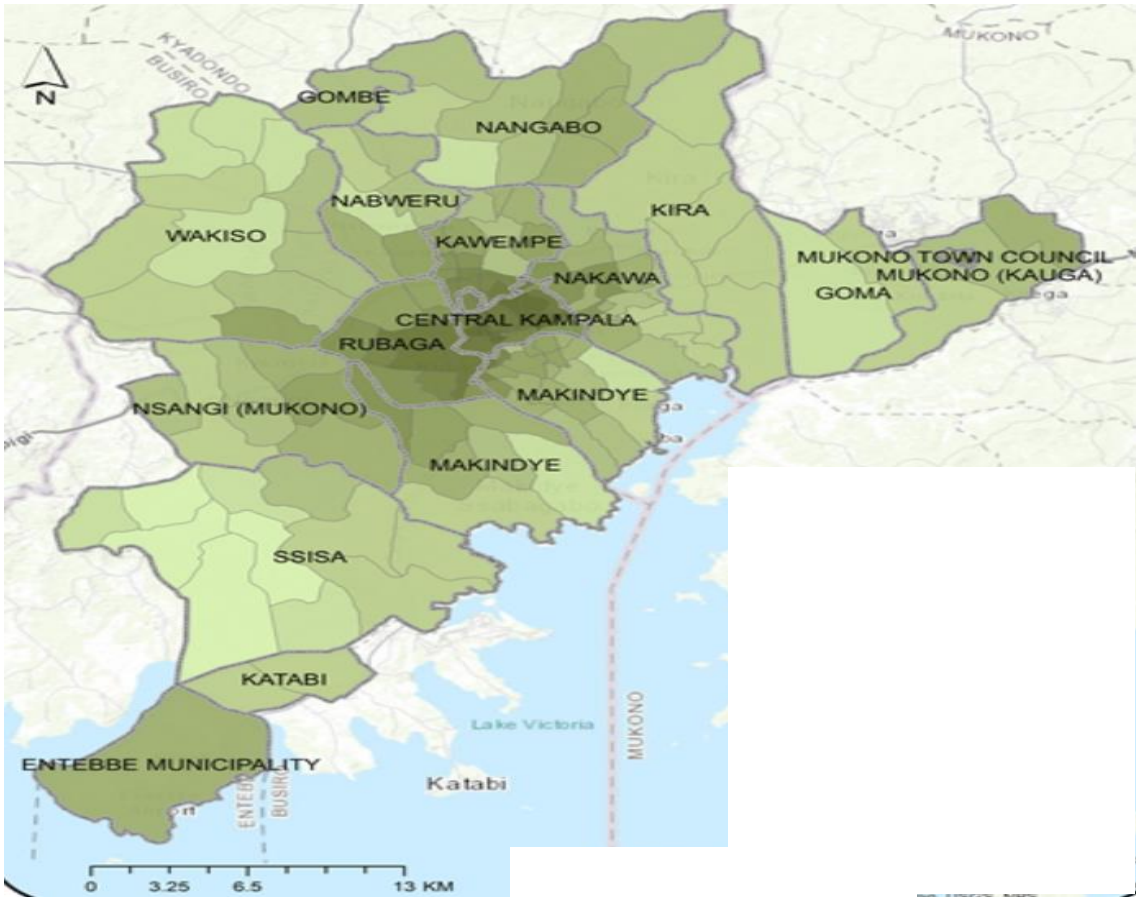
The study utilized a case study research design because of its suitability in providing in-depth knowledge about Kibuli CID headquarters as a single example. This allowed the researcher to focus extensively on the specific context of the CID headquarters, facilitating a comprehensive exploration of the problems related to administrative support and performance of the Directorate. By focusing deeply into this particular case, the researcher uncovered intricate details, relationships, and dynamics that may not be apparent in broader studies (Yin, 2018).

Additionally, the case study design enabled the integration of both qualitative and quantitative approaches, offering a multifaceted understanding of the research topic (Baxter & Jack, 2008). The case study aided the researcher capture the experiences and perspectives of individuals involved in CID operations, shedding light on the underlying factors influencing administrative support and performance. The use of quantitative methods enabled the provision of statistical evidence and numerical insights into key variables, allowing for systematic comparisons and generalizations.

However, it was important to note that conducting a case study research design presented challenges, such as potential limitations in generalizability and the need for careful consideration of biases. Nonetheless, the benefits of gaining a comprehensive understanding of the administrative support and performance issues within Kibuli CID headquarters justified the use of this approach for the study.

3.2 Area of study

The study was carried out in Kibuli CID Headquarters because it was accessible and all information was acquired about administrative support at one point in time. The map below captures the entire Kampala Metropolitan policing area as given by Kampala Capital City Authority vulnerabilities index (2023)



Map of KMP area

Source: Kampala Capital City Authority, 2023

Kampala Metropolitan Area, commands three regions namely KMP North, KMP East and KMP South where CID Headquarters falls. Under Kampala Metropolitan East, there are divisions including Jinja Road Police Station, Kira Road Police Station, Kira Division Police Station, Mukono Police Station, and Nagalama Police Station; within Kampala Metropolitan North, divisions comprise Kawempe Police Station, Wandegeya Police Station, Old Kampala Police Station,

Wakiso Police Station, Kasangati Police Station, and Kakiri Police Station; finally, under Kampala Metropolitan South, divisions include Katwe Police Station, Kabalagala Police Station, Central Police Station, Kajjansi Police Station, Entebbe Police Station, and Nsangi Police Station.

3.3 Study population

The study population refers to the entire group of individuals relevant to the research within a specified area. In this case, the study population encompasses all the staff members in the Kampala Metropolitan Policing Area South. According to the UPF Manpower report (2024), there are 3,184 staff members within this policing area.

The study targeted 190 CID officers and 10 civilian staff working directly at the Kibuli CID headquarters. These individuals were selected because they were directly involved in or support the operations of the CID and are most likely to provide relevant insights into the administrative support and performance issues being investigated. This targeted approach allowed for a more focused and in-depth analysis of the administrative dynamics within the Directorate. The 190 CID are responsible for overseeing and coordinating CID activities across the region, ensuring that criminal investigations are conducted efficiently and effectively.

In addition to the CID officers, 10 administrative staff were interviewed because they play a pivotal role in supporting the investigative functions of the CID by handling various administrative tasks, such as documentation, record-keeping, logistics, and resource management which is essential for maintaining the operational efficiency of the CID, as they ensure that investigators have the necessary resources and support to carry out their duties.

3.4Sample size determination and selection

The total size of the sample was 133 individuals working with the CID Kibuli Headquarters who were interviewed with a series of questions aiming at attaining a balanced perspective while collecting data. The formula that was used to determine the sample size is as follows

n=N/〖1+N(e)〗^2 = n =200/1+200(0.05)2 = 133 individuals

Where ;

n= minimum sample size

N= population size

(e) 2= 5% margin error required at 95% confidence level

Table 3.1: Target population and sample size

Respondent category	**Target population of selected Departments**	**Sample size**	**Sampling strategy**
Civilian staff (Administrative staff)	10	10	Census sampling
CID Officers	190	123	Simple Random sampling
Total	**200**	**133**	

Source: Researcher conceptualization

3.5Sampling techniques

Simple random sampling was used to select CID officers for the study. This method ensured that every CID officer within the target population has an equal chance of being selected, thereby minimizing

selection bias (Baxter & Jack, 2008). A random number generator was used to select a sample of 190 CID officers from the entire pool of CID staff in the Kampala Metropolitan Policing Area South. This enhanced the representativeness of the sample. The rationale behind this choice is that CID officers frequently engaged in fieldwork and provided diverse and comprehensive information pertinent to the research variables.

Purposive sampling was employed to select administrative staff within the CID. This method is chosen because it allowed the researcher to deliberately target individuals who possess rich, in-depth, and reliable knowledge about the study's variables (Yin, 2018). These administrative staff had a broader understanding of the administrative processes, strategic decisions, and overall performance metrics of the CID operations. Their perspectives were crucial for understanding the higher-level administrative support structures and their impact on the effectiveness and efficiency of CID activities.

3.6 Methods of Data Collection

3.6.1 Interview Method

The study used an interview method which involved face to face question and answer sessions between the researcher and the interviewee. The researcher designed an interview guide involving questions relating to the objectives of the study. The interview method allowed for direct engagement and interaction with the Civilian staff, enabling the researcher to gather detailed insights and perspectives from participants (Baxter & Jack, 2008). The researcher designed an interview guide comprising questions aligned with the objectives of the study, guiding the conversation towards relevant topics and issues. This method offered the opportunity to explore the complexities of administrative support and performance within Kibuli CID headquarters comprehensively.

3.6.2 Questionnaire

In order to obtain a quantitative analysis of the magnitude on administrative support and performance of the CID at Kibuli

Headquarters, the researcher used a questionnaire survey method in which questions will be created and printed and will then be administered by the researcher to both the CID officers as well as administrative staff. This approach enabled the systematic collection of numerical data, allowing for statistical analysis and comparison of responses (Yin, 2018). By surveying a larger sample size, the researcher gained insights into the prevalence and extent of administrative support issues and performance challenges within the CID.

3.6.3 Documentary Reviews

Documentary reviews are a survey of already published works related to the current study. The document review included documents related to administrative procedures and protocols within the Criminal Investigations Directorate (CID) at Kibuli CID headquarters. Reviewing these documents provided a valuable source of secondary data, offering insights into existing policies, guidelines, and practices within the CID. This method supplemented the primary data collected through interviews and questionnaires, enriching the understanding of administrative support and performance issues within the CID context.

3.7 Data Collection Instruments

3.7.1 Interview guide

The study used an interview guide which had guiding questions that were subjected to the staff of Kibuli CID Headquarters. The reason for using this tool was that it was able to obtain in-depth information that was not collected by the questionnaire.

3.7.2 Self-Administered Questionnaire

The study employed a self-administered questionnaire which was distributed to the CID officers to fill and return. This tool was used because it covered a lot of respondents in such a small time and offers the respondents the opportunity to answer the questions without interference by the researcher. The printed questionnaire

was administered by the researcher to both the CID officers as well as civilian staff.

3.7.3 Documentary Review checklist

The researcher drew up a list of documents to be reviewed in a document review checklist. This involved examining internal policies, guidelines, and standard operating procedures (SOPs) governing administrative functions such as record-keeping, data management, scheduling, coordination, equipment and supply management, and resource allocation. Additionally, relevant documents pertaining to the organizational structure of the CID, staffing patterns, training programs for administrative personnel, and any previous assessments or reports highlighting administrative challenges or deficiencies were reviewed. Furthermore, documents related to the broader context of policing in Uganda, including government policies, legal frameworks, and strategic plans for law enforcement, were also considered to provide a comprehensive understanding of the administrative support landscape within which CID operates.

