



The Republic of Uganda



Uganda Police Force



HIV and AIDS Workplace Policy Implementation Guidelines

July 2013



Foreword

The Police community is one of the communities in Uganda most affected by the AIDS pandemic. This is the case mainly because of the structural and social composition of the Police Force that provides fertile ground for the spread of the HIV among the Police Community. In response to this, the AIDS Control Programme – Uganda Police (ACP-UP) was set up with the objectives of; reducing the spread of HIV through sexual contact in the Police community; mitigating the medical and social impact of HIV and AIDS within the Police community; and strengthening the institutional capacity to fight HIV and AIDS. This action was in line with the multi-sectoral approach adopted by the Government of Uganda to respond to the deadly virus.

To realize the above objectives, the UPF worked with the Ministry of Internal Affairs (MoIA) to develop an HIV and AIDS Workplace Policy facilitated by SPEAR Project, which is funded by the US President's Emergency Plan for AIDS Relief (PEPFAR) through the United States Agency for International Development (USAID) under the Cooperative agreement No. 617-A-00-08-00015-00. The policy is expected to serve as the foundation for planning, budgeting and guiding the activities to address the issues of HIV and AIDS. To effectively implement this policy, UPF found it necessary to develop policy implementation guidelines that take the Police Force's unique needs and requirements into consideration. Every effort has been made to make sure that the policy implementation guidelines are in line with the overarching National HIV and AIDS Policy, coordinated by the Uganda AIDS Commission (UAC). The policy implementation guidelines were developed in reference to the Ministry of Internal Affairs (MoIA) HIV policy, the World of Work HIV Policy adopted in 2007, the Ministry of Public Service (MoPS) HIV policy, and guided by the International Labour Organization (ILO) Code of Practice on HIV and AIDS.

The policy implementation guidelines are a clear testimony that the UPF recognizes the role of the workplace as an entry point to prevent the further spread of HIV infections, as well as to mitigate the social effects of the disease. The policy implementation guidelines seek, among others, to implement the MoIA policy through guided planning, budgeting, monitoring, and evaluating HIV and AIDS activities. The policy implementation guidelines also demonstrate UPF's commitment to sensitize its personnel and ensure that every person in the Police community is familiar with the MoIA HIV and AIDS work place policy as part of the effort to promote and protect the rights of Police Officers and men. This will also promote access and utilization of HIV prevention, care, treatment and support services. The policy implementation guidelines will enable the UPF to improve the health of the Police community and therefore, realize better Police services to the nation.

All stakeholders are urged to utilize these Policy implementation guidelines through the multi-sectoral response in this effort. Finally, I take this opportunity to extend my gratitude to the ACP-UP Steering Committee, stakeholders, and all partners towards the development of these guidelines.



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Table of Contents

Foreword.....	i
Acknowledgements.....	ii
Table of contents.....	iii
List of Acronyms and Abbreviations.....	v
1. Background to the UPF HIV and AIDS Policy Implementation Guidelines.....	1
1.1 The HIV and AIDS Situation in the Uganda Police Force.....	1
1.2 Methodology.....	1
2. GOAL AND OBJECTIVES.....	2
2.1 Goal.....	2
2.2 Objectives.....	2
2.3 Application of the Policy Implementation guidelines.....	2
3. Guiding Principles.....	2
3.1 Recognition of HIV and AIDS as a Workplace Issue.....	2
3.2 Non-Discrimination.....	3
3.3 Confidentiality.....	3
3.4 Screening for Purposes of Exclusion from Employment or Work.....	3
3.5 Gender Equality.....	3
3.6 Social Dialogue.....	3
3.7 Continuation of Employment Relationship.....	3
3.8 HIV Prevention.....	3
3.9 Care, Treatment and Support.....	4
4. Key Areas of the Policy Implementation Guidelines.....	4
4.1 Recruitment and Selection.....	4
4.2 Training and Development.....	4
4.3 Deployment and Transfer.....	4
4.4 Sick Leave.....	4
4.5 Retirement on Medical Grounds.....	5
4.6 Health and Safety.....	5
5. HIV and AIDS Workplace Programme Interventions.....	5
5.1 HIV PREVENTION.....	5
5.1.1 Information, Education and Communication.....	5
5.1.2 HIV Counselling and Testing (HCT).....	5
5.1.3 Prevention of Mother-to-Child Transmission of HIV (PMTCT).....	5
5.1.4 Peer Support and Counseling.....	5
5.1.5 Counselling and Guidance.....	6

