



# **UGANDA POLICE FORCE STRATEGIC POLICING PLAN 2015/16 - 2019/20**

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***Crime Prevention is Your Responsibility, My Responsibility***

***Together We Protect and Serve***

**December 2015**

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**i | UPF Strategic Policing Plan 2015/16-2019/2020**

Uganda Police Headquarters, Naguru, Plot42/49, Katalina Road, P. O. Box 7055, Kampala Uganda, Fax +256-414-343531 / 255630. General Lines: 256-414-343532 / 233814/ 231761/ 254033. Toll Free: 0800-199-699, 0800-199-499. Website: <http://www.upf.go.ug>

# ***Uganda Police Force Vision:***

An enlightened, motivated, community oriented, accountable and modern Police Force, geared towards a crime free society

## ***Uganda Police Mission***

The Mission of the Uganda Police Force is to secure life and property in partnership with the public in a committed and professional manner in order to promote development

## ***Five Year Goal***

To provide modern policing services that ensures security and public safety for socio-economic transformation and development in Uganda and the Eastern African region.

### **Key Impact Results**

- Crime rate reduced from 298 in 2014 to 200 per 100,000 people by end of 2020
- Emergency response improved to an average of 45 minutes when a call is made
- All terrorist threats successfully neutralized
- All public disorders peacefully contained within three hours

## Uganda Police at a glance

Community Policing and Community engagement is the conerstone of crime prevention in Uganda



Recruitment, training and skills enahnacments is Key in the Professionalisation of UPF



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**Infrastructure Development is Critical in the Delivery of Policing Services**



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**Equipment for UPF is very critical in the delivery of Policing Services**



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**In Addition to Providing Policing services, UPF Plays an Active Role in the Social Economic Transpromotion of the Country through Production**





**Uganda Police Force is 109 years. The climax of the centenary plus celebrations was at Kololo Airstrip**



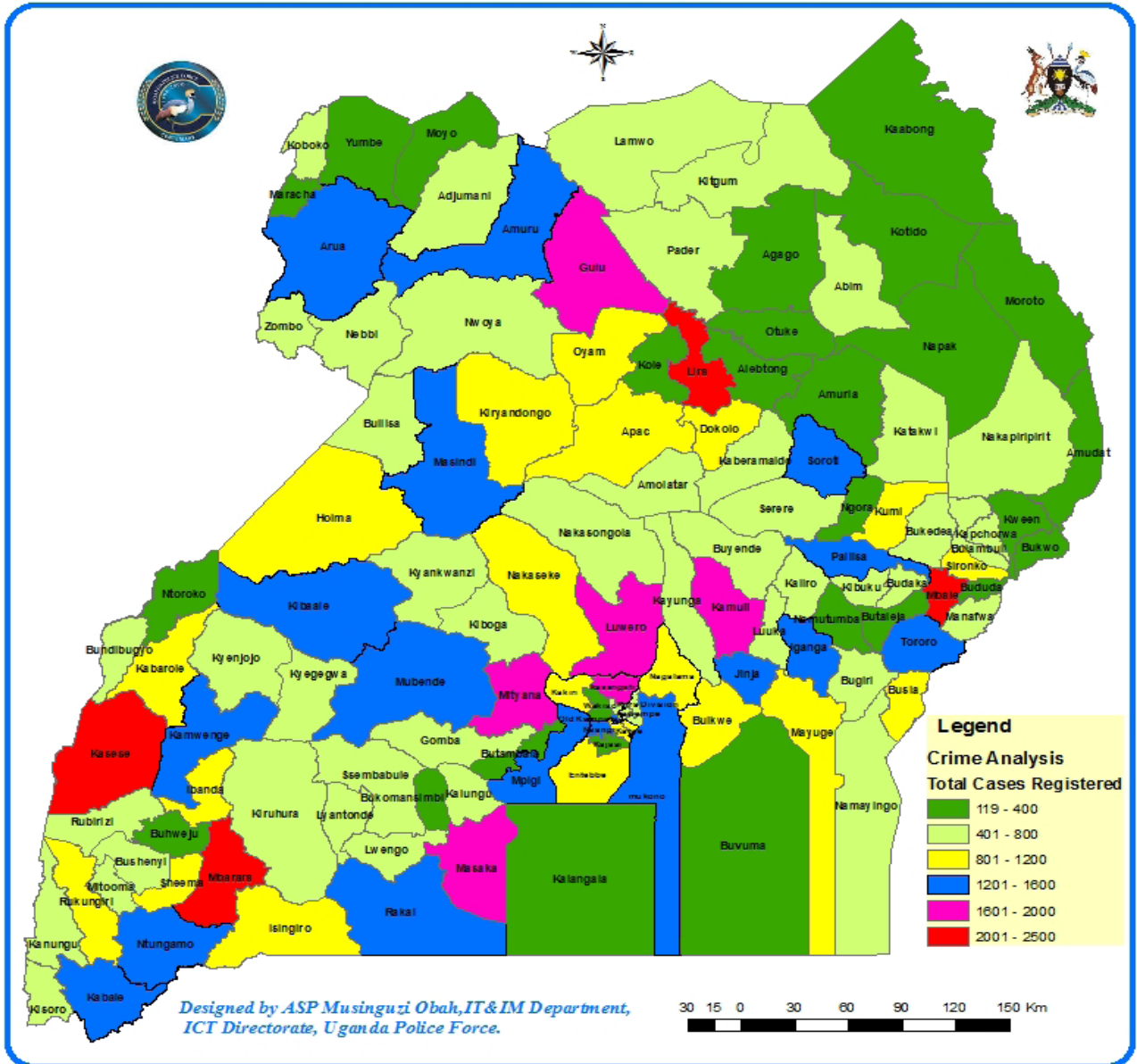
**Uganda Police is involved in the promotion and strengthening Regional cooperation and Peace Keeping Operations**



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## DISTRICTS CRIME MAPPING AND ANALYSIS - 2014



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## Foreword by the Minister of Internal Affairs

The Vision of the Uganda Police Force is to provide an enlightened, motivated, community oriented, accountable and modern Police Force, geared towards a crime free society. This Strategic Policing Plan lays out strategies for pursuing the vision during the five years 2015/16 -2019/20. The development of the strategic plan has been guided by the priorities set out in the National Vision 2040, National Development Plan (NDP II), the Justice Law and Order Sector Investment Plan (SIP III) and the Eastern African and International protocols.