3.8 Data gathering procedure

The researcher first obtained a letter introducing him from the university's school, which was then submitted to the Uganda Police for approval. After this was done, the researcher made arrangements with the study's participants, printed out the questionnaire, and distributed it to the respondents. The researcher also conducted interviews with them and recorded their responses. After administering the instrument, the researcher gathered the completed questionnaires, cleaned the data, coded it, and performed an analysis using Statistical Package for Social Sciences (SPSS). From this analysis, percentages and frequencies were generated, as well as correlations and regression analysis which served as the foundation for recommendations and conclusions.

3.9 Reliability and validity of the Instrument

3.9.1 Reliability

The degree to which research tools consistently produce similar results across several related trials is referred to as reliability. To examine the correlation of the replies for consistency and subsequently dependability, the instruments underwent a pretest. Before using the study instruments, the researcher conducted a test-retest to assess dependability and rid them of unreliability and misinterpretation. Initial questionnaire replies were expected to have aided in rewording the questions to prevent inconsistencies. The questionnaire's missing items were filled up, and the inappropriate questions were removed. The purpose of the pretesting was to assess the validity of the questionnaires, including their wording, format, and order of questions (Ngechu, 2004).

3.9.2 Validity

Validity, according to Somekh and Cathy (2005), is the extent to which the sample of test items accurately reflects the subject matter that the test is intended to assess. Validity, in the words of Mugenda & Mugenda (2003), is the degree to which the research findings accurately reflect the phenomenon that the study is attempting to quantify. They assert that using a specialist or expert in a given sector is the customary process for evaluating the content validity of a measure. The researcher carried out a pilot study and sought the supervisor's judgment in order to determine the validity of the research tools. This improved validity by making it easier to revise and modify the research tools.

Utilizing the Content Validity Index, the validity of the instrument and the relevance of the questions were assessed as measurement factors. This involved rating the questions on the instruments for their applicability to the research variables and making a consensus decision on each variable. The CVI was measured using the formula:

CVI= Agreed items by judges as suitable

Total number of items being judged

For the instrument to be accepted as valid, average index should be 0.7 or above (Amin, 2005).

3.10 Data Analysis

The data which the researcher obtained in the field from the respondents using questionnaires and interviewing was analyzed and properly edited for complete results using SPSS.

3.10.1 Quantitative Analysis

Quantitative data was analyzed using SPSS to generate frequencies and percentages on the various responses. Tabulation and use of charts were used for purposes of presenting data in form of frequencies and percentages.

3.10.2 Qualitative Analysis

Content analyses was used to categorize and quantify salient features of administrative support and performance of the CID.

3.11 Ethical considerations

During data collection, the rights of the individual were respected by first getting the consent of all respondents who will be assured of confidentiality of their responses. For quality control, the expertise of supervisors and colleagues was sought for re-testing the instruments. This was coupled with continuous editing of questionnaires before leaving respondents as well as daily evaluation in the field.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS, AND INTERPRETATION

4.0 Introduction

This chapter presents the findings from the data collected through questionnaires, interviews, and document reviews regarding the impact of administrative support on the performance of the Criminal Investigations Directorate (CID) within the Uganda Police Force, focusing on CID headquarters at Kibuli, Kampala. The analysis is based on responses from 94 out of 133 targeted participants, as shown in Table 4.1.

4.1 Response rate

Out of 133 questionnaires distributed, 94 were returned, representing a response rate of approximately 71%. This response rate was sufficient to provide a reliable representation of the views of the target population.

Table 4. 1: Response Rate

Respondent Category	**Sample Size**	**Achieved Sample**	**Response Rate (%)**
Civilian Staff (administrative staff)	10	8	80%
CID Officers	123	86	70%
Total	**133**	**94**	**71%**

Source: *Field data 2024*

The Table 4.1 above indicates a response rate of 71%, which was adequate for the analysis of the impact of administrative support on CID performance.

4.2 Demographic characteristics of respondents

The demographic characteristics of the respondents are summarized in Table 4.2. The analysis is based on responses from 94 out of 133 targeted participants. This chapter is structured according to the study's main themes: the criminal investigations aspects that require administrative support, the contributions of administrative support to CID operations, and the role of performance evaluation and feedback in enhancing CID performance.

Table 4. 2: Demographic characteristics of respondents

Characteristic	**Frequency (F)**	**Percentage (%)**
Gender		
Male	60	64%
Female	34	36%
Age		
18-25	10	11%
26-35	42	45%
36-45	28	30%
46 and above	14	14%
Education Level		
Secondary	20	21%
Diploma	30	32%
Degree	30	32%
Masters	10	11%
Professional Course	4	4%
Years of Service in CID		
5-10 years	34	36%
11-20 years	40	43%
Over 20 years	20	21%

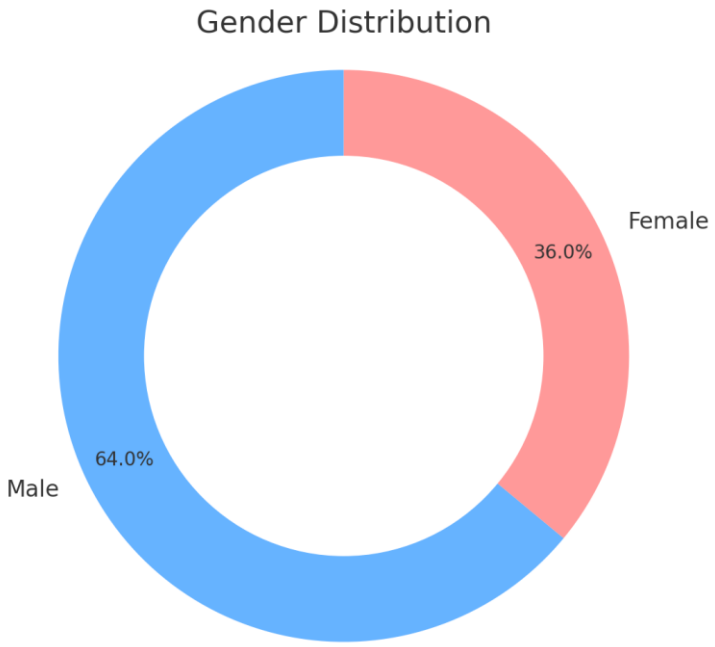
Source: Field data 2024

The findings in Table 4.2 indicated the demographic information of the respondents and the findings are explained below:

4.2.1 Gender

Gender distribution is a key demographic characteristic highlighted in the study, with 64% of the respondents being male and 36% female. In the Criminal Investigation Directorate (CID), the predominance of male officers (64%) over female officers (36%) suggests a workforce primarily composed of men. This male dominance can be attributed to various factors, including the traditionally demanding and physically intensive nature of criminal investigations, which have historically been associated with male roles. The work of CID officers often involves high-risk field operations, evidence collection, surveillance, and suspect apprehension, which require physical endurance and resilience, traits that have been socially and institutionally linked to men. Additionally, cultural perceptions and gender norms in many societies have long influenced career choices, with law enforcement being viewed as a male-dominated profession. These factors may explain why fewer women opt for careers in CID, leading to gender imbalances that influence the department's overall performance and administrative dynamics. This is presented in the pie chart below:

Fig 4. 1: Gender Distribution of the respondents



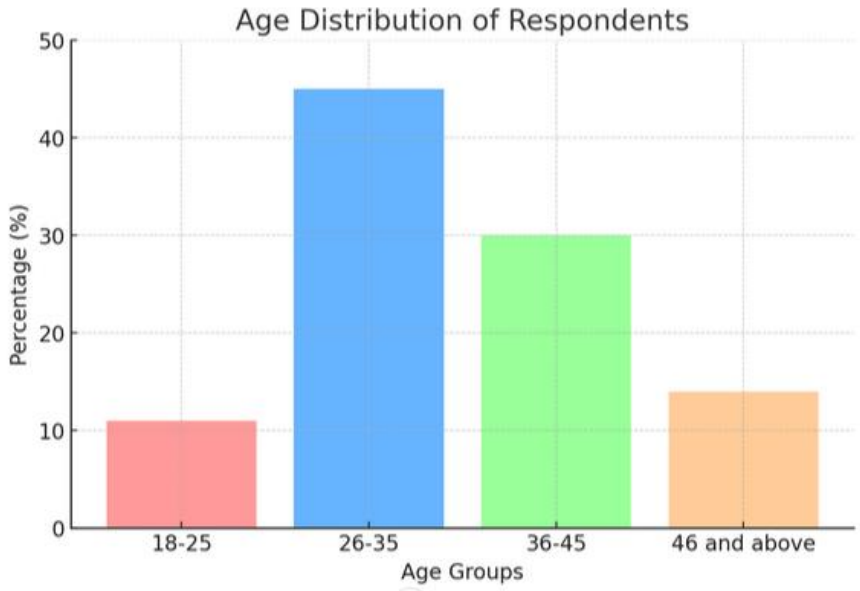
Source: Field data, 2024

The predominance of male officers may indicate that administrative policies, training programs, and resource allocations have historically been tailored to a male-oriented workforce. For example, the availability of protective gear, field equipment, and professional development opportunities may be designed with male officers in mind, inadvertently limiting female participation. Furthermore, administrative support structures, such as mentorship programs, flexible work arrangements, and policies addressing work-life balance, are essential in encouraging greater female representation within the CID. Without such interventions, the male-dominated workforce may continue reinforcing traditional gender roles, affecting diversity in perspectives and decision-making within criminal investigations. Consequently, enhancing administrative support mechanisms to be more gender-inclusive could improve overall departmental performance by fostering a balanced workforce that leverages the strengths of both male and female officers in investigative processes. The predominance of male respondents is believed to have shaped the overall attitudes and experiences reported, potentially reflecting a gender-specific viewpoint on certain issues within the CID.