5.2	Care, Support and Treatment Interventions	6
6.	Implementation Strategies	6
6.1	Social Dialogue	6
6.2	Policy Guidelines Dissemination and Implementation.....	6
6.3	Partnership and Networking	6
6.4	Capacity Building/Training	6
7.	Policy Implementation Modalities.....	7
7.1	Monitoring and Evaluation.....	7
7.2	Research.....	7
8.	Rights and Responsibilities	7
8.1	Rights and Responsibilities of Management.....	7
8.2	Rights and Responsibilities of Personnel	7
9.	Sanctions	8
	Annex 1: Implementation Plan	9
	BIBLIOGRAPHY	15

List of Acronyms and Abbreviations

ACP-UP	AIDS Control Programme – Uganda Police
AIDS	Acquired Immune Deficiency Syndrome
AIGP	Assistant Inspector General of Police
ART	Antiretroviral Therapy
ARVs	Antiretroviral Drugs
BCA	Behaviour Change Agents
DPC	District Police Commander
FPP	Focal Point Person(s)
GIPA	Greater Involvement of People Living with HIV/AIDS
HCT	HIV Counselling and Testing
HIV	Human Immunodeficiency Virus
HRM/D	Human Resource Management/Department
ICT	Information Communication Technology
IEC	Information, Education and Communication
ILO	International Labour Organization
L&E	Logistics and Engineering
M&E	Monitoring and Evaluation
MIPA	Meaningful Involvement of People Living with HIV/AIDS
MIS	Management Information System
MoH	Ministry of Health
MoIA	Ministry of Internal Affairs
MoPS	Ministry of Public Service
NGO	Non-Governmental Organization
PE	Peer Education
PHS	Police Health Services
PLHIV	People Living with HIV and AIDS
PMTCT	Prevention of Mother-to-Child Transmission of HIV
RPC	Regional Police Commander
S&D	Stigma and Discrimination
SMC	Safe Medical Circumcision
SMS	Short Message Service
SPEAR	Supporting Public Sector Workplaces to Expand Action and Responses to HIV/AIDS Project
STD	Sexually Transmitted Diseases
STI	Sexually Transmitted Infections
TB	Tuberculosis
TOR	Terms of Reference
TOT	Training of Trainers
UAC	Uganda AIDS Commission
UPF	Uganda Police Force
USAID	United States Agency for International Development
VHT	Village Health Team

1. Background to the UPF HIV and AIDS Policy Implementation Guidelines

1.1 The HIV and AIDS Situation in the Uganda Police Force

Police officers are at a higher than average risk of HIV infection due to the nature of their work. Most officers are young and sexually active, and the majority are married. In addition, most of those that are married stay away from their families for long periods of time. This situation makes them vulnerable as they engage in risky sexual behaviours, such as having unsafe sex, engaging in multiple partnerships, and using commercial sex workers.

In response to the devastating effects of the AIDS pandemic, the UPF has been involved since 1989 in the HIV and AIDS response, supported by different development partners. UPF institutionalized its HIV and AIDS activities through the formation of the AIDS Control Program – Uganda Police (ACP-UP). This action was consistent with the multi-sectoral response adopted by the country in 1992, which mandated that all sectors respond to the HIV and AIDS situation. The ACP-UP is at the centre of this response, with an HIV and AIDS Regional Coordinator based at each Police region. At the local level, HIV and AIDS care and treatment services for Police Officers are handled through regular Ministry of Health (MoH) facilities. Over the years, the response to HIV in the UPF has been guided by a series of HIV and AIDS strategic and annual plans, which are harmonized with the National Strategic Frameworks.