The 2040 Vision envisages the consolidation, development and promotion of the prevailing peace and security that the country enjoys. Priority shall be placed on:

- Anti-terrorism measures at national, regional and global level
- Promoting public-private cooperation and civil/community involvement for improved safety and security. For this strategy, UPF emphasizes community policing;
- Deepening policy, legal and institutional reforms for improved enforcement of law and order. Here the UPF is undertaking amendments of the Police Act, and the Police Standing Orders.
- Promoting processes for national and inter-community dialogue among ethnic and other interest groups; and
- Peace building and reconciliation through increased access to information by the population.

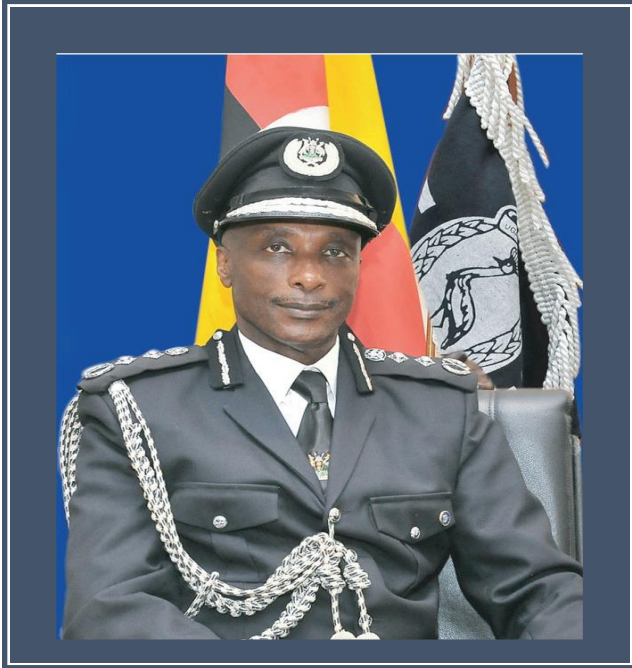
The National Development Plan (NDP II) 2015/16-2019/20 operationalises the vision 2040 through sector investment plans and Institutional strategic plans. This strategic plan will contribute to the JLOS sector targets of increasing: public confidence; public satisfaction in service delivery; and case disposal.

The UPF consulted widely while developing this Strategic Plan and has included the key issues that are important to the community on the one hand, and to Government on the other hand, that will contribute to the NRM manifesto goal of Uganda attaining a middle income status by 2020. These key issues are reflective of the basic functions for which the UPF is responsible such as the protection of life and property; preservation of law and order; prevention and detection of crime; and cooperation with the civilian authority and other security organs and with the population generally. The UPF has also prioritized; community policing; neighbourhood watch; and partnerships with

the community. This will provide a platform for all citizens to be involved in assisting the Police to make this country safer and secure.

I therefore urge all citizens of Uganda, stakeholders, the Development Partners and the government to support the UPF in the implementation of this Strategic Policing Plan.





### Statement by the Inspector General of Police

It is an honour for me to introduce the first Strategic Policing Plan for the Uganda Police Force. This Strategic Policing Plan represents our vision for the future. It has been aligned to the JLOS Investment Plan and the National Development Plan II and covers the period 2015/2016 to 2019/2020. This strategic plan is a proactive tool designed to provide guidance to continually improve the delivery of policing services to the people of Uganda. It is translating the UPF'S vision, mission and values into goals and strategic objectives to effectively and efficiently allocate available resources to the most important needs of our community. It will be the basis for annual work plans and budgets and will provide a platform for performance measurement and accountability for the delivery of policing services.

Accordingly, the following four strategic objectives will provide the direction for the next five years: Protection of Life and Property; Preservation of Law and Order; Prevention and Detection of Crime; and Institutional development, governance and management. Each of these objectives has strategic interventions that will be implemented in partnership with the community and stakeholders to make Uganda safe and secure.

The Strategic Policing Plan is focused on securing Uganda to sustain the peaceful environment for the promotion of investments, economic growth and prosperity in the country, driving it into a middle income status by 2020. Community policing ideology and the strengthening of UPF's capacity and capability will be the cornerstone for sustaining the declining trend of crime rate.

I therefore call upon, the government, stakeholders and the Development Partners to commit to the implementation of this strategic plan, and support the UPF to deliver its mandate and contribute to the country's target of attaining a middle income status by 2020, and to the realization of the National development goal of "A transformed Ugandan society from a peasant to a modern and prosperous country by 2040".

## Acknowledgements



The Uganda Police Force would like to take this opportunity to deeply appreciate and thank the planning committee that has guided and coordinated the development of this strategic policing plan. The process of developing the plan was highly participatory and consultative, involving all directorates, departments and specialized units of UPF, a section of the community, Development Partners, JLOS institutions and Civil Society Organisations.

All directorates and departments provided drafts of situation analysis that informed the design of the strategic policing plan, formulation of the strategic objectives and interventions and actively participated in the discussions that led to the finalisation of the plan.

Special appreciation goes to the National Planning Authority (NPA) that reviewed the draft document and provided valuable technical support which enabled the finalisation of plan; and JLOS Secretariat which provided financial support to the development of the strategic plan.

The efforts of every individual, departments and particularly the following planning committee members are appreciated:

1	AIGP Ochom. O. Edward	Chairperson
2	SCP Ocaya James	Member /Co-Chairperson
3	SCP Obwona Joseph	Member
4	CP Halango Timothy	Member
5	ACP Byamugisha Benedict	Member

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6	SSP Mugume Julius	Member
7	SSP Okello Richard	Member
8	SP Wamala Paul	Member
9	IP Manano Phillip	Member
10	David Kaweesa Kisitu	Consultant

I wish to congratulate the entire Police Force for this achievement of having the strategic policing plan that will guide our efforts and actions in the next five years as we “protect and service”.