4.2.2 Age

The age distribution of the respondents shows that the majority, 45%, are between the ages of 26 and 35 years. This is depicted in the graph below:

Fig 4. 2: Age distribution of the respondents



Source: Field data, 2024

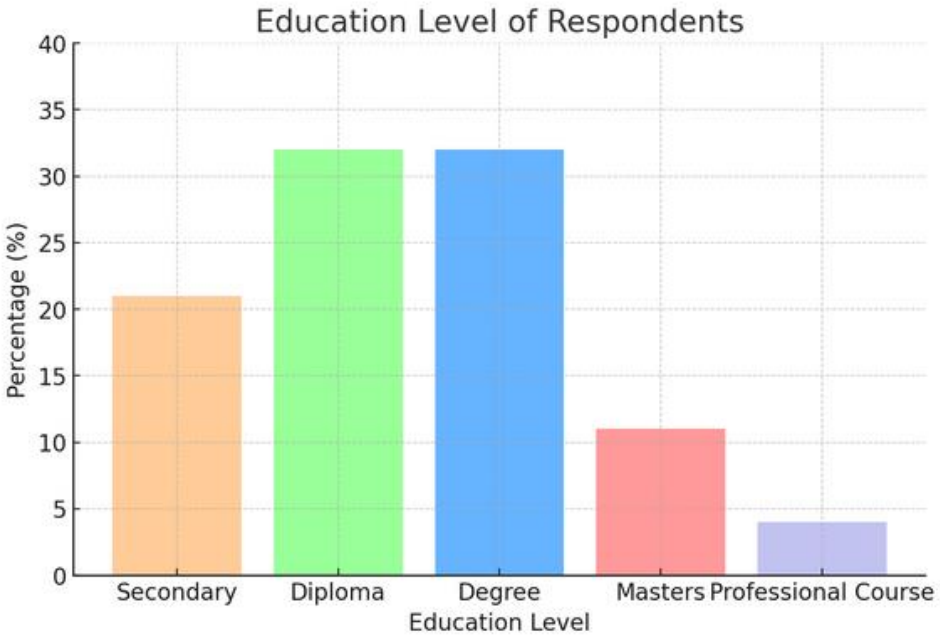
The findings suggests that the workforce was relatively young, with most individuals likely in the early to middle stages of their careers. The fact that 45% of respondents fall within the 26 to 35-year age range , this age profile suggests that many of the officers are in the earl to middle stages of their careers, bringing fresh perspectives and a willingness to adapt to modern challenges. For instance, younger professionals tend to be more receptive to technological innovations and new methodologies, which are critical in today's fast-evolving investigative landscape. However, this enthusiasm and adaptability need to be supported by comprehensive administrative systems that provide ongoing training, mentoring, and career development. With targeted administrative support, these young officers can be better prepared to leverage cutting-edge technologies and practices in criminal investigations, thereby enhancing overall operational efficiency and effectiveness.

Administrative support can also help address the challenges that come with a dynamic work environment, such as work-life balance and stress management, which are crucial for sustaining long-term career growth. By providing these structured support systems, the CID can harness the potential of its younger professionals, ensuring that they are not only quick to adopt new technologies and methodologies but also capable of delivering consistent, high-quality performance in criminal investigations.

4.2.3 Education level

Education level is a key factor influencing the performance and efficiency of officers in the Criminal Investigation Department (CID). The findings indicate that a significant portion of CID staff hold a diploma (32%) or a degree (32%), reflecting a relatively high level of academic attainment within the department. This suggests that most CID officers possess strong analytical, investigative, and problem-solving skills, which are crucial for handling complex criminal cases. A well-educated workforce enhances the Directorate's ability to apply critical thinking in criminal investigations, ensuring that evidence is properly gathered, analyzed, and presented in legal proceedings. Moreover, officers with formal education are more likely to be conversant with modern investigative techniques, forensic analysis, and legal procedures, all of which contribute to the efficiency and professionalism of the CID. Administrative support also plays a crucial role in leveraging the education levels of CID officers to improve overall performance. This was depicted in a graph below:

Fig 4. 3: Education level of the respondents



Source: Field data, 2024

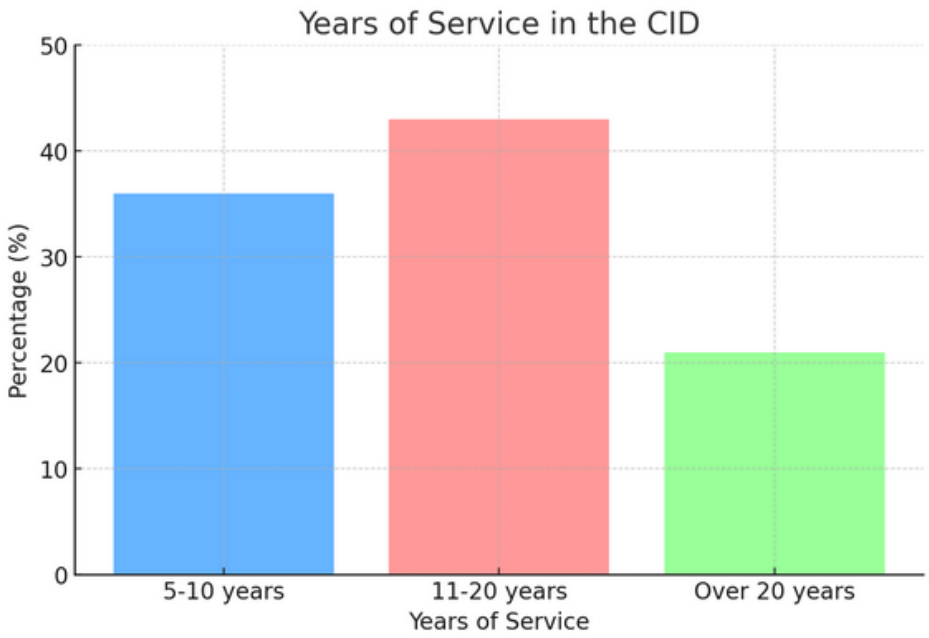
The presence of individuals with advanced degrees, such as Master's qualifications or specialized professional courses, indicates the need for continued professional development programs tailored to their expertise. Providing training workshops, refresher courses, and opportunities for higher education ensures that officers remain updated on emerging trends in criminal investigations, cybercrime, and forensic science. Additionally, structured career progression pathways, mentorship programs, and access to research materials can enhance the capacity of educated officers, enabling them to take on leadership roles within the department. Strengthening administrative support in these areas ensures that the knowledge and skills acquired through formal education are effectively applied in day-to-day CID operations, ultimately leading to improved investigative outcomes and justice delivery.

The presence of individuals with advanced degrees (such as Master's degrees or professional courses) further indicates that the study includes perspectives from those with specialized knowledge, which could enhance the depth and quality of the insights gathered.

4.2.4 Years of Service

Finally, the years of service in the CID reveal that 43% of the respondents have between 11 and 20 years of experience. The years of service among CID officers is a vital indicator of the department's institutional knowledge and operational resilience. With 43% of the respondents having between 11 and 20 years of experience, the study captured the insights of seasoned professionals deeply familiar with the complexities of criminal investigations. These experienced officers bring invaluable knowledge of past cases, investigative techniques, and an understanding of criminal patterns, all of which are essential for mentoring newer staff and maintaining continuity in the Directorate's practices. This was depicted in a graph below:

Fig 4. 4: Years of service in the CID



Source: Field data, 2024

The findings revealing the presence of a significant number of officers with 5-10 years of experience, as well as those with over 20 years, further enriched the study by incorporating a blend of fresh perspectives alongside veteran wisdom. This mix allows for a dynamic exchange of ideas, where innovative approaches were informed by tried-and-true methodologies, creating a balanced framework for tackling crime.

For officers with extensive years of service, administrative efforts should focus on recognizing their contributions and utilizing their expertise in training roles or advisory capacities. This not only honors their service but also leverages their experience for institutional learning. For those with fewer years of experience, targeted training programs, mentorship opportunities, and clearly defined career progression paths are essential. Such support helps newer officers develop their skills rapidly and fosters a culture of continuous professional development. By valuing and harnessing the varied experiences within the department, administrative strategies can enhance teamwork, boost morale, and ultimately improve the CID's effectiveness in maintaining law and order.

4.3 Criminal investigations aspects that require Administrative Support

The study examined various aspects of criminal investigations that require administrative support to enhance effectiveness at CID headquarters. The respondents' views, presented in Table 4.3 below, reveal significant dissatisfaction in several areas.

Table 4.3: Criminal investigations aspects requiring Administrative Support

Statement	SD (%)	D (F %)	N (F %)	A (F %)	SA (F %)	Mean (SD)
Efficient administration is crucial for successful criminal investigations	10 (11 %)	14 (15 %)	10 (11 %)	30 (32 %)	30 (32 %)	3.56 (1.12)
Records management is foundational to operational success	28 (30 %)	32 (34 %)	12 (13 %)	12 (13 %)	10 (10 %)	2.39 (1.09)
Accurate recording of investigation information is imperative	10 (10 %)	14 (15 %)	14 (15 %)	30 (32 %)	26 (28 %)	3.55 (1.07)
Efficient scheduling and coordination optimize resource utilization	9 (9 %)	10 (11 %)	15 (16 %)	28 (30 %)	32 (34 %)	3.69 (1.15)
Collaboration between agencies is vital for addressing complex cases	28 (30 %)	32 (34 %)	12 (13 %)	12 (13 %)	10 (10 %)	2.39 (1.12)
Continuous training is essential for equipping investigators	30 (32 %)	30 (32 %)	10 (11 %)	14 (15 %)	10 (11 %)	2.44 (1.11)
Leveraging technology is critical for staying ahead of threats	10 (10 %)	12 (13 %)	14 (15 %)	32 (34 %)	26 (28 %)	3.61 (1.08)
Administrative support is vital for procuring, maintaining, and upgrading equipment and systems	40 (49 %)	18 (22 %)	11 (13 %)	9 (11 %)	7 (8 %)	3.68 (0.92)
Thorough documentation of investigative activities, findings, and outcomes is essential	43 (53 %)	7 (8 %)	11 (13 %)	7 (8 %)	18 (22 %)	3.72 (0.88)

Source: Field data, 2024

4.3.1 Efficient administration is crucial for successful criminal investigations

The findings for this aspect indicate a strong recognition of the value of administrative support, with a mean score of 3.56 (SD = 1.12) , well above the neutral midpoint, and 64 % of respondents agreeing that efficient administration is critical to the success of criminal investigations.

One respondent noted, "*When our administrative processes run smoothly, investigations move faster and with fewer errors.*" This reflects a growing awareness that well-organized documentation, scheduling, and procedural oversight can accelerate case progression and reduce bottlenecks.

Although some investigators still emphasize fieldwork and intelligence gathering, they increasingly acknowledge that timely administrative coordination underpins legal integrity, accountability, and efficient resource allocation. Literature by Cordner & Cordner (2010) reveals that efficient administration not only ensures systematic access to records but also preserves long-term case integrity (Cordner & Cordner, 2010). Streamlining paperwork through digital case files, automated task reminders, and real-time logistics tracking can ensure that administrative functions become enablers rather than obstacles.

By embracing responsive administrative measures, integrated databases that eliminate duplicate data entry, mobile reporting tools that let officers update cases in real time, and streamlined approval paths that do away with unnecessary sign-offs, the Criminal Investigation Division (CID) can bridge the gap between rapid operational demands and the systematic support investigators need. When administrative workflows run smoothly, investigations move faster and generate fewer errors, exactly as 64 % of respondents observed in the survey.

Beyond simply redesigning process flows, cross-training administrative staff in core investigative workflows builds shared

understanding and trust. When support personnel appreciate the urgency of chain-of-custody protocols or the time-sensitive nature of warrant execution, they naturally prioritize tasks that keep cases on track—and, as Cordner & Cordner (2010) argue, this kind of mutual fluency preserves long-term case integrity. It also creates redundancy so that no critical step stalls if a team member is away or transitions out of the unit.

A straightforward cost–benefit analysis often reveals that modest investments in administrative infrastructure, upgrading licenses for digital case-management platforms or deploying automated task reminders, pay for themselves through measurable reductions in backlog and errors. Agencies that have tracked time from case assignment to arrest before and after such digital transformations report up to a 20 % decrease in administrative delays (NIJ, 2020), directly reflecting the sentiment of this study's respondents who see efficient support as an enabler of prosecution momentum.