In an attempt to further improve coordination efforts to mainstream HIV and AIDS in UPF and guide the implementation of a workplace policy, the UPF decided to develop Policy Implementation Guidelines. The policy implementation guidelines were developed following the launch of the MoIA HIV and AIDS Workplace Policy, which requires each department under the Ministry to develop operational guidelines and roll out plans to support implementation of this policy (sec. 6.0 b).

1.2 Methodology

The process for developing policy implementation guidelines included a participatory approach by involving officers from all Departments of the UPF at Police Headquarters and the Police Health Services. The process applied a round table discussion that involved a review of relevant policies—the Police Act, the Public Service Standing Orders, the ILO Code of Conduct and Practice on HIV and the World of Work—as well as an assessment of the current situation, with a view to identifying gaps and salient HIV and AIDS issues.

2. Goal and Objectives

2.1 Goal

The Goal of the policy implementation guidelines is to provide a framework for addressing HIV and AIDS issues in the Uganda Police Force workplaces, with a view to promoting better health and productivity of the Force necessary to fulfil its core mandate of keeping law and order in the country.

2.2 Objectives

1. Promote HIV prevention programmes in UPF that are aimed at enhancing behaviour change among Police personnel, their families and immediate communities.
2. Ensure increased accessibility to available HIV and AIDS prevention, treatment, care and support services by Police personnel and their immediate families.
3. Promote dialogue and communication among Police personnel at all levels on issues related to HIV and AIDS to foster a conducive work environment free of stigma and discrimination.
4. Enhance the capacity of UPF to mainstream HIV and AIDS as part of the overall integrated response to the AIDS pandemic.
5. Promote partnerships and networking with other agencies to compliment the HIV and AIDS response in the Uganda Police Force.

2.3 Application of the Policy

The policy implementation guidelines shall apply to all the Uganda Police personnel. It will also apply to;

- Immediate families of Police personnel;
- Suspects in Police custody; and
- Immediate community.

3. Guiding Principles

The policy implementation guidelines will be guided by a set of principles that conform to provisions of the Constitution of Uganda (1995); the Universal Declaration of Human Rights Charter; the Uganda Government Standing Orders; the ILO Code of Conduct and Practice on HIV/AIDS, World of Work (2001); as well as the Police Act 2008, as outlined below.

3.1 Recognition of HIV and AIDS as a Workplace Issue

UPF recognizes HIV and AIDS as a serious workplace issue that should be given due consideration. AIDS affects the health of workers as well as that of their families. UPF shall use the available opportunities to contribute to the reduction of the spread of HIV and AIDS and its impact on UPF workers and their families.

3.2 Non-Discrimination

UPF shall uphold the rights and dignity of people living with HIV and AIDS (PLHIVs) and ensure a fair and safe work environment for all its employees, irrespective of their HIV status, in conformity with Article 21 of the Constitution of the Republic of Uganda.

Any officer who discriminates against others based on real or perceived HIV status will be handled within the provisions of Establishment Notice No. 1 of 2007 of the Public Service.

3.3 Confidentiality

In light of the sensitivity related to HIV, UPF shall treat all personal HIV information with utmost confidentiality and privacy. In instances where an officer divulges one's information without consent of the concerned person, the affected officer(s) is expected to report and seek redress.

3.4 Screening for Purposes of Exclusion from Employment or Work

The Uganda Police Force acknowledges that employment is a human right; however, it shall continue to carry out pre-recruitment medical examination, including HIV screening, according to the acceptable national and international standards for safety of the individual, because the training on entry involves vigorous exercises that require medically fit persons only.

3.5 Gender Equality

UPF shall continue to promote gender issues in its agenda to promote gender equality in dealing with HIV and AIDS issues at the workplace. All HIV and AIDS programs shall be gender sensitive and provide affirmative action.