## LIST OF ACRONYMS

AMISOM:	Africa Mission in Somalia
AU :	African Union
CLO :	Community Liaison Officers
CPC :	Chief Political Commissariat
CRMS:	Criminal Records Management System
CT :	Counter Terrorism
DEGAP:	Democratic Governance and Accountability Programme
DFPERS:	Directorate of Fire Prevention and Emergency Rescue Services
DNA :	
DPC :	District Police Commander
DPP :	Directorate of Public Prosecution
DT&RS:	Directorate of Traffic and Road Safety
EPS :	Express Penalty Scheme
ERC :	Emergency Response Centres
FFU :	Field Forces Unit
FPER :	Fire Prevention and Emergency Rescue
GBV :	Gender Based Violence
HRMIS:	Human Resource Management Information System
IBIS :	Integrated Ballistic Information System
FMIS :	Fire Arms Management Information System
IGP :	Inspector General of Government
JAT :	Joint Anti-Terrorism
JLOS :	Justice, Law and Order Sector
KMP :	Kampala Metropolitan
MTEF:	Medium Term Expenditure Framework
NDP :	National Development Plan
NMS :	National Medical Stores
NRM :	National Resistance Movement
NTR :	Non Tax Revenue
PDU :	Procurement and Disposal Unit
PPDA :	Public Procurement and Disposal Act
PPSU :	Police Professional Standards Unit
PRDP :	Peace Recovery and Development Programme
PSO :	Private Security Organizations
RPC :	Regional Police Commander
SID :	Special Investigation Department
SIU :	Special Investigations Unit
SOCO:	Scene of Crime Officer
UDHS	Uganda Demographic and Health Survey
UHRC:	Uganda Human Rights Commission

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UPF : Uganda Police Force  
UN : United Nations

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## Executive Summary

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### Background

The Uganda Police Force has a constitutional mandate of protecting life and property, preservation of law and order, as well as prevention and detection of crime in Uganda. To deliver this mandate, UPF has through a participatory process developed the 2015/16 – 2019/20 strategic plan, aligned to the National Development Plan II, whose theme is *Crime Prevention is Your Responsibility, My Responsibility, Together We Protect and Serve*. The major focus of the plan is to sustain the declining trends in crime, through promotion of society responsibility and community policing ideology. The plan also focuses on building the human resources capacity through regular recruitment and training as well as professionalization of the Force.

### Situational Analysis

The UPF personnel strengths stood at 44,601 officers by May 2016, against the 74,002 required for the Force to effectively deliver its mandate. This puts Police: Population ratio to 1:829 as opposed to the international standard of 1:500, and creates a shortfall of 29,401 personnel. Fire is one of challenges of the Police and on average, UPF has responded to 3 fire emergencies per day for the last five years while 8 people die and 35 are injured per day in road accidents since 2012, with the human factors accounting for 79 %-91% of the road traffic accidents over the last 5 years. Terrorism remains a major security risk, and the country has had more than 15 terrorist threats since 2010. The volume of crime declined from 106,131 in 2009 to 103,302 in 2013, while the crime rate<sup>1</sup> steadily reduced by 64% from 831 in 2007 to 298 in 2014, though gender based violence is on the increase. Case backlog remains a key challenge to the Force, standing at 158,870 cases, as per the Annual Crime Report of 2014.

Housing is a major welfare constraint to the Force, with only 24% of the entitled staff being accommodated. Corruption continues to be a major concern to the Force. The UPF is the most bribery-prone institution in the country because bribery is either demanded or “suggested” from the people seeking service from the police. UPF was ranked 5<sup>th</sup> by the IGG June- December 2014 report. A Department of PSU was established to check on corruption and free toll lines for the public to report corrupt officers. The Force also has a challenge

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<sup>1</sup> Crime rate is the number of victims of crime out of every 100,000 people.



of human rights abuse, and the Human Rights Commission ranks UPF as the number one violator of human rights among the state agencies. Most of the complaints registered in 2014 were against the UPF with a total of 572 complaints, marking a 34.90% increase from the 424 complaints registered against this institution in 2013<sup>2</sup>.

### **Achievements**

The UPF has registered number achievements under each of the functional areas of the Force. The UPF will build on these achievements to ensure that policing services are advanced to the next level.

### **Protection of Life and Property**

The Department of Fire Brigade was elevated into a Directorate of Fire Prevention and Rescue Services. It has 38 stations located in 29 places (districts, municipalities and strategic locations). Similarly, the Traffic Department formerly under the Directorate of Operations was elevated to a Directorate of Traffic and Road Safety. Road traffic crashes and fatality declined from 22,272 crashes in 2011 to 18,686 in 2014 due to measures introduced by the Directorate. Coverage of marine strategic locations improved from 04 detachments to 18. The Uganda Police Force has built capacity for Counter Terrorism Directorate to detect and neutralise terrorist threats in the country. Private Security Organisations sector has grown from 90 in 2013 to 124 as of 31<sup>st</sup> August 2014, with a strength of 37,000 guards that augments Police work on protection of life and property.

### **Preservation of Law and Order**

The UPF's visibility has increased and the coverage of sub counties with police posts is now 95%. Police regions have been restructured and increased from 12 to 26. A specialised unit of the Field Forces Department has been established and equipped to ensure public order management. The FFU has been successful in ensuring public order country wide.

### **Prevention and Detection of Crime**

The Force has witness a growth in personnel strengths, improving the Police: Population ratio from 1:1,734 in 2005 to 1:829 in 2016, resulting into increased Police visibility country wide as a measure to prevent and detect crime. Intelligence and investigative capacity of UPF have been enhanced

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<sup>2</sup> Uganda Human Rights Commission, 17<sup>th</sup> Annual Report, 2014

through the creation of the Directorate of Crime Intelligence. The improved equipping of the UPF and adoption of the ICT platform further facilitated the delivery of policing services in the country. The establishment of forensic laboratory infrastructure with capacity to be a referral centre in the region lays a foundation for scientific and evidence based investigations. The transformation to community policing system has promoted partnership with the community in the prevention and detection of crime which in line with the 2016 NRM manifesto. All these have contributed to the declining trend in the crime rate from 831 in 2007 to 298 in 2014.

### **Institutional Development**

The UPF has been restructured from 4 Directorates in 2008 to 20 Directorates and accompanying specialized units in 2015, resulting into improved management and delivery of policing services. The UPF funding has increased over the years which also led to improvement of infrastructure and equipment.

### **Key Strategic Challenges:**

- The personnel strength of UPF remains inadequate. Currently the Force has 44,601 against the optimal requirement of 74,002 Police personnel, creating a gap of 40% in human resource as of May 2016. For the next five year UPF requires a total of 42,786 Police personnel, implying an annual recruitment and training of 8,557 personnel. This requires UGX 35.1bn per year, implying a total of UGX 175.4bn in 5 years. An additional UGX 14.1bn per year will be required to meet the annual training needs
- Terrorism and violent crime activities are on the increase and a major a security threat to life and property in the country and the region. UPF will have to ensure that the population is on high alert to detect and report any suspected terrorist activities. The UPF requires a strong Force of skilled and specialised personnel in counter terrorism, intelligence gathering, analysis & collation, with specialized counter terrorism equipment.
- Sustaining the declining trend of crime rate is a major challenge under this strategic plan. The staffing of the CID requires strengthening, to improve the annual case file ratio from the current 21 to the plan target of 18 files. The capability of CID requires further strengthening to enhance application of ICT and scientific crime investigations.