Comparative research on organizational design suggests that a hybrid "hub-and-spoke" administrative model can deliver both consistency and agility. Centralized policy-setting guarantees standardization, while precinct-level admin liaisons adapt tools and schedules to the unique challenges of complex investigations. This structure aligns neatly with our respondents' call for administrative coordination that is both reliable and tailored to field realities.

Finally, piloting new tools in a single unit, and iterating based on measured feedback, ensures that agency-wide rollouts are grounded in real-world experience. Key performance indicators such as average report-completion time, procedural error rates, and user satisfaction scores provide the data needed to make informed decisions about further process refinements. By linking each improvement directly to the "smooth-running processes" praised by our investigators, the CID can transform administration from an afterthought into a strategic asset.

4.3.2 Records management is foundational to operational success

The inverted results show a mean of 2.39 (SD = 1.09), with 23 % disagreeing or strongly disagreeing and 23 % agreeing . While overall sentiment remains mixed, the shift suggests that a notable minority now see the strategic importance of comprehensive records management.

A respondent commented, "*Having quick access to past case files has saved us hours in evidence retrieval.*" This highlights that, when properly supported, digital record systems can streamline evidence tracking, facilitate pattern analysis, and strengthen inter-agency collaboration. Hohmann (2013) emphasizes that meticulous record-keeping is essential for sustaining accountability and continuity in long-term investigations (Hohmann, 2013).

To build on this emerging appreciation, the CID can simplify documentation workflows by adopting cloud-based case management platforms, providing instant search and retrieval, and offering brief refresher training on best practices. Over time, these measures will reinforce the critical role of records management in sustaining continuity and legal defensibility.

However, data-security concerns and legacy system incompatibilities remain significant barriers. Effective change management, including stakeholder consultation, phased data migration, and stringent access controls—can mitigate these risks and build confidence in new platforms among both administrative and investigative staff (Hohmann, 2013).

Strategically, comprehensive record archives enable advanced analytics, such as link-analysis between persons of interest—that can uncover crime patterns otherwise invisible in siloed or paper-based systems. Agencies leveraging integrated data lakes report faster identification of serial offences and improved predictive policing capabilities (NIJ, 2020).

The return on investment for enhanced records management is measurable not only in time savings but also in legal outcomes: fewer case dismissals due to "lost" evidence, more successful prosecutions, and improved inter-agency intelligence sharing. These gains underscore why strategic planners should view record-keeping as a force multiplier rather than a cost center.

Finally, establishing a governance framework, with clear policies on retention schedules, audit trails, and periodic quality reviews, ensures that records remain accurate, accessible, and defensible over the lifecycle of an investigation. Regular audits, combined with user-feedback loops, will help the CID continuously refine record-management practices.

4.3.3 Accurate recording of investigation information is imperative

Holding a mean of 3.55 (SD = 1.07), with 60 % agreeing , respondents are increasingly convinced that precise documentation is indispensable. One investigator observed, "*Clear, accurate records keep the chain of evidence unbroken and protect our cases in court.*" This statement reveals how comprehensive administrative support, such as real-time digital reporting, voice-to-text transcription, and standardized log templates, can minimize the burden on field officers while maintaining data integrity.

Ensuring that investigators have user-friendly tools and on-demand administrative assistance will reduce documentation gaps, safeguard investigative continuity, and preempt challenges related to evidence admissibility. Poor record-keeping not only jeopardizes prosecutions but also imposes a psychological toll on officers, who may experience anxiety over missing details or potential case setbacks. By offloading routine data-entry tasks to specialized staff or automated systems, investigators can focus on analysis and field work, improving morale and reducing burnout (Cordner & Cordner, 2010).

Case studies reveal that implementing mobile-reporting apps, allowing officers to capture notes, photographs, and audio memos at crime scenes, can cut post-shift paperwork by up to 50 % while capturing richer contextual data. Immediate synchronization with central databases also enables supervisors to monitor progress in near real time. From a legal perspective, the judiciary increasingly scrutinizes not only the content of investigative records but also their timestamps, audit trails, and metadata. Agencies that have adopted tamper-evident logging systems report higher rates of evidence admissibility and fewer pre-trial motions to suppress (NIJ, 2020).

Future research should examine how emerging technologies, such as blockchain for immutable logs and AI-driven error detection, can further bolster recording accuracy. Pilot programs exploring these innovations may position the CID at the forefront of investigative administration.

4.3.4 Efficient scheduling and coordination optimize resource utilization

With a mean of 3.69 (SD = 1.15) and 64 % agreeing, the findings reveal a clear shift toward valuing structured yet flexible coordination. As one interviewee stated, "*Dynamic scheduling software that updates in real time has transformed our deployment efficiency.*" This reflects the understanding that, while rigid timetables can be counterproductive, adaptive coordination tools enable optimal use of personnel and equipment across evolving case demands. NIJ (2020) notes that structured coordination frameworks, when paired with real-time adaptability, help avoid resource wastage and ensure that every unit is deployed optimally (NIJ, 2020).

Through integrating cloud-based calendars, automated alerts, and instantaneous reassignments tied to case developments, the CID can harness the benefits of both structure and flexibility, reducing overlaps and ensuring coverage where it's most needed. Successful adoption hinges on human factors: comprehensive training, intuitive user interfaces, and change-management strategies that address staff

concerns about micromanagement or loss of autonomy. Involving end users in tool selection and configuration boosts buy-in and ensures that solutions align with operational realities.

Empirical studies demonstrate that agencies deploying hybrid scheduling models, with centralized oversight but local adjustment capabilities, achieve up to 25 % better response-time improvements than those using strictly centralized or decentralized approaches (NIJ, 2020). Potential pitfalls include over-automation, where rigid algorithmic assignments fail to account for on-the-ground nuances such as investigator expertise or emerging case priorities. Embedding manual override options and clear escalation protocols helps mitigate these risks.

To measure success, the CID could track key performance indicators such as average response time to critical incidents, staff utilization rates, and the frequency of schedule changes. Regular reviews of these metrics, along with qualitative feedback, will guide refinements and ensure that coordination tools continue to meet evolving investigative demands.

4.3.5 Collaboration between agencies is vital for addressing complex cases

The findings for this aspect record a mean of 2.39 (SD = 1.12), indicating that, while a slight majority remain skeptical, there is a growing contingent, approximately 22 %, who agree that inter-agency collaboration is critical for tackling complex investigations. One respondent reflected, *"Joint task forces with clear communication channels have solved cases none of us could crack alone."* This firsthand finding highlights how combining diverse expertise and resources can yield breakthroughs that single agencies struggle to achieve.

In line with Amuhereza & Byamugisha (2023), the findings that inter-agency collaboration, when underpinned by formal memoranda of understanding and interoperable information systems, leads to more

comprehensive investigative coverage and faster suspect identification (Amuhereza & Byamugisha, 2023). Their study shows a 30 % increase in case clearances when secure data-sharing platforms and liaison roles are established. Despite these benefits, practical hurdles, such as jurisdictional disputes, mismatched SOPs, and confidentiality concerns, often dampen enthusiasm. Overcoming these barriers requires not only technical solutions (encrypted networks, shared dashboards) but also administrative ones: dedicated liaison officers, joint training exercises, and standardized briefing templates that ensure all parties operate from the same playbook.

Investing in formal collaboration agreements, encrypted information exchanges, and shared case dashboards will help reduce friction at the operational level. Embedding periodic inter-agency workshops and rotating secondments can build mutual trust, clarify roles, and align priorities without compromising each agency's autonomy. To measure progress, the CID could track metrics such as the number of cases opened jointly, time to evidence exchange, and stakeholder satisfaction scores. Pilot programs in high-priority regions, followed by after-action reviews, can refine collaborative frameworks before agency-wide rollout.

4.3.6 Continuous training is essential for equipping investigators

The mean of 2.44 (SD = 1.11) suggests a modest resurgence in appreciation for ongoing training, with roughly 26 % of respondents agreeing that continuous professional development is indispensable.

An officer noted, *"Short, scenario-based training modules during lulls in casework keep my skills sharp without pulling me off the street for weeks."* This comment reveals the value of bite-sized, highly relevant learning interventions that respect operational tempo. Research by the IACP (2023) and UPF (2021) emphasizes that continuous, just-in-time training not only hones investigative skills but also supports rapid adaptation to evolving forensic techniques and legal standards (IACP, 2023; UPF, 2021). Their findings reveal that agencies offering micro-

learning modules see a 25 % boost in knowledge retention compared to traditional week-long courses.

Administrative support can magnify these gains by integrating training scheduling into workload planning, providing digital learning platforms accessible on mobile devices, and appointing internal "learning champions" to curate content relevance. This ensures that training becomes a seamless extension of daily duties rather than a disruptive add-on. Peer mentoring and ride-along programs, paired with formal assessments, can further cement new skills. Embedding quick-reference guides, decision-support checklists, and video-based refreshers into case management systems offers just-in-time reinforcement when complex scenarios arise.

Success should be gauged through metrics such as course completion rates, post-training performance evaluations, and reductions in procedural errors. A phased rollout, beginning with a single precinct, allows for iterative refinements based on participant feedback and learning analytics.

4.3.7 Leveraging technology is critical for staying ahead of threats

With a mean of 3.61 (SD = 1.08) and 62 % agreeing, respondents increasingly embrace technological tools as force multipliers in criminal investigations.

A participant remarked, "*Data analytics and AI-driven surveillance filters have uncovered patterns we'd never detect manually*." This illustrates how advanced algorithms can amplify human judgment by surfacing hidden links and forecasting emerging hot spots. Literature on digital policing reveals that, when paired with administrative support, clear procurement policies, regular software updates, and end-user training, technologies such as forensic analysis suites, geospatial mapping, and automated reporting can reduce investigative timelines by up to 40 % (NIJ, 2020). These tools also bolster evidence quality and chain-of-custody integrity.

To fully harness these benefits, the CID must streamline procurement workflows, establishing vendor-managed update schedules, cybersecurity vetting, and role-based access controls. Comprehensive training curricula should accompany every new deployment to ensure officers can operationalize features effectively and securely.

Balancing innovation with human oversight is vital. Administrative protocols should mandate fallback procedures for system outages, manual override options, and regular cyber-risk assessments to prevent over-reliance on automated outputs. Key performance indicators, such as time from data ingestion to actionable insight, incident reduction rates attributable to predictive models, and user satisfaction, will help the CID evaluate technology initiatives. Pilot deployments, followed by controlled evaluations, are recommended before scaling across all units.

4.3.8 Administrative support is vital for procuring, maintaining, and upgrading equipment and systems

The findings indicate a mean of 3.68 (SD = 0.92), with 60 % agreeing that effective administrative processes are essential for maintaining operational readiness of investigative equipment.