3.6 Social Dialogue

UPF shall put in place favourable opportunities for effective communication between commanders/managers/supervisors and subordinates/employees on HIV and AIDS issues at the workplace. It will also ensure social dialogue between spouses and family members, the Force and immediate communities.

3.7 Continuation of Employment Relationship

UPF shall ensure that HIV status is not a cause for termination of employment.

3.8 HIV Prevention

UPF shall empower the Force and immediate communities to be able to prevent HIV infection.

3.9 Care, Treatment and Support

UPF shall ensure that there is a supportive and caring work environment for officers infected and affected by HIV and AIDS. It will make the necessary efforts to enable such officers and their immediate family members access to affordable care and support services.

4. Key Areas of the Policy Implementation Guidelines

4.1 Recruitment and Selection

Since 1906, medical examination has always been conducted on all recruits joining the regular Police Force. UPF shall continue to carry out pre-recruitment medical examination, including HIV screening, according to the acceptable national and international standards for safety of the individual, because the training on entry involves vigorous exercises that require medically fit persons only.

4.2 Training and Development

All personnel shall be given the same consideration for training and development opportunities, irrespective of their HIV and AIDS status. Officers who disclose their HIV status shall be encouraged to seek medical advice before undertaking long or stressful training programs. UPF shall ensure that HIV and AIDS is integrated into every training course and will put in place structured health education at the beginning of the training for recruits.

4.3 Deployment and Transfer

In line with the Public Service Standing Orders, all public officers may be deployed in any part of the country and/or abroad by normal posting. However, officers who are HIV positive and disclose their status shall be transferred or deployed in areas where they can access medical attention, care and support, and in places where the environmental conditions do not affect the officer's health or welfare.

4.4 Sick Leave

The Policy implementation Guidelines will be bound by the provisions in the Establishment Notice No. 1 of 2007 of Public Service, Section 6.7.3, that state: "...a public officer living with HIV and AIDS may, on recommendation of a Government Medical Officer, be granted sick leave on full pay by his or her responsible officer up to 90 days in any period of 12 months. This period may be extended to 180 days on full pay in any period of 12 months, if the Director General of Health Services or any Government Medical Officer designated by him/her is satisfied that the officer is fit to resume duty within a reasonable time-section."

4.5 Retirement on Medical Grounds

An employee, whose illness makes it impossible to continue working, shall be eligible for retirement on medical grounds with benefits. Such retirement shall be handled in accordance with the Uganda Government Standing Orders/Regulations. The HIV infected officer may initiate his/her retirement on medical grounds if he/she is unable to work.

4.6 Health and Safety

UPF shall undertake a number of measures to create a healthy and safe working environment in accordance with the Occupational Safety and Health Act.

5. HIV and AIDS Workplace Programme Interventions

5.1 HIV PREVENTION

5.1.1 Information, Education and Communication

In awareness that HIV and AIDS is still a big challenge in UPF, deliberate efforts will be made for UPF to provide resources to support HIV and AIDS activities aimed at providing information, education and communication (IEC) for members of the Force to enhance levels of knowledge and support behaviour change practices.

5.1.2 HIV Counselling and Testing (HCT)

UPF shall endeavour to promote and provide HCT among its employees and their family members and immediate communities. With the support of the Ministry of Health, the UPF shall provide more HIV testing kits and will recruit and train HIV counsellors at regional and district levels.

5.1.3 Prevention of Mother-to-Child Transmission of HIV (PMTCT)

UPF shall support employees to access PMTCT services and provide these services in Police Health Units.

5.1.4 Peer Support and Counseling

UPF adapted and will continue to promote the use of peer education among its staff at all levels, based on a peer education model proposed by the Ministry of Health.

5.1.5 Counseling and Guidance

Counseling services will be provided and made accessible to all Police officers and their immediate families with emphasis on discovery of HIV status, positive living, community integration, abstinence, condom use, encouragement and moral regeneration. Lead and professional counselors will be designated in UPF.