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- The Force faces the challenge of professionalism in terms training, skills development, and attitudinal change. Therefore substantial investment will be made in training and development of specialized skills in different fields of policing, which also in line with 2016 NRM manifesto.
- Staff welfare remains a major de-motivating factor in the delivery of policing services. The available staff housing infrastructure only accommodate 24% of the entitled personnel, creating a gap of 76%. The Force requires 30,886 housing units to accommodate all entitled officers at the current strength. For the next five years a total of 77,538 housing units will be required, implying that on average, a total of 15,507 units will have to be constructed annually
- The UPF requires equipment (both specialized and field operations) for effective delivery of policing services. The equipment will facilitate mobility of the Force, scientific investigations, intelligence gathering, training, ICT equipment. In addition to the acquisition of the equipment, there is also the challenge of maintenance of the equipment. This means mobilization of more resources for the Force.
- The coverage of marine services is very limited, given the wide and open nature of Ugandan waters with the associated crimes. UPF will have to invest into expanding the coverage of marine services. In addition, the capacity of the Marine Force will have to be strengthened through specialised training and securing of appropriate equipment marine service.

### **Vision, Mission and Goal of the Strategic Plan**

The UPF Vision is *“An enlightened, motivated, community oriented, accountable and modern Police Force, geared towards a crime free society, while the mission is to secure life and property in partnership with the public in a committed and professional manner in order to promote development.* The UPF strategic plan has been developed within the framework of this vision and mission to provide strategic direction to the Force for the next five years.

The goal of the strategic policing plan is to provide modern and professional policing services to ensure security and public safety for social economic transformation and development in Uganda and the East African region in line with the 2040 vision. The plan has following strategic areas and priorities:

### **Key Priorities for the Five Years**

#### **i) Protection of Life and Property**

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The following are the key strategic priorities under this function:

- Investment in counter terrorism measures and management of violent crime interventions.
- Building the capacity of UPF for fire prevention and emergency rescue services
- Expanding the coverage and effectiveness of marine services
- Promotion of traffic and road safety among road users

**ii) Preservation of Law and Order**

- Enhancing the capability of UPF to professionally preserve law and order in society, in adherence with human rights principles.

**iii) Prevention and Detection of Crime**

- Investing in crime control, detection, prevention and investigation through:
  - ✓ Enhancing the capability of UPF for scientific investigations and intelligence gathering
  - ✓ Employing appropriate technologies such as CCTV cameras to help the Police fight crime
- Popular vigilance through community policing and training of crime preventers to promote citizens' participation in ensuring their security

**iv) Institutional Development, Governance and Management**

- Recruitment and training of 42,786 Police personnel and professionalization of UPF
- Equipping and maintenance of the UPF (both specialised and operational equipment)
- Construction of office and residential accommodation
- Establishment of the Police Academy and Development of other Police training institutions
- Improving staff welfare, education and health services delivery
- Strengthening of governance and accountability systems

## **Strategic Objectives and Actions of the strategic plan**

**1 Protection of Life and Property:** This strategic Objective focuses on building the capability of UPF and promoting society's responsibility for public safety and security through:

- i) Enhancing the capacity of UPF and society for prevention/mitigation of emergencies and delivery of rescue services
- ii) Strengthening Police medical emergency response & rescue services
- iii) Build capacity and professionalism of traffic personnel and promoting personal responsibility for traffic and road safety
- iv) Expanding the coverage of marine services to 35 stations from the current 18

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- v) Strengthening the capability of UPF in counter terrorism and management of violent crimes in Uganda and the Eastern Africa region
- vi) Partnerships with Private Security Organizations for delivery of security and guard services
- vii) Promoting the community policing ideology country wide

**2 Preservation of Law and Order:** The strategic objective is to improve the observance of law and order by:

- i) Promoting and enhancing professionalism, observation of human rights and public accountability
- ii) Enhancing the capacity of UPF for preservation and enforcement of law and order in society
- iii) Promoting society responsibility for adherence, respect and preservation of law and order

**3 Prevention and Detection of Crime:** The strategic objective focuses on prevention and reduction of crime by:

- i) Enhance partnership with the community to detect and prevent crime.
- ii) Strengthening the capability for crime intelligence gathering, analysis and operations.
- iii) Strengthening the capacity of CID to efficiently and effectively manage criminal cases.
- iv) Building the technical capability of the CID to manage specialized and sophisticated investigations and criminal activities
- iv) Strengthening of forensic and medico-legal services for scientific evidence based investigations
- v) Employing appropriate technologies such as CCTV cameras to cable crime
- vi) Expansion of canine policing services to all UPF Police Districts
- vii) Creation of special Police Units for management of sector specific crime activities
- vii) Strengthen the capacity of INTERPOL Uganda to efficiently and effectively manage transnational and trans-border crime
- viii) Strengthening capacity of Child and Family Protection Units to respond and prevent child abuse and gender based violence
- ix) Strengthening of Police Air policing services

**4 Institutional development, governance, and management:** This has the following strategic objectives:

***Policy environment for policing services improved*** by focusing on:

- i. Establishing a supportive legal and policy environment for policing services
- ii. Mainstreaming of gender in UPF policing operations

**Promotion of good governance and accountability** for the delivery of policing services, focused on the following strategies:

- i) Strengthening systems for transparency and accountability
- ii) Promotion of ethics and integrity in the Police Force
- iii) Building the capacity of UPF for monitoring and evaluation of policing services
- iv) Promotion of patriotism in the Police Force

**Improving management systems based on ICT platform** focusing on:

- i) Strengthening of the management systems for policing services
- ii) Strengthening crime management system
- iii) Strengthening of the ICT infrastructure and use for policing services

**Improving Infrastructure for delivery of policing services by:**

- i) Provision of decent housing and accommodation for office and staff
- ii) Enhancing the security of UPF land
- iii) Strengthening strategic classified security services
- iv) Enhance UPF building and construction capability

**Improving human resource and welfare through**

- i) Enhancing the personnel strength and professionalization of UPF to effectively deliver policing services to the nation and the region
- ii) Enhancing ICT skills of personnel to handle existing and emerging ICT
- iii) Development of a Police Academy and strengthening of UPF training institutions
- iv) Strengthen UPF capacity to deliver accessible quality health care services to the personnel and surrounding communities
- v) Build UPFs capacity for agricultural production
- vi) Strengthening the Uganda Police Band
- vii) Enhancing the welfare of UPF personnel. [0714667737](tel:0714667737)



Overall this strategic plan expected to deliver the following impact results during the five years

- Crime rate reduced from 298 in 2014 to 200 per 100,000 people by end of 2020
- Emergency response improved to one hour when a call is made
- All terrorist threats successfully neutralized
- All riots and protests peacefully contained within three hours

## Section 1 Introduction

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### 1.1.0 Background

The Uganda Police Force was first established as the Uganda Armed Constabulary in 1899, governed under the Royal Irish Constabulary mode of armed policing procedures, with the aim of suppressing uprisings against the colonial Government. The Police later became a fully-fledged institution on 25th May 1906, and since then, the Force has undergone several reforms. The Uganda Police Force (UPF) derives its mandate from the 1995 Constitution, and the Police Act of 2006. UPF is part of the Ministry of Internal Affairs (MOIA), under the Justice Law and Order Sector (JLOS).-Plans are underway to change the name of UPF to the Uganda National Police to align with Eastern African Police Chiefs Cooperation (EAPCCO) member countries.