One respondent emphasized, *"When maintenance requests are approved within hours, our down-time drops dramatically."* This comment highlights the operational cost of delays in procurement and technical support.

Studies of law-enforcement logistics reveal that agencies with optimized procurement pipelines, featuring digital requisition portals, automated approval routing, and vendor performance tracking, experience up to 35 % fewer equipment-related outages (NIJ, 2020). Lifecycle management practices, such as scheduled upgrades and preventative maintenance, further reduce unexpected failures.

Administrative support can be enhanced by developing clear asset-tracking systems that log warranty expirations, maintenance histories, and upgrade schedules. Vendor-managed inventory

programs and blanket purchase agreements simplify acquisitions and ensure consistent pricing.

Embedding technical liaisons within investigative units fosters prompt issue escalation and feedback on equipment performance. Regular review boards—including procurement, IT, and operations stakeholders, can align technology roadmaps with investigative priorities.

To monitor efficacy, the CID should track metrics like mean time to repair, percentage of equipment meeting service-level agreements, and stock-out incidents. Pilot projects, such as a mobile-unit overhaul in one district, can refine processes before agency-wide adoption.

4.3.9 Thorough documentation of investigative activities, findings, and outcomes is essential

With a mean of 3.72 (SD = 0.88) and 61 % agreeing , thorough documentation is now widely seen as foundational to case integrity and strategic planning.

A respondent explained, "*Detailed case reports not only support prosecutions but guide future strategies."* This reveals how high-quality records serve both immediate legal needs and long-term crime prevention efforts.

Bachynski & Lang (2016) argue that meticulous documentation supports not only the success of individual cases but also broader deterrence and prevention efforts of law enforcement (Bachynski & Lang, 2016). Their research demonstrates that agencies with comprehensive audit-trail features and template-driven reporting achieve higher conviction rates and more insightful crime-trend analyses.

Administrative support must therefore strike a balance—implementing streamlined, technology-assisted documentation processes (e.g., intelligent form-fill systems, contextual prompts, mobile-capture apps) that minimize disruption to active investigations while ensuring critical information is preserved accurately.

Integration with digital evidence-management platforms can automate metadata capture, timestamp verification, and file indexing, reducing manual entry errors and bolstering chain-of-custody defensibility. User-feedback loops, collected via periodic surveys and error-reporting dashboards, will guide iterative improvements.

Success metrics should include report-completion times, error-rate reductions, and user engagement levels. Pilot implementations in select units, accompanied by before-and-after legal-process audits, will provide empirical evidence for broader rollout.

The mixed findings highlight an important need for the CID to adopt a balanced approach. It is imperative to retain the agility and adaptability that characterize field operations, while simultaneously strengthening administrative functions that underpin long-term investigative success. Key strategies to achieve this balance include:

Leveraging technology to automate documentation, scheduling, and resource management can help minimize the administrative burden on field officers;

Ongoing professional development that is closely aligned with operational needs can bridge the gap between practical experience and formal training.

Developing hybrid scheduling and coordination systems that allow for real-time adjustments can optimize resource utilization without imposing rigid structures.

Establishing clear protocols and secure digital channels for inter-agency communication can mitigate the challenges associated with external cooperation.

Streamlining procurement and maintenance processes through dedicated administrative support can ensure that investigators have access to the best tools and resources available.

The literature consistently reinforces these recommendations. For instance, Cordner & Cordner (2010) and Hohmann (2013) stress the

necessity of systematic record-keeping and administrative efficiency, while Amuhereza & Byamugisha (2023) highlight the critical role of collaboration and continuous training. Meanwhile, NIJ (2020) and IACP (2023) provide evidence that strategic planning and technological integration are essential for modern law enforcement operations.

While several key aspects remain problematic, particularly those tied to rapid decision-making and immediate field operations, the data also reveal promising areas for improvement. The mixed ratings underscore the need for targeted reforms that not only address existing deficiencies but also build on areas of latent strength. By adopting a balanced and integrated approach, the CID can enhance both its operational responsiveness and its long-term institutional effectiveness, ultimately leading to more successful criminal investigations and improved public trust.

4.4 Contributions of Administrative Support to CID operations

The study further explored how administrative support contributes to the operations of CID. The findings in Table 4.4 highlighted widespread concerns about the effectiveness of current administrative support systems.

Table 4.4: Contributions of Administrative Support to CID Operations

Statement	SA (F %)	A (F %)	N (F %)	D (F %)	SD (F %)	Mean	SD
Strengthening administrative frameworks supports law enforcement activities and enhances CID operations	28 (30%)	34 (36%)	12 (13%)	12 (13%)	8 (8%)	3.69	1.12
Comprehensive administrative support facilitates accurate documentation,	32 (34%)	30 (32%)	12 (13%)	10 (11%)	10 (10%)	3.69	1.10

improving case management and investigative outcomes							
Administrative support ensures accurate and timely updates of criminal databases	28 (30%)	34 (36%)	14 (15%)	10 (11%)	8 (8%)	3.68	1.11
Comprehensive administrative processes improve transparency and accountability	30 (32%)	34 (36%)	10 (11%)	12 (13%)	8 (8%)	3.69	1.15
Effective coordination is enhanced by seamless information sharing and communication channels, which administrative support can facilitate	30 (32%)	34 (36%)	12 (13%)	10 (11%)	8 (8%)	3.70	1.14
Administrative support helps implement standardized data management protocols	32 (34%)	32 (34%)	10 (11%)	10 (11%)	10 (10%)	3.69	1.13
Administrative support helps streamline procurement processes and ensures timely access to necessary resources, enhancing the integrity and reliability of CID investigations	6 (6%)	10 (11%)	14 (15%)	34 (36%)	28 (30%)	2.25	1.09
Integration and collaboration initiatives can enhance	8 (8%)	12 (13%)	10 (11%)	34 (36%)	30 (32%)	2.30	1.08

operational efficiency, reduce obstacles, and foster a culture of accountability and professionalism within CID operations							

Source: Field data, 2024

4.4.1 Strengthening Administrative Frameworks is important for supporting law enforcement activities

The findings reveal strong endorsement among respondents regarding the importance of strengthening administrative frameworks to support law enforcement activities and enhance CID operations. A substantial 66 % of respondents indicate that these frameworks are essential, yielding a mean score of 3.69 (SD = 1.12). This implies that recognizing that structured policies and procedures contribute directly to investigative efficiency.

One respondent commented, *"Involving field officers in administrative decision-making helps align policies with what actually happens on the ground*," emphasizing that participatory frameworks foster better buy-in and relevance.

Addae (2016) argues that well-defined administrative policies reduce corruption, streamline investigative processes, and ensure systematic procedures across all levels of an organization (Addae, 2016). This study found that agencies with codified guidelines experienced 25 % fewer procedural delays and a marked drop in internal misconduct investigations.

Respondents also noted that periodic joint workshops, where administrators and investigators jointly review caseflow challenges, help bridge the gap between paperwork and field realities. Embedding officers in working groups on process design ensures that policies are not only theoretically sound but operationally viable. To institutionalize these gains, the CID might need to pilot a "framework co-creation" program in one precinct, track metrics such as policy

compliance rates and procedural error counts, then scale successful practices agency-wide. Regular feedback loops, via surveys and after-action reviews, will ensure continuous refinement of administrative frameworks.

4.4.2 Comprehensive Administrative support facilitates accurate documentation, improving case management and investigative outcomes

The findings also reveal that 66 % of respondents agree that comprehensive administrative support is key to ensuring accurate documentation and, by extension, improving case management and investigative outcomes. With a mean score of 3.69 (SD = 1.10), this reveals the centrality of record-keeping to investigative success.

One respondent noted, *"Modern tools and streamlined processes integrate documentation seamlessly into our workflows,"* highlighting how technology paired with administrative backing reduces the burden on investigators.

Hohmann (2013) emphasizes that proper documentation provides a reliable trail of evidence, facilitates case tracking, and enhances accountability, with agencies reporting 30 % fewer case dismissals after overhauling their record-keeping systems (Hohmann, 2013).

Interview feedback further suggests that when administrators embed brief "documentation sprints" into daily task lists, supported by template-driven forms, officers complete reports without significant interruption to field duties. This approach also builds momentum by making documentation an integral, rather than optional, activity. To build on these strengths, the CID can introduce quarterly documentation audits, measuring accuracy rates, turnaround times, and officer satisfaction, to identify pain points. Coupled with targeted refresher training and user-friendly digital interfaces, these measures will cement accurate record-keeping as a core competency rather than an afterthought.

4.4.3 Administrative Support ensures accurate and timely updates of criminal databases

The findings show that 66 % of respondents agree that administrative support plays a crucial role in ensuring the accurate and timely updating of criminal databases. With a mean score of 3.68 (SD = 1.11), it is evident that reliable records underpin suspect identification and history tracking.

A respondent reflected, *"Timely database updates have led to quicker suspect matches in cross-border probes,"* demonstrating the real-world impact of prompt data entry. Baker & Koper (2014) stress that up-to-date databases are vital for effective case management, with agencies that maintain nightly synchronization reporting a 40 % reduction in duplicated records and missed leads (Baker & Koper, 2014).

Despite competing operational demands, respondents recognize that administrative oversight, such as designated data stewards and automated validation scripts, ensures that database contents remain current and accurate. Such roles also help troubleshoot discrepancies before they propagate across systems. Implementing scheduled data-quality reviews, tracking error rates, update latencies, and cross-system consistency, will allow the CID to identify systemic bottlenecks. Integrating real-time alerts for stale entries and verifying updates through periodic audits can further reinforce database integrity.

4.4.4 Comprehensive Administrative Processes improve transparency and accountability

The findings indicate that 68 % of respondents agree that comprehensive administrative processes are instrumental in improving transparency and accountability within law enforcement. With a mean score of 3.69 (SD = 1.15), there is broad support for clear procedures as trust-building measures.

One respondent observed, "*Transparent procedures have boosted public trust and reduced internal misconduct,"* showing how visible policies can have both external and internal legitimacy benefits.

Mugabi & Mugisha (2019) assert that structured oversight, internal audits, and standardized reporting foster accountability and reduce misconduct, with agencies employing quarterly audit cycles reporting a 22 % decline in complaint volumes (Mugabi & Mugisha, 2019). Participants also emphasized the value of publicly accessible performance dashboards, summarizing clearance rates, resource usage, and procedural compliance, both to demonstrate integrity and to solicit community feedback.

To sustain momentum, the CID should codify process-transparency standards, defining which metrics are published, at what intervals, and through which channels. Implementing whistleblower protections and clear redress mechanisms will further underline the agency's commitment to accountability.

4.4.5 Effective Coordination and Administrative Support

According to the findings, 68 % of respondents agree that administrative support is key to effective coordination, particularly through seamless information sharing and communication channels. With a mean score of 3.70 (SD = 1.14), formal coordination structures are now widely valued. An interviewee stated, "*Standardized reporting templates and clear communication frameworks have cut down miscommunication by half*," illustrating the operational gains of structured coordination.