5.2 Care, Support and Treatment Interventions

UPF shall support access to palliative care and treatment by instituting an access mechanism to care and support centres.

6. Implementation Strategies

UPF shall institute a number of measures, mechanisms and strategies to ensure effective implementation of the policy guidelines and shall provide the necessary environment to ensure that initiatives and line activities are implemented to foster the following;

6.1 Social Dialogue

UPF shall promote social dialogue and consensus between managers, supervisors and subordinates.

6.2 Policy Guidelines Dissemination and Implementation

UPF shall ensure effective efforts to disseminate the HIV and AIDS Workplace Policy implementation guidelines to all its employees and their immediate family members.

6.3 Partnership and Networking

UPF shall form partnerships and networks with civil service organisations (CSOs), nongovernmental organisations (NGOs), and other Government departments to foster social responsibility, knowledge acquisition, information sharing and learning, as well as establishing and maintaining a referral system.

6.4 Capacity Building/Training

UPF shall organize specialized training programmes to address various aspects of HIV and AIDS management and care for employees and ensure that skills training and development in HIV-related issues become part of the UPF's annual training and orientation plan.

7. Policy Implementation Modalities

- UPF will establish the necessary mechanisms, systems and functions at all levels of staffing for coordinating the overall implementation of the policy guidelines, as well as their monitoring.
- UPF will provide a framework and resources to support implementation of the policy guidelines.
- UPF shall endeavour to raise resources and create a budget line for HIV and AIDS activities that target personnel and their immediate family.

7.1 Monitoring and Evaluation

Implementation of the Policy Guidelines shall be monitored, by tracking the progress with a monitoring tool that will be developed based on the agreed actions for interventions.

7.2 Research

The Directorates of Police Health Services; Research, Planning and Development in UPF will ensure periodic collection of information to help in making informed decisions and in monitoring how the program is progressing. UPF will ensure that internal residual funding is available for research.

8. Rights and Responsibilities

8.1 Rights and Responsibilities of the Police Management

UPF leadership shall ensure that the implementation of the policy guidelines is consistent with the prevailing national laws, policies and guidelines in relation to employee rights and AIDS programmes.

Senior management and heads of Departments, Regional Police Commanders (RPCs), District Police Commanders (DPCs) and Heads of Units at various levels shall be responsible for implementation of the policy guidelines.

8.2 Rights and Responsibilities of Personnel

All personnel will be expected to adhere to the stipulations in the Policy implementation Guidelines and abide by the guidelines for implementation.

9. Sanctions

In case of breach of the policy guidelines, the existing Police disciplinary measures shall apply.

In case of any disagreement or misinterpretation, the Public Service Standing Orders and the Public Service HIV and AIDS Workplace Policy-Establishment Notice No.1 of 2007 shall take precedence.

Annex 1: Implementation Plan

Strategy	Activity	Target Output	Responsible Office
Objective 1: Promote HIV prevention programs in UPF aimed at enhancing behaviour change among Police personnel and their family members			
1. Promote behaviour change communication (BCC) in UPF	<ul style="list-style-type: none"> • Train Counselors • Train Peer Educators (PE) • Train trainers (TOT) as Peer Educators (PE) at regional level • Conduct regular awareness out reaches (SMC, PMTCT, HIV and AIDS, STIs, nutrition, etc) • Conduct regular HCT outreaches in Police Barracks • Conduct Peer Education to increase perception of risk among police personnel and family members • Conduct condom education and distribution outreaches • Promote and support prevention with positives • Form and support drama groups/ film shows to sensitize Police community on HIV and AIDS • Reprint and distribute IEC materials on HIV and AIDS. 	<ul style="list-style-type: none"> • 240 counselors trained • 3600 Peer Educators trained • 60 TOT trained. • 1 per quarter per barracks • 1 HCT outreach conducted per quarter per barracks • All through • All through • 1 per quarter per district • Monthly per Barracks • Once a year 	<ul style="list-style-type: none"> • Directorate HRMD, Police Health Services (PHS) • Directorate HRMD, PHS • Directorate HRMD, PHS • RPCs, HIV/AIDS Police regional coordinators • RPCs, HIV/AIDS Police regional coordinators • Peer Educators/BCAs • Peer Educators/BCAs • Force Welfare, PHS • DPCs, HIV/AIDS Police regional coordinators • PHS