~~This strategic plan~~ ~~The change will~~ be guided by the Uganda Vision 2040, the Country's long term development strategy that provides the development framework for all sectors and institutions in the national economy. The National Development Plan II (NDP II) 2015/16 - 2019/20 and the JLOS Investment Plan III 2012-2017 provide the macro policy framework for the development and financing of the UPF programmes and activities.

~~This strategic policing plan defines the road map that will guide the UPF to the fulfilment of its legal and policy mandate for the next five years.~~

### 1.1.1 The Uganda Police Force Legal Framework

The 1995 Constitution of the Republic of Uganda under **Article 211(1)** stipulates that “there shall be a police force to be known as the Uganda Police Force and such other police forces in Uganda as Parliament may by law prescribe.” The functions of the Uganda Police Force are enshrined under **Article 212** of the Constitution. These are;

- a) To protect life and property;
- b) To preserve law and order;
- c) To prevent and detect crime; and
- d) To cooperate with the civilian authority and other security organs established under this Constitution and with the population generally.

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**Article 213** of the 1995 Constitution of the Republic of Uganda specifies the command of the Police Force while Article 214 provides for Parliament to regulate the Uganda Police Force by making laws that provide for its organization and administration, ensuring that members of the force are recruited from every district so as to be national in character. The Police Act (as amended), chapter 303 part II establishes a Uganda Police Force composed of:

- The regular Uganda Police Force
- The Uganda Police Reserve established under section 66
- Special Police Constables appointed under section 64 and
- Any other person appointed as a member under this Act.

Section 4 of the Police Act (as amended) outlines the functions of the Uganda Police Force as follows:

- To protect life, property and other rights of the individual
- To maintain security within Uganda
- To ensure public safety and order
- To prevent and detect crime in society
- Subject to section 9, to perform the services of a military force.

According to the Act part III sections 5, 6 and 7, the Uganda Police Force is under the command of an Inspector General of Police assisted by a Deputy Inspector General of Police, Assistant Inspector General of Police as heads of Directorates, Regional and District Police Commanders as heads of regions and districts respectively.

#### **Box 1: Functions of the Police Authority**

- To advise the government on policy matters relating to the management, development and administration of the Uganda Police Force
- To advise the President on the appointment of the Inspector General of Police, Deputy Inspector General of Police, Assistant Inspector General of Police and Commissioners of Police.
- To recommend to the Public Service Commission the appointment and promotion of police officers above the rank of Inspector of Police up to the rank of Assistant Commissioner of Police.
- To determine the terms and conditions of service in the force.
- To hear and determine appeals from decisions of the Police Council.
- To determine by statutory order, the ranks, precedence, command and seniority of the force.
- To empower the Uganda Police Force to perform the services of a military force
- To appoint a committee from among its members to assist in the performance of any of its functions.

Part III Sections 8 and 9 as amended, the Act also establishes a Police Authority, composed of the Minister of Internal Affairs, Attorney General,

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Inspector General of Police, Deputy Inspector General of Police, a Senior Officer in charge of administration at the UPF headquarters, and three other persons appointed by the President. The Permanent Secretary, MOIA is the Secretary to the Authority. The functions of the Authority are outlined in box 1.

The Act also establishes a Police Council whose role among others is to ensure standards in recruitments, promotions, training, discipline, formulation and development of policies and structures of the Uganda Police Force and their implementation.

### 1.1.2 Regional and International Instruments

**i) INTERPOL:** This is the largest international police organization with 190 member countries. INTERPOL was born in 1914 at the first International Criminal Police Congress held in Monaco, France, and officially created as the International Criminal Police Commission and the Organization became to be known as INTERPOL in 1956, formed to fight international crime. Its Constitution is based on non-political grounds and was adopted during the 1956 Vienna General Assembly. Uganda joined INTERPOL in 1966 and UPF uses its framework to police cross border and international organized crimes.

**ii) African Union:** Article 4 (i) and (j) of AU Constitutive Act. Sub-section (i) talks of peaceful coexistence of Member States and their right to live in peace and harmony while (j) gives the right to Member States to request for intervention from the Union in order to restore peace and security. However, this participation has to be authorized by UN under Chapter VI, VII or VIII ~~V111, Articles 52 (1-4) and 53 and Chapter 1X Articles 55 and 56~~ of the UN Charter 1945. It is under these international legal instruments that the Government of Uganda deployed the UPF has deployed in different countries including in Somalia, South Sudan and Liberia. The deployment is aimed at assisting the respective countries to train and develop their policing services and to further international peace and security as provided for under different Chapter XI Article 73(e) chapters -of the UN Charter.

### 1.1.3 Strategic Direction and Policy Framework

#### 1.1.3.1 The Uganda Vision 2040

The country's vision is "A transformed Ugandan society from a peasant to a modern and prosperous country by 2040". The vision stipulates that Ugandans

aspire to live and work in a peaceful, secure, harmonious and stable country and at peace with its neighbours, where the rule of law prevails and respect for fundamental human rights is observed. Ugandans want a corruption free nation with strong democratic structures and systems empowered to be in charge of their own destiny. Policing services are a central component of national development and economic growth. Security, law and order are pre-requisite to sustainable economic development. A secure operating environment is the foundation for investment, trade, and the movement of people and goods.

The 2040 Vision envisages the consolidation, development, and promotion of the prevailing peace and security that the country enjoys. Focus of the vision will be on security of the country free from any form of aggression, peace-building and conflict management. Priority shall be placed on:

- Anti-terrorism measures
- Promoting public-private cooperation and civil/community involvement for improved safety and security. For this strategy, UPF emphasizes community policing;
- Deepening policy, legal and institutional reforms for improved enforcement of law and order. Here the UPF is undertaking amendments of the Police Act, and the Police Standing Orders.
- Promoting processes for national and inter-community dialogue among ethnic and other interest groups; and
- Peace building and reconciliation through increased access to information by the population.