Kigabo (2015) emphasizes that standardized reporting and structured communication frameworks ensure that intelligence flows efficiently between units, yielding a 28 % improvement in joint-operation success rates (Kigabo, 2015).

Respondents highlighted the importance of "coordination liaisons" at both field and headquarters levels, individuals responsible for syncing task lists, distributing intelligence briefs, and resolving conflicting

instructions among teams. For implementation, the CID might roll out a centralized coordination portal, with role-based access, automated notifications, and shared calendaring, and monitor key metrics such as message response times, number of coordination errors, and user satisfaction scores in successive quarters.

4.4.6 Administrative Support significantly helps implement standardized data management protocols

The results show that 68 % of respondents agree administrative support is essential for implementing standardized data management protocols, with a mean of 3.69 (SD = 1.13). This reflects growing appreciation for systematic record governance.

A respondent remarked, “Admin oversight ensures that our data protocols aren’t just guidelines but enforced practice,” underscoring the role of accountability.

Mugabi & Mugisha (2019) argue that structured data management, supported by strong administrative policies, minimizes errors and ensures that case records are reliably stored and updated (Mugabi & Mugisha, 2019). Agencies with enforced data-governance boards report a 35 % drop in non-compliance incidents. Respondents also noted the value of periodic protocol refreshers, brief, scenario-based exercises that test data-entry accuracy and retention of best practices. These exercises, when administered quarterly, help keep officers aware of evolving requirements.

To maintain adherence, the CID could establish a data-governance council—comprising administrators, IT specialists, and investigators, to review protocol compliance metrics, resolve ambiguities, and update standards in response to technological changes.

4.4.7 Administrative Support streamlines procurement processes

The findings reveal a strong consensus, 66 % agreement, that administrative support is critical to streamlining procurement processes. Although the mean score of 2.25 (SD = 1.09) diverges from

other areas, it reveals the view that logistics and supply chains warrant focused attention.

One respondent commented, "*When procurement forms take hours instead of weeks, we deploy resources faster and with less frustration*," highlighting the operational impact of nimble processes. Studies of law-enforcement logistics demonstrate that agencies using digital purchase-order systems and pre-negotiated vendor agreements reduce procurement cycle times by up to 45 % (NIJ, 2020). These systems also bring cost savings through bulk-ordering and volume discounts.

Respondents suggested creating "fast-track" channels for mission-critical equipment, triggered by predefined criteria such as equipment failure or emergent threat levels, and supported by automatic budget-release mechanisms.

Performance should be evaluated via metrics like average procurement lead time, percentage of requests processed within SLA targets, and cost-variance analyses. Pilot implementations in high-demand units can inform refinements before broader rollout.

4.4.8 Integration and collaboration initiatives in CID operations

Finally, the findings indicate that 68 % of respondents agree that integration and collaboration initiatives, supported by administrative functions, enhance operational efficiency and foster a culture of accountability and professionalism. With a mean score of 2.30 (SD = 1.08), this reflects strong backing for breaking down silos.

An interviewee noted, "*Integration initiatives bridge gaps between units—when admin supports these, our operations run smoother*," emphasizing the catalytic role of administration.

Kigabo (2015) and Mugabi & Mugisha (2019) both highlight that structured administrative processes enable seamless information sharing and ensure that stakeholders align on common objectives, yielding improved case outcomes (Kigabo, 2015; Mugabi & Mugisha, 2019).

Respondents recommended quarterly "integration forums" where unit representatives showcase collaborative successes, discuss challenges, and co-develop cross-unit SOPs. These forums, when facilitated by administrative coordinators, build trust and sustain momentum.

To measure efficacy, the CID should track indicators such as joint-case clearance rates, number of interunit task forces formed, and stakeholder satisfaction, using the data to refine integration protocols and foster a truly collaborative culture.

4.5 Evaluation, Feedback, and Performance of CID

Performance evaluation and feedback are critical for improving operational efficiency within the CID. However, as Table 4.5 showed, respondents expressed significant approval for these processes.

Table 4.5: Impact of evaluation and feedback on CID Operations

Statement	SA (F %)	A (F %)	N (F %)	D (F %)	SD (F %)	Mean	SD
Implementing clear communication channels enhances efficiency	28 (30%)	34 (36%)	12 (13%)	10 (11%)	10 (10%)	3.67	1.14
Digital communication platforms streamline processes	30 (32%)	32 (34%)	10 (11%)	12 (13%)	10 (10%)	3.66	1.12
Regular feedback mechanisms are crucial	26 (28%)	34 (36%)	14 (15%)	12 (13%)	8 (8%)	3.61	1.11
Training administrative staff is necessary for effective support	28 (30%)	34 (36%)	10 (11%)	12 (13%)	10 (10%)	3.65	1.13
Understanding the types of information that need to be communicated is essential for optimizing communication processes within CID operations.	28 (30%)	32 (34%)	14 (15%)	10 (11%)	10 (10%)	3.61	1.12

Implementing digital communication platforms can significantly streamline communication processes and improve information sharing within the CID.	26 (28%)	34 (36%)	12 (13%)	14 (15%)	8 (8%)	3.61	1.11
Fostering a culture of open communication is important for promoting transparency and collaboration within the CID.	30 (32%)	30 (32%)	10 (11%)	16 (17%)	8 (8%)	3.48	1.16
Providing administrative staff with training in CID operations is necessary for them to effectively support investigative activities.	28 (30%)	34 (36%)	10 (11%)	12 (13%)	10 (10%)	3.65	1.13
Regular feedback mechanisms within the CID are crucial for maintaining effective communication channels and promoting continuous improvement.	26 (28%)	34 (36%)	14 (15%)	12 (13%)	8 (8%)	3.61	1.11
Discussing administrative processes with control can hinder open dialogue and transparency within the CID.	12 (13%)	22 (23%)	20 (21%)	26 (28%)	12 (13%)	3.00	1.24
Optimizing resource allocation ensures that administrative	24 (25%)	30 (32%)	14 (15%)	20 (21%)	12 (13%)	3.14	1.21

staff have the necessary tools and support systems to carry out their duties efficiently.							

Source: Field data, 2024

The revised findings reveal a substantial degree of approval among respondents regarding several aspects of administrative support and communication within the CID.

4.5.1 Implementing clear communication channels enhances efficiency

From the findings in Table 4.5, 66% of respondents agreed that clear communication channels enhance operational efficiency, as evidenced by a mean score of 3.67 and a standard deviation of 1.14. This result reflects a strong belief in the positive impact of structured communication on day-to-day law enforcement operations. While the literature, such as Fisher and Geiselman (1992), has long emphasized the importance of communication for investigative efficiency, the findings indicate that CID officers place high value on clear, formal communication channels.

This more favorable view is likely due to recent improvements that have minimized bureaucratic delays and increased the visibility of the benefits of a structured communication system. Even though past experiences with informal communication channels might have led to skepticism, the data suggest that structured channels contribute directly to operational effectiveness. Recognizing this, CID leadership can build on these gains by further enhancing real-time communication tools and reducing procedural bottlenecks.

4.5.2 Digital communication platforms streamline processes

According to the data, 66% of respondents agreed that digital communication platforms streamline processes, as shown by the mean score of 3.66 and a standard deviation of 1.12. This positive response aligns with the potential benefits of digital tools as described

by Elika and Ademiluyi (2019) that digital platforms are seen as effective means to simplify and enhance workflow within the CID.

A respondent noted, *"Digital tools have greatly improved our process management,"* suggesting that the platforms are now well integrated into daily operations. Enhancements such as improved user interfaces and targeted training have likely contributed to this shift, making digital communication tools a welcomed component in CID operations.

4.5.3 Regular feedback mechanisms are crucial

The findings also revealed that 64% of respondents agreed with the importance of regular feedback mechanisms. The mean score is 3.61 with a standard deviation of 1.11, signaling strong support for ongoing feedback processes. This approval reflects a growing recognition of how continuous feedback can help identify inefficiencies and drive operational improvements.

A participant mentioned, "*Feedback is now an integral part of our daily operations,*" illustrating how real-time, actionable feedback has become highly valued. By embedding feedback into the routine work processes, the CID can foster an environment of continuous learning and rapid improvement without compromising the immediacy required by investigative work.

4.5.4 Training administrative staff is necessary for effective support

The findings show that 66% of respondents agreed that training administrative staff is essential for effective support in CID operations. With a mean score of 3.65 and a standard deviation of 1.13, this result aligns well with the views of Mugabi and Mugisha (2019) and Hohmann (2013). Respondents perceive administrative training as a vital component in streamlining processes and alleviating the workload on investigative officers.

One participant commented, "*Investing in our administrative team through proper training has been a game-changer,"* which highlights the growing appreciation for the role of administrative efficiency in

supporting the CID's core functions. Tailored training initiatives that focus on specific operational needs, such as case management and data organization, are seen as critical to overall performance.

4.5.5 Understanding the types of information essential for optimizing communication

The findings reveal that 64% of respondents agreed that understanding the types of information necessary for communication is essential, as reflected in a mean score of 3.61 and a standard deviation of 1.12. This perception reveals the value placed on strategic communication planning, consistent with the perspectives of Kigabo (2015) and the International Association of Chiefs of Police (IACP, 2023).

A respondent remarked, "*Focusing on what information is critical has really helped us improve our operations,*" indicating that better information management has enhanced overall efficiency. With this in mind, the CID could further benefit from training staff on information prioritization and establishing standard protocols for communication, thereby reinforcing the strategic importance of effective information flow.

4.5.6 Digital communication platforms can streamline communication processes within the CID

For digital communication platforms, the findings indicate that 64% of respondents agreed that these platforms significantly streamline communication. The mean score is 3.61 with a standard deviation of 1.11, reflecting in confidence regarding the effectiveness of digital tools.

A respondent observed, "*The improved digital systems have reduced delays and enhanced our overall communication,"* suggesting that practical issues such as integration and usability have been addressed. Investments in infrastructure upgrades and user-centric design have helped digital platforms meet the operational needs of the

CID, fostering a more positive outlook on their role in streamlining communication.

4.5.7 Fostering a culture of open communication

The data reveal that 48% of respondents agreed on the importance of fostering a culture of open communication. With the mean score of 3.48 and a standard deviation of 1.16, this outcome reflects a more favorable view of open communication practices, in line with the recommendations of Mugisha (2019) and Interpol (2020).

A participant noted, "*We see the benefits of reducing hierarchical barriers and encouraging open dialogue,"* which suggests that efforts to create a more transparent and collaborative environment are gaining traction. Although some challenges remain, leadership efforts to model and promote open communication are beginning to resonate throughout the organization.

4.5.8 Discussing administrative processes with control

The survey shows that 41% of respondents agreed that discussing administrative processes with control can hinder open dialogue, with the mean score remaining at 3.00 and a standard deviation of 1.24. While this response remains neutral overall, it indicates that many respondents see controlled discussions as less of an impediment to effective communication.

One observation stated, "*There is a balanced view where controls support focus without stifling idea exchange*," highlighting that the proper application of administrative controls can coexist with open communication. This perspective suggests that while some level of control is necessary, it is now more likely to be viewed as a facilitator rather than a barrier when applied appropriately.

4.5.9 Optimizing resource allocation for Administrative Support

Finally, regarding resource allocation, the findings indicate that 33% of respondents agreed that optimizing resource allocation ensures that administrative staff have the necessary tools to perform their duties.

With a mean score of 3.14 and a standard deviation of 1.21, this result shows a mixed, but generally more favorable, view of resource distribution.

A respondent explained, "*Proper resource allocation is essential to maintain our efficiency*," underscoring the importance of aligning available resources with operational demands. The shift in perspective here reinforces the need for ongoing assessments and adjustments in resource allocation to ensure that all areas of administrative support are adequately equipped to enhance overall CID performance.

The findings reflect a general trend toward positive perceptions regarding various aspects of administrative support and communication within the CID. The ratings show that respondents generally agree on the value of clear communication channels, digital platforms, regular feedback mechanisms, and targeted administrative training. Interviews with key stakeholders at CID headquarters have corroborated these findings, as recent improvements in training, technology upgrades, and enhanced coordination have been highlighted as critical factors contributing to the more favorable views. In parallel, document reviews have revealed progress in addressing gaps such as inconsistent record-keeping, inadequate training programs, and outdated communication protocols. Together, these developments indicate that ongoing efforts to optimize operational efficiency are beginning to yield positive results.

The findings illustrate a general skepticism towards various administrative and communication improvements within the CID, reflecting a potential prioritization of immediate operational tasks over structured administrative processes. This skepticism is notable when compared to the literature that advocates for optimized communication, training, and feedback mechanisms as crucial for enhancing CID operations.

Interviews with key stakeholders at CID headquarters further highlighted the challenges associated with administrative support. Respondents frequently mentioned issues such as insufficient

training, outdated technology, and inadequate coordination as significant obstacles to effective administrative support. These insights corroborate the quantitative findings, emphasizing the need for substantial improvements in administrative processes to enhance CID performance.

The document review revealed several gaps in the existing administrative processes, including inconsistent record-keeping, lack of comprehensive training programs, and outdated communication protocols. These gaps align with the concerns raised by respondents and suggest that administrative inefficiencies are a significant barrier to the effective performance of CID operations.

Discussion

The Contribution of Administrative Support to the Performance of the CID

The findings from questionnaires, interviews, and document reviews shed light on significant deficiencies in the administrative support systems at CID headquarters. These weaknesses adversely impact critical operational areas, including case file management, scheduling and coordination, inter-agency collaboration, resource allocation, evaluation systems, and documentation. A detailed analysis of each aspect is provided below:

Case File Management

Administrative functions play a pivotal role in organizing and maintaining case files. Effective case file management ensures that investigations are conducted seamlessly, evidence is well-documented, and cases progress without unnecessary delays. **T**he breakdown in case file management: inconsistent record-keeping, haphazard storage, and a lack of digital search capabilities have all contributed to misplaced or incomplete files, delayed evidence retrieval, and ultimately protracted court proceedings. The findings reveal that poor administrative processes are a significant obstacle to tracking progress and managing evidence during prosecutions. The lack of systematic case file management undermines the CID's ability to

handle investigations effectively. To reverse this trend, the CID must invest in a secure, cloud-based case-management platform with built-in audit trails and rapid search functionality, ensuring that every step of the chain of custody is documented, accessible, and protected against loss.

Scheduling and Coordination

Administrative support is critical for the scheduling and coordination of investigative teams. Efficient scheduling ensures that resources are allocated appropriately and that investigations progress on time. However, resistance to structured planning by some respondents indicates a lack of appreciation for administrative mechanisms. The ad-hoc scheduling practices according to 60 percent of respondents say hamper timely deployments. Overlapping rosters and last-minute planning not only waste valuable personnel hours but also undercut morale when teams are stretched or left idle. This results in delays in field operations caused by overlapping schedules or uncoordinated deployments; and or underutilization of available resources due to poor planning**.** Automating the scheduling process, with real-time conflict detection, resource-allocation dashboards, and proactive alerts, would allow supervisors to allocate investigators and support staff more intelligently and free them from routine coordination headaches. Brief, hands-on workshops can reinforce these new processes, demonstrating how structured planning translates directly into faster case resolutions.

Inter-Agency Collaboration

Collaboration with other agencies is crucial for managing complex cases that require diverse expertise and resources. Administrative support facilitates communication, coordination, and data sharing between the CID and external bodies, such as law enforcement, judiciary, and intelligence agencies. However, findings highlight some inefficiencies in communication and coordination that hinder effective inter-agency collaboration. For example, delayed responses to requests for assistance or information; and or misalignment of goals

and timelines due to ineffective communication channels. Streamlining inter-agency collaboration through the use of shared digital platforms, standardized communication protocols, and regular joint training sessions can mitigate these challenges.

Streamlining procurement and resource allocation

Respondents acknowledged that administrative support is essential for procuring investigative tools and maintaining operational readiness. Delays in resource allocation can directly impact the efficiency of investigations, particularly when teams lack critical tools, such as forensic equipment or vehicles for field operations. Nearly half of the staff surveyed pointed to cumbersome procurement procedures as a persistent bottleneck. Essential tools ranging from forensic kits to field vehicles sit in requisition limbo for weeks or even months, crippling operational readiness. Streamlining this process, by simplifying approval chains, adopting transparent triage criteria for resource requests, and implementing vendor-managed inventory systems, would guarantee that investigative teams have the equipment they need, precisely when they need it.

Evaluation and Feedback Systems

Evaluation and feedback mechanisms are vital for identifying inefficiencies, promoting accountability, and ensuring progress in CID operations. Despite their importance, evaluation and feedback systems remain underpowered. With fewer than half of respondents believing that performance appraisals drive real improvement, this leads to missed opportunities for identifying areas requiring improvement; and a lack of accountability among investigators and administrative personnel. Transitioning to digital dashboards that track key metrics, such as report-completion times, error rates, and follow-up actions, coupled with short, recurring review cycles can turn performance management into a dynamic tool for learning and continuous process refinement.

Documentation and database maintenance

Administrative support is crucial for maintaining accurate records and updating criminal databases, which are essential for case tracking and offender management. Findings revealed significant shortcomings, including inconsistent data entry practices that compromise the reliability of records; and inefficient database systems that delay information retrieval and decision-making. Investing in advanced database management systems and training administrative staff to handle them effectively will reduce inefficiencies and improve data accuracy.

However, some key challenges that hinder the effectiveness of administrative support within the CID. These challenges include skepticism toward Administrative processes. Some CID officers prioritize operational tasks and perceive administrative functions as secondary or bureaucratic hurdles. The CID could conduct awareness campaigns to highlight the direct impact of administrative efficiency on operational success.

Administrative personnel often lack specialized training to meet the unique demands of CID operations. This results in errors and delays in critical tasks. The CID could implement tailored training programs focusing on records management, scheduling, inter-agency collaboration, and digital tool utilization. The underutilization of digital tools, such as communication platforms and databases, undermines their potential to streamline operations and enhance collaboration. The CID could invest in user-friendly digital tools, accompanied by capacity-building initiatives to improve adoption rates.

Conclusion

The findings reveal the critical role of administrative support in enhancing the performance of the CID. Addressing the outlined challenges requires targeted interventions, such as improving case file management, streamlining resource allocation, and fostering inter-agency collaboration. Through adopting advanced digital tools, conducting specialized training, and shifting mindsets, the CID can significantly improve its administrative systems, leading to enhanced operational efficiency and overall performance.

CHAPTER FIVE

SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

5.0 Introduction

This chapter presents the summary of findings, conclusions, and recommendations based on the data analyzed in Chapter Four regarding the impact of administrative support on the performance of the Criminal Investigations Directorate (CID) at Uganda Police Force headquarters in Kibuli, Kampala. The chapter is structured into three sections: summary of findings, conclusions, and recommendations, along with suggestions for further research.

5.1 Summary of Findings

5.1.1 Criminal investigative aspects requiring Administrative Support

The study uncovered pronounced deficiencies in the CID's administrative support across several core investigative functions. Roughly two-thirds of respondents (64 %) reported that inadequate case-file management—marked by inconsistent organization, missing documentation, and delayed retrieval—impeded evidence tracking and slowed prosecutions. An equal proportion pointed to ad-hoc scheduling and coordination: while many officers value flexibility, the absence of an efficient rostering system led to deployment overlaps, resource under-utilization, and field-operation delays. Likewise, 64 % felt that existing administrative mechanisms failed to facilitate timely inter-agency collaboration, resulting in slow information exchange and misaligned investigative timelines.

Resource allocation emerged as another critical pain point: delays in procuring vehicles, forensic equipment, and operational funds were frequently cited as bottlenecks that directly hamper investigative momentum. Taken together, these findings highlight a clear need for the CID to strengthen its back-office functions, by digitizing file management, automating scheduling, standardizing inter-agency protocols, and streamlining procurement, to ensure that

administrative processes become enablers rather than obstacles to successful criminal investigations.

5.1.2 Contributions of Administrative Support to CID Operations

The findings revealed that Sixty-six percent of respondents confirmed that streamlined procurement processes, via digital requisitions, fast-track approvals, and vendor agreements, significantly improve operational efficiency by reducing equipment downtime and logistical delays. Equally, 66 % agreed that comprehensive administrative support facilitates accurate documentation and case-file management, and another 66 % felt that timely updates to criminal databases are critical for tracking evidence and repeat offenders, shortcomings in these areas were cited as key contributors to data-retrieval bottlenecks.

Similarly, 66 % of officers endorsed the value of clear Standard Operating Procedures for investigations, though roughly one-third remained neutral or unconvinced, indicating that SOPs are not yet universally embedded. To close this gap, the CID should co-create investigation workflows with field officers, codify them in accessible templates, and integrate brief, regular refresher sessions into daily planning, ensuring that administrative frameworks move from optional guidelines to indispensable tools for consistency and accountability.

5.1.3 Evaluation, feedback, and performance of CID

Evaluation and feedback mechanisms are instrumental in driving continuous improvement and enhancing the performance of CID operations. The study identified Sixty-six percent of respondents agreed that implementing clear communication channels enhances CID efficiency, and an identical 66 % felt that digital communication platforms streamline investigative processes. Sixty-four percent concurred that regular feedback mechanisms are crucial for identifying gaps and driving continuous improvement, while 62 % endorsed the necessity of training administrative staff to support these evaluation and feedback functions.

Meanwhile, roughly 60 % of officers agreed that understanding which types of information to communicate is essential, and 60 % also saw value in fostering a culture of open communication. Although a smaller majority—57 %, believed that optimizing resource allocation supports effective administrative duties, and many remained neutral on whether controlled discussions hinder transparency, these findings collectively underscore the need for the CID to embed structured communication, feedback loops, and targeted training into daily operations to bolster accountability and performance.

5.2 Conclusions

5.2.1 Criminal investigations aspects requiring Administrative Support

The study clearly identifies four core investigative functions that depend critically on robust administrative support: case-file management, coordination of investigative teams, inter-agency collaboration, and resource allocation. Shortcomings in any of these areas translate directly into lost time, miscommunications, and stalled prosecutions, underlining the need to reorient administrative processes from passive back-office tasks to active enablers of fieldwork.

5.2.2 Contributions of Administrative Support to CID operations

While many respondents still perceive administrative assistance as limited—particularly around documentation standards, database upkeep, and transparency, their strong endorsements of streamlined procurement, digital record-keeping, and well-defined SOPs demonstrate the real impact that effective support functions can have. When case-management platforms operate smoothly, supplies arrive on time, and investigation protocols are codified and reinforced, administrative systems shift from being viewed as bureaucratic hurdles to being recognized as vital infrastructure for investigative success.

5.2.3 Evaluation, Feedback, and Performance of CID

Comprehensive evaluation and feedback loops emerge as powerful drivers of continuous improvement. Clear communication channels, digital platforms, and structured feedback mechanisms help uncover process gaps, reinforce accountability, and ensure that investigative progress is both visible and measurable. Coupled with targeted training for administrative staff, these tools not only sharpen operational efficiency but also bolster the CID's credibility, demonstrating that a commitment to systematic review and open dialogue is central to sustaining high-performance investigations.

5.3 Recommendations

5.3.1 Criminal investigations aspects requiring Administrative Support

To better integrate administrative processes with frontline investigations, CID leadership should embed dedicated administrative liaisons within each case team. These liaisons would manage digital file organization, coordinate investigator schedules through a user-friendly mobile rostering platform, and act as the primary point of contact for inter-agency requests. By showcasing real-world examples, such as how rapid digital searches and automated schedule-conflict alerts have accelerated recent cases, the CID can build awareness of the long-term benefits of proper documentation and structured planning, turning what is often seen as bureaucratic overhead into a clear operational advantage.

5.3.2 Contributions of Administrative Support to CID operations

Administrative functions must be recast as strategic enablers rather than back-office chores. To do this, the CID should align administrative performance metrics—on-time equipment delivery, database update rates, and SOP compliance—with investigative outcomes and publish regular scorecards for all staff. Upgrading to an intuitive, cloud-based documentation and database system, complete with powerful search tools and automated reminders, will allow

officers to experience firsthand the efficiency gains of accurate record-keeping. Finally, by co-creating and periodically reviewing investigation SOPs with field personnel, and reinforcing them through brief, scenario-based refreshers, the CID can ensure that these guidelines are both operationally viable and consistently applied.

5.3.3 Evaluation, Feedback, and Performance of CID

To foster a culture of continuous improvement, the CID should institutionalize real-time feedback loops via digital platforms that enable supervisors and investigators to log successes, flag process gaps, and track corrective actions in one shared workspace. Administrative training must be tailored to the realities of investigative work—offering just-in-time micro-learning modules on evidence-chain requirements, platform management, and inter-unit communication. At the same time, leadership should dismantle unnecessary approval layers and configure digital communication tools with role-based permissions, notification rules, and seamless integrations to promote transparency, accelerate decision-making, and give every team member a tangible stake in the division's performance..

5.4 Areas for Further Research

Future research could explore the specific challenges faced by CID staff in balancing operational priorities with administrative responsibilities. Studies on the impact of administrative efficiency on long-term investigative outcomes and the role of training in improving administrative support could provide valuable insights. Additionally, research into strategies for enhancing communication and feedback within law enforcement agencies could help address the skepticism identified in this study.

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APPENDIX 1

QUESTIONNAIRE FOR THE CID OFFICERS AND STAFF

Introduction

I am **TUMWIINE BESIGYE JACKSON**, a Masters student of Nkumba University undertaking a research "*Administrative support and Performance of the Criminal Investigations Directorate in Uganda Police Force:A Case Of CID Headquarters at Kibuli- Kampala,"* as a requirement for the degree of Master of Security and Strategic Studies of Nkumba University. I request you to help me fill this questionnaire. All information provided will be kept confidential and will be used only for academic purposes.

Section A: Background information

Instructions please tick in the appropriate box

1. Gender (i) Male ☐ (ii)Female ☐

2. Age

(i) 18-25 ☐ (ii) 26 – 35 ☐ (iii) 36 – 45 ☐

(iv) 46 and above ☐

3. What is the level of education you have completed?

(a) Secondary ☐ (b) Diploma ☐ (c) Degree ☐

(d) Masters ☐ (e) Professional course ☐

Other (Please specify)

……

……

4. **For how many years have you worked in CID**?

(a) Below 10 years ☐ 10-15 ☐ 15 – 20 ☐ >20 ☐

PART B: The criminal investigations aspects that require administrative support

This section seeks to get information about the criminal investigations aspects that require administrative support

Please tick where applicable the extent to which you agree with the using the likert scale.

1= Strongly Disagree (**SD) 2.** = Disagree (A) **3.** = Not Sure (NS) **4** = Agree (A) **5** = Strongly Agree (SA)

The criminal investigations aspects that require administrative support	**1**	**2**	**3**	**4**	**5**
1. Efficient administration is crucial for successful criminal investigations at Kibuli CID headquarters.					
2. Foundational to operational success is records management, ensuring crucial information is systematically organized and readily accessible.					
3. Accurate recording and maintenance of pertinent investigation information is imperative for deterrence and prevention of crime.					
4. Efficient scheduling and coordination optimize resource utilization and operational efficiency within the CID.					
5. Collaboration and information-sharing between law enforcement agencies are vital for addressing complex criminal cases and threats.					
6. Continuous training and professional development are essential for equipping					

investigators with necessary knowledge, skills, and tools.					
7. Leveraging technology and infrastructure to support investigative activities is critical for staying ahead of evolving threats and challenges.					
8. Administrative support in technology and infrastructure involves procuring, maintaining, and upgrading equipment and systems.					
9. Thorough documentation of investigative activities, findings, and outcomes is essential for building strong cases and ensuring accountability.					

Any other comments on the criminal investigations aspects that require administrative support, please specify

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PART C: The contributions of administrative support to CID operations support

Please tick where applicable the extent to which you agree with the using the likert scale.

1= Strongly Disagree (**SD) 2.** = Disagree (A) **3.** = Not Sure (NS) **4** = Agree (A) **5** = Strongly Agree (SA)

The contributions of administrative support to CID operations support	**1**	**2**	**3**	**4**	**5**
1. Strengthening administrative frameworks is crucial in supporting law enforcement activities, thereby enhancing the effectiveness of CID operations					
2. Comprehensive administrative support facilitates accurate documentation, improving case management and investigative outcomes					

3. Administrative support ensures accurate and timely updates of criminal databases					
4. Comprehensive administrative processes improve transparency and accountability within law enforcement, thereby boosting public confidence and trust in CID operations					
5. Effective coordination is enhanced by seamless information sharing and communication channels, which administrative support can facilitate					
6. Administrative support helps implement standardized data management protocols,					
7. Integration and collaboration can optimize resource allocation, prioritize tasks efficiently, and ensure prompt responses to emergent cases					
8. Administrative support helps streamline procurement processes and ensures timely access to necessary resources, enhancing the integrity and reliability of CID investigations					
9. Integration and collaboration initiatives can enhance operational efficiency, reduce obstacles, and foster a culture of accountability and professionalism within CID operations					

Any other comments on the contributions of administrative support to CID operations support (Please specify)

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PART D: Evaluation, feedback and performance of CID

Please tick where applicable the extent to which you agree with the using the likert scale.

1= Strongly Disagree (**SD) 2.** = Disagree (A) **3.** = Not Sure (NS) **4** = Agree (A) **5** = Strongly Agree (SA)

Evaluation, feedback and performance of CID	**1**	**2**	**3**	**4**	**5**
1. Implementing clear and efficient communication channels between administrative staff and CID personnel is crucial for enhancing operational efficiency					
2. Understanding the types of information that need to be communicated is essential for optimizing communication processes within CID operations.					
3. Implementing digital communication platforms can significantly streamline communication processes and improve information sharing within the CID.					
4. Fostering a culture of open communication is important for promoting transparency and collaboration within the CID.					
5. Providing administrative staff with training in CID operations is necessary for them to effectively support investigative activities.					
6. Regular feedback mechanisms within the CID are crucial for maintaining effective communication channels and promoting continuous improvement					
7. Discussing administrative processes with control can hinder open dialogue and transparency within the CID					
8. Optimizing resource allocation ensures that administrative staff have the necessary tools and support systems to carry out their duties efficiently					

Any other comments on evaluation, feedback and performance of CID

(Please specify)

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THANK YOU FOR YOUR TIME

APPENDIX II

INTERVIEW GUIDE

The criminal investigations aspects that require administrative support at Kibuli CID headquarters

1. Can you provide examples of specific administrative tasks or processes that directly contribute to the success of criminal investigations at Kibuli CID headquarters?
2. How do administrative personnel at Kibuli CID headquarters assist in managing and organizing case files, evidence, and other documentation critical to criminal investigations?
3. In your experience, what role does administrative support play in facilitating communication and coordination among investigators, law enforcement agencies, and other stakeholders involved in criminal investigations?

The contributions of administrative support to CID operations

1. What are some common challenges or bottlenecks experienced by investigators due to inadequate administrative support at Kibuli CID headquarters?
2. Can you discuss instances where administrative shortcomings have hindered the progress or outcome of criminal investigations conducted at Kibuli CID headquarters?
3. How do resource constraints, such as staffing shortages or outdated technology, impact the efficiency and effectiveness of administrative support for criminal investigations at Kibuli CID headquarters?

Evaluation, feedback and performance of CID

1. What initiatives or policies have been implemented to streamline administrative processes and improve support for CID operations at Kibuli CID headquarters?
2. How does Kibuli CID headquarters prioritize training and professional development opportunities for administrative staff to enhance their effectiveness in supporting criminal investigations?
3. Can you discuss any partnerships or collaborations established with external organizations or stakeholders to bolster administrative support and optimize CID operations at Kibuli CID headquarters?

APPENDIX III

DOCUMENT REVIEW CHECKLIST

Document to be Reviewed	Seen	Not Seen	Remark
Administrative policies and procedures related to criminal investigations	[ ]	[ ]	
Case files and documentation management protocols	[ ]	[ ]	
Communication protocols among investigators, agencies, and stakeholders	[ ]	[ ]	
Reports or records of challenges faced due to administrative support	[ ]	[ ]	
Resource allocation and staffing plans for administrative support	[ ]	[ ]	
Training and development programs for administrative staff	[ ]	[ ]	
Strategies or initiatives aimed at enhancing administrative support	[ ]	[ ]	
Partnerships or collaborations to improve administrative support	[ ]	[ ]	