Strategy	Activity	Target Output	Responsible Office
<p>Objective 2: Ensure increased accessibility to available HIV and AIDS prevention, treatment, care and support services to Police personnel and their immediate families.</p> <p>1. Strengthen the institutional capacity of UPF health services</p>	<ul style="list-style-type: none"> • Orient existing health service providers based on the current national guidelines. (HIV and AIDS, SMC, TB, ARVs, STI management, Nutrition, PMTCT, etc) • Support Police Health Units to offer HCT, SMMC, FP&RH services • Coordinate the acquisition, distribution and accountability of HIV and AIDS related supplies (Condoms, ARVs, TB drugs, Gloves, Masks, etc) • Lobby for the accreditation and rehabilitation of ART centres. • Train Village Health Teams (VHTs) at Barracks level • Establish HCT (+) services at Police clinic 	<ul style="list-style-type: none"> • All Police health workers oriented • All through • 1 ART Center per Police Region • 3,600 persons (VHTs) • 112 Police health centres 	<ul style="list-style-type: none"> • Directorate HRMD, PHS • PHS • Directorates of Logistics and Engineering, HRM/D and PHS • PHS and Force Welfare • PHS

Strategy	Activity	Target Output	Responsible Office
2. Strengthen delivery of treatment, care and support services	<ul style="list-style-type: none"> • Provide treatment for ART, TB, and STI in the UPF accredited facilities • Provide nutritional support to HIV and AIDS infected and affected families • Mobilize Police personnel and families to access the available services • Provide counseling and support services • Provide wrap-around services to families infected and affected with HIV and AIDS (Mosquito nets/safe water, hygiene education, etc) • Conduct Health /HIV/AIDS Wellness days for UPF at headquarters and regions to offer health services for police personnel 	<ul style="list-style-type: none"> • Number of infected Police personnel and family members treated with ART and receiving TB and STI treatment • Number of infected/affected Police officers and families supported with nutritional supplements • Number of infected/affected Police officers and families accessing available services • Number of Police personnel and families infected/affected counseled • Number of Police personnel and families supported with wrap-around services • Bi - annual annual wellness events held at police headquarters • Bi - annual annual wellness events held at each region 	<ul style="list-style-type: none"> • PHS • Directorate of force welfare, PHS • PHS, Unit commanders • Directorate of force welfare, PHS • Directorate of Welfare, PHS and HIV and AIDS Police regional coordinators

Strategy	Activity	Target Output	Responsible Office
<p>Objective 3: Promote zero tolerance to stigma and discrimination in UPF</p> <p>1. Sensitizing the Police community on Stigma & Discrimination (S&D)</p>	<ul style="list-style-type: none"> • Conduct HIV and AIDS community outreaches • Promote UPF Ethical Code of Conduct • Lobby for establishment of a formal complaint desk dealing with HIV and AIDs • Train commanders and managers on S&D • Run campaigns on S&D in UPF • Disseminate SMS on HIV and AIDS messages 	<ul style="list-style-type: none"> • Police personnel and their families reached • Number of affected Police officers who have come out to talk about their status • All Police personnel • Number of commanders and managers trained on S & D • Number of events/activities marking the campaign in the Police regions • Number of SMS disseminated to Police officers 	<ul style="list-style-type: none"> • All unit commanders, ICT, Welfare, and PHS • All unit commanders, Directorate HRM • All unit commanders • Directorate HRMD, PHS • PHS • Directorate of IT, PHS
<p>2. Promote Greater Involvement and Meaningful Involvement of People Living with HIV and AIDS (GIPA and MIPA)</p>	<ul style="list-style-type: none"> • Form networks of PLHIVs • Support PLHIVs to provide testimonies. 	<ul style="list-style-type: none"> • Number of PLHIV groups formed in each region • Number of HIV and AIDS awareness sessions conducted by PLHIV group members. 	<ul style="list-style-type: none"> • PLHIV leader, PHS. • Unit commanders, HIV and AIDS Police regional coordinators