This strategic plan will guide the UPF in ensuring that the above aspirations of Ugandans become a reality.

### **1.1.3.2 National Development Plan II**

The National Development Plan (NDP II) 2015/16-2019/20 operationalizes the vision 2040. Under the NDP II, the UPF is mandated within the JLOS framework to ensure fulfilment of the aspirations of Ugandans on security, law and order, safety of person and protection of property hence an enabling environment for economic transformation and prosperity.

This strategic plan will contribute the JLOS sector targets outlined in the NDP II over the Plan period aimed at increasing: public confidence in JLOS services; public satisfaction in JLOS service delivery; and case disposal rate. Under NDP II, the UPF's focus will be under the following objective.

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**Improve policy, legislative and regulatory framework:** Under this objective, UPF will prioritize the following:

- Initiate amendment of the Police Act and other enabling registrations
- Review of the Police Standing orders and other procedure guidelines

**Enhance access to JLOS services particularly to the vulnerable persons:** Under this objective, the priority focus of the Force will be:

- Increasing Police presence especially in post conflict, crime prone and remote / hard to reach areas.
- Improving the Police : Population ratio
- Improving infrastructure to facilitate delivery of policing services
- Promote community participation in policing
- Strengthen Police capacity to prevent and respond to crime

**Promote accountability and observance of human rights:** Under this objective, UPF will:

- Empower communities to demand and access policing services
- Strengthen police –public compliaments management mechanisms
- Strengthen internal oversight and discipline mechanisms
- Improve human rights observance during delivery of policing services

### **1.1.3.3 The NRM Manifesto 2016-2021**

Under the NRM manifesto 2016-2021, chapter 2, commitment is made to strengthen security as part of the strategy for “*Taking Uganda to Modernity Through Job-creation and Inclusive Development*”, and turning Uganda into a competitive middle income country from a predominantly low – income society. The manifesto aims at building a pro-people, modern, professional, effective and accountable UPF that is well trained and equipped to maintain conditions in the country that enable economic growth, stability, democracy and national unity by:

- Strengthening UPF to enable the Force maintain the country’s internal security and fight crime. This will be through continuous professionalization and modernisation of UPF and its intelligence services
- Further improvement of the capability of UPF through acquisition and maintenance of equipment as well as human capital development
- Continue with the recruitment and training of Police personnel to attain the international requirement of 1:500 ratio. Police presence will be increased across the country to keep law and order.
- Improving crime control, detection, prevention and investigation, by employing appropriate technologies such as CCTV cameras to help the

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Police fight crime. In addition, focus will be on investing in community policing to promote citizens' participation in ensuring their security.

- Establishment of a Police Academy as a centre of excellence to offer specialised training to police officers in command, control and investigative skills in East and Central Africa.
- Development of UPF infrastructure through construction of accommodation to provide a conducive, habitable living and working environment for the personnel, as part of the welfare improvement programme. This will include developing and rehabilitating other welfare facilities such as health, education and recreation infrastructure in every barracks.

The Uganda Police Force Strategic Policing Plan has been formulated and guided by the macro and sector policy frame work as well as the commitments made under the NRM manifesto, to the people of Uganda for the period 2016 - 2021.

#### **1.1.4 Key Achievements, Challenges and Emerging Issues**

The coverage of policing services has expanded up to the sub county level in rural areas and to parish level in urban areas. The Force has expanded its infrastructure and equipment for policing and has experienced growth in terms of structure, personnel strength, and specialized capabilities. The community policing ideology has been adopted as the system of policing, transforming the Police force from a reactive to a more proactive and responsive institution, all resulting into reduced crime rate.

Despite the achievements, UPF continues to face major constraints and challenges. The Police infrastructure (office and residential) is grossly inadequate and in an appalling condition. The equipment required for contemporary policing is inadequate and the Force continues to rely on obsolete and manual methods with limited application of scientific methods in investigations. The personnel strength and skills are still inadequate, while the financing of policing services remains grossly inadequate, imposing a heavy toll on both the Police Officers and the community.

While UPF deals with the challenges, the institution faces emerging issues that have to be tackled. These include but not limited to; terrorism and violent crimes, cyber crime, trafficking in drugs and persons, human sacrifice, trading in wildlife and their products, environmental related crime, proliferation of small arms and light weapons and increasing incidences of public disorders arising from the society demanding for and exercising their human and democratic rights.

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### 1.1.5 Goal, Objectives and Priority Focus

*The UPF goal is to provide modern policing services that ensure security and public safety for socio-economic transformation and development in Uganda and the East African region. The strategic plan has the following major objectives*

- i) To enhance the capacity of UPF and society for prevention of emergencies and delivery of rescue services
- ii) To foster the observance of law and order
- iii) To prevent and reduce crime
- iv) Fostering institutional development, good governance and management

This strategic plan will deliver the following impact results:

- Reduction in crime rate from 273 to 200 by the end of 2020
- Emergency response improved to one hour when a call is made
- All terrorist activities successfully neutralized
- All public disorders professionally managed in accordance with the law

### 1.1.6 Formulation Process

The strategic plan has been formulated through a consultative process, led by the Task Force constituted by the Inspector General of Police (IGP). The Task Force composed of Officers drawn from the various UPF directorates and departments, JLOS Secretariat and, NPA. Consultative meetings by the Task Force with Directorates, Heads of Departments and specialized units, MoIA, UBOS, JLOS, NPA, Police Council, and Police Commanders. ~~Others included MoIA and UBOS.~~ A Consultant was hired to work with UPF in producing the strategic plan

### Structure of the Plan

The strategic plan has been divided into 7 sections as outlined below:

Executive Summary

Section 1: Introduction and Background

Section 2: The Situation Analysis of Policing Services

Section 3: The Future of UPF – Strategic Direction for the Next Five Years

Section 4: Monitoring and Evaluation

Section 5: Institutional Framework for Strategic Plan Implementation

Section 6: Resource Mobilization

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Uganda Police Headquarters, Naguru, Plot42/49, Katalina Road, P. O. Box 7055, Kampala Uganda, Fax +256-414-343531 / 255630. General Lines: 256-414-343532 / 233814/ 231761/ 254033. Toll Free: 0800-199-699, 0800-199-499. Website: <http://www.upf.go.ug>

## Section 2: The Situation Analysis of Policing Services in Uganda

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This section analyses the current situation of the UPF with respect to the fulfillment of its constitutional, legal and policy mandate. It examines the prevailing situation, the progress made, and the challenges under each of the four functions of the UPF:

- To protect life and property;
- To preserve law and order;
- To prevent and detect crime; and
- To cooperate with the civilian authority and other security organs established under this Constitution and with the population generally.

### ***2.1.0 Institutional and Administrative Framework of Uganda Police Force***

The Uganda Police Force is established in all districts of Uganda, with 19 administrative and operational directorates and specialized units as indicted in annex 3.

It operates 26 policing regions, 129 districts /divisions; 299 stations and 1,882 posts as of March 2015<sup>3</sup>.

To effectively deliver its mandate, UPF needs personnel strength of 74,002 officers and men. By March 2016, the UPF had 44,601 personnel. With the country's projected population of 37,001,138, the Police: Population ratio stands at 1:829 as opposed to the international standard of 1:500. The Force therefore has a shortfall

#### Box 2: Minimum standard for a Police Station

Should have the following offices

- i. Police Commander;
- ii. Officer in charge Station;
- iii. In Charge Criminal Investigations
- iv. In Charge of Criminal Intelligence
- v. In Charge of Traffic;
- vi. Community Liaison Officer and
- vii. In charge of Child and Family Protection
- viii. In charge of MCB
- ix. In charge of fire
- x. In charge of canine
- xi. Reception Office.
- xii. Separate detention cells for women, men, boys and girls
- xiii. An armoury, exhibit store, boardroom, library, canteen, communication/operations room (command centre; a parking yard for staff/clients and accident vehicles and a minimum of three functional operational vehicles and a community hall

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<sup>3</sup> Source: Statistical Summary of Police Units in Uganda, as provided by the Operations Directorate of UPF, July 2014

of 29,401 personnel implying that the existing staff is overstretched resulting into some of the inefficiencies observed in the delivery of policing services. The Force is also short of both office and residential accommodation, besides other facilities required to effectively deliver services at these units.

The establishment of new local government administrative units compels the Force to take policing services closer to the population. The Force also takes advantage of the community’s willingness to support establishment of policing services through such initiatives as donation of land, transport and buildings, to deliver its mandate. However the expansion of policing services is not matched by a commensurate growth in financial resources to support the required level of service delivery.

### 2.2.0 *Protection* of Life and Property

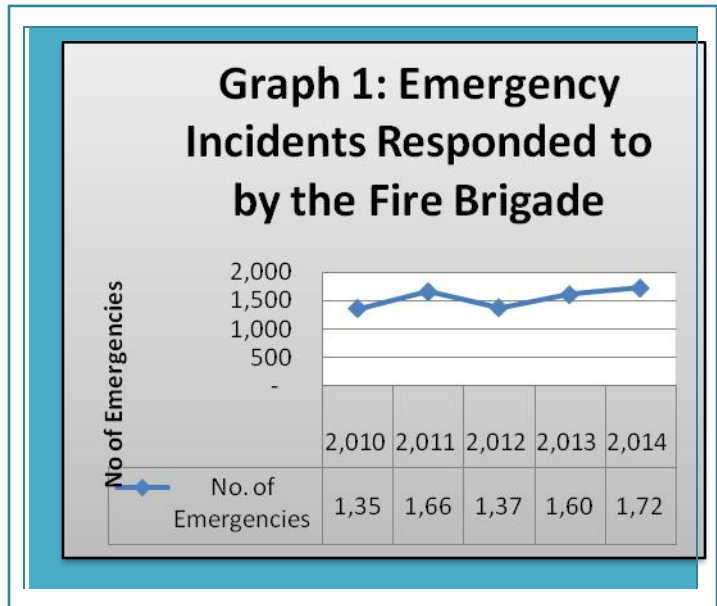
The UPF has the mandate of safeguarding life and property in Uganda. The Force has to secure the country and prevent any form of criminal activity that deters economic prosperity or threatens life and property. UPF provides emergency rescue services in case of fire outbreaks, floods, landslides, earthquakes, collapse of buildings and any other form of natural calamity. Under this function, Uganda Police provides the following services

Box 3: Protection of Life and Property: SWOT Analysis	
Strengths	Weakness
<ul style="list-style-type: none"> <li>• Constitutional and legal mandate for provision of policing services</li> <li>• Established country wide infrastructure for policing services</li> <li>• Increasing professionalization of the Police Force</li> <li>• Existence of non-State Actors (PSO, Private Service Fire Providers)</li> <li>• Partnership with sister security agencies</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of automated systems to manage crime</li> <li>• Inadequate skilled and specialized personal for contemporary policing</li> <li>• Limited supportive infrastructure for effective delivery of policing services</li> <li>• Limited capacity and preparedness for natural calamity</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>• Increasing Pop vigilance and neighbourhood watch</li> </ul>	<ul style="list-style-type: none"> <li>• Increasing population, which the Force has to serve</li> <li>• Weak legal environment for control of narcotics &amp; psychotropic substances</li> <li>• Competing demands for national resources</li> </ul>



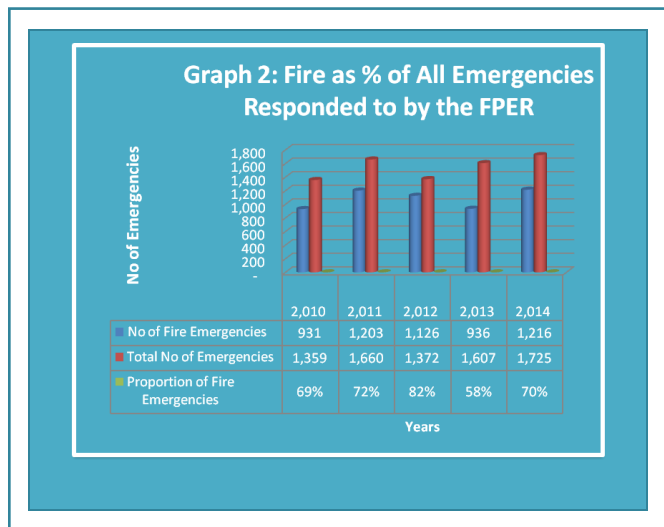
### 2.2.1 Fire Prevention and Emergency Rescue (FPER) Services

Under the Fire Prevention and Emergency Rescue (FPER) Directorate, UPF is mandated to ensure prevention of fire and other emergencies that threaten loss of lives and property as well as responding to emergency incidences in the country. There are 38 Fire Prevention and Rescue Services Stations country wide, located in 29 areas, with Kampala and Wakiso having 3 and 4 stations respectively. The Directorate has personnel strength of 559 with basic skills in emergency rescue services, and a total number of 89 fire tenders which the Force has acquired. There are also a total of 4 private fire service providers' that compliment the work of the Force.



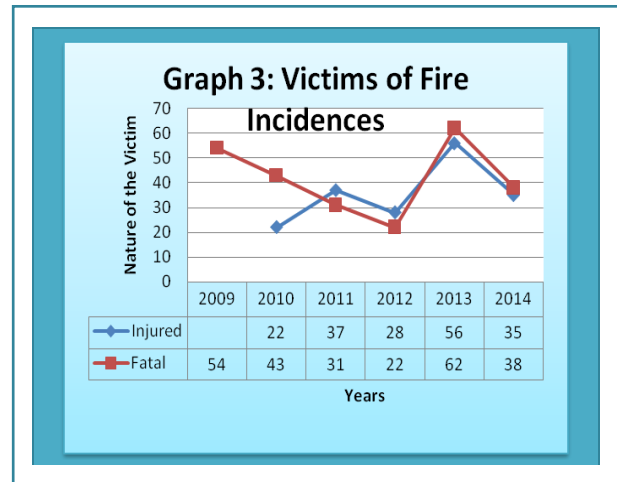
Emergency incidences responded to by the FPER services, increased by 27% from 1,359 in 2010, to 1,725 in 2014 as shown in graph 1 above. The trend reflects an increasing demand for the fire prevention and emergency rescue services over the last five years. .

Fire is the commonest emergency incident responded to by the FPER, for all the years 2010 to 2014 as demonstrated by graph 2. This calls for the preparedness of the FPER services to effectively and efficiently respond to fire emergencies



The outcome of the emergency incidences is a matter of concern. The number of people injured during the emergencies increased by 59% from 22 in 2010 to 35 in 2014, while the fatal victims declined by 12% from 43 in 2010 to 38 in 2014 as demonstrated in Graph 3. The loss of lives poses a challenge to the UPF given its mandate of protection of life and property.

Residential premises are the greatest victims of fire breakouts, accounting on average for 36% of the fire emergencies handled over the last five years. Electrical related problems on average account for 33% of all the causes of fire over the last four years. However, on average 23.5% of the causes of fire, were never established, pointing to the limited capacity of the FPER Directorate to carry out fire related investigations.



However, on average 23.5% of the causes of fire, were never established, pointing to the limited capacity of the FPER Directorate to carry out fire related investigations.

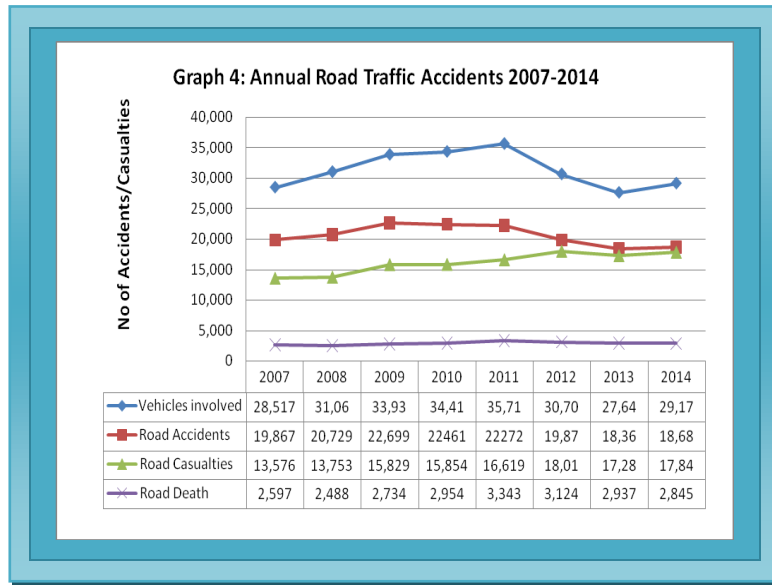
### 2.2.2 Traffic and Road Safety

The UPF through the Traffic and Road Safety Directorate is mandated to promote order and safety on the roads, and to ensure protection of life and property of all road users. This is through enforcement of the road traffic laws and regulations and the development and implementation of policies, guidelines, and standard operating procedures for traffic and road safety in the country.

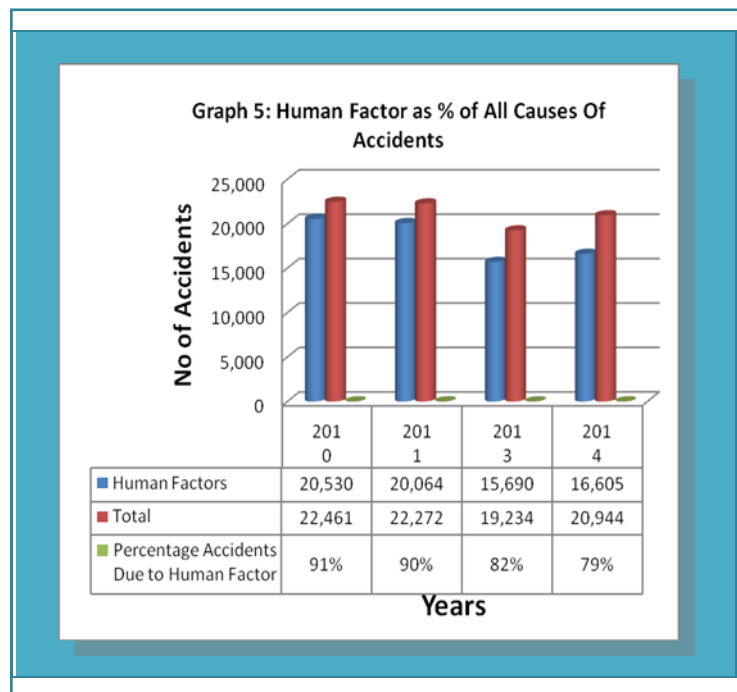
The Traffic and Road Safety Directorate has a force of 1,362 police traffic personnel, with basic education levels that can proficiently be developed to provide modern traffic management services.

To enforce compliance with the traffic laws and regulations, a total of 2,717 traffic police personnel are required, which creates a gap of 1,355 personnel. The traffic police regularly interface with traffic offenders, with a high temptation to corrupt tendencies.

Over the last 20 years, Uganda has witnessed growth in the road and transport sector resulting into the expansion of the road networks, with over 20,000kms of National roads, 13,000kms of District roads; 2,800 kms of Urban roads and 30,000km Community road<sup>4</sup>. Between 2000 and 2010, the number of vehicles increased from 300,000 to



800,000, leading to increased traffic flows and number of road users. However the benefits of growth in motorization are being eroded by the carnage on the roads and the Country has witnessed a high number of road traffic crashes and associated casualties