Strategy	Activity	Target Output	Responsible Office
Objective 4: Enhance the capacity of UPF to mainstream HIV and AIDS interventions as part of the overall integrated response to HIV and AIDS pandemic			
1. Skills development	<ul style="list-style-type: none"> Integrate topics of HIV and AIDS in the UPF meetings, seminars, trainings and parades 	<ul style="list-style-type: none"> Number of meetings, trainings, parades where HIV and AIDS has been discussed 	<ul style="list-style-type: none"> Unit commander
	<ul style="list-style-type: none"> Conduct refresher trainings on HIV and AIDS including Monitoring & Evaluation (M&E) for all HIV and AIDS resource persons 	<ul style="list-style-type: none"> Number of resource persons reached through refresher training 	<ul style="list-style-type: none"> Directorate HRMD, PHS
	<ul style="list-style-type: none"> Support supervision of HIV and AIDS service providers 	<ul style="list-style-type: none"> Number of supervision visits made to HIV and AIDS service providers 	<ul style="list-style-type: none"> PHS
2. Resource mobilization	<ul style="list-style-type: none"> Develop a resource mobilization plan 	<ul style="list-style-type: none"> A resource mobilization plan in place to support HIV and AIDS activities and shared with various funding agencies 	<ul style="list-style-type: none"> Directorate of research, Planning and development, PHS
	<ul style="list-style-type: none"> Integrate HIV and AIS departmental budget in the main Police budget 	<ul style="list-style-type: none"> A budget line created in the main Police budget for HIV and AIDS activities 	<ul style="list-style-type: none"> Directorate of research, Planning and development, Finance, PHS
3. Strengthening coordination of HIV and AIDS activities	<ul style="list-style-type: none"> Formalize and improve a coordination arrangement in UPF (coordination structure, meetings at various levels). 	<ul style="list-style-type: none"> A coordination structure is in place at national and regional levels and is functional 	<ul style="list-style-type: none"> PHS
	<ul style="list-style-type: none"> Conduct inter and intra coordination meetings 	<ul style="list-style-type: none"> Quarterly coordination meeting held 	<ul style="list-style-type: none"> PHS

Strategy	Activity	Target Output	Responsible Office
<p>4. Monitoring and Evaluation</p>	<ul style="list-style-type: none"> • Conduct annual surveys • Conduct impact assessment studies • Develop Management Information System (MIS) • Disseminate and utilize study findings for decision making. • Document success stories and good practices 	<ul style="list-style-type: none"> • Annual survey conducted and a report made • Impact Assessment study carried out • Findings disseminated and shared with all personnel and management • Number of success stories developed and shared with the force for possible replication 	<ul style="list-style-type: none"> • Directorate of research, Planning and development, PHS • Directorate of research, Planning and development, PHS • PHS
<p>Objective 5: Promote partnerships and networking with other agencies to compliment HIV and AIDS response in Uganda Police Force</p>			
<p>5. Partnership and corroboration</p>	<ul style="list-style-type: none"> • Identify potential HIV and AIDS projects/ implementing partners at national and district levels • Engage partners for HIV and AIDS services and skills at national and district level • Strengthen UPF participation in HIV and AIDS Fora at national and district levels 	<ul style="list-style-type: none"> • An inventory of potential HIV and AIDS projects/ implementing partners developed and updated annually • Number of officers referred for HIV and AIDS services/ specialized skills • Number of external events/ meetings attended by PHS at all level 	<ul style="list-style-type: none"> • PHS • PHS • PHS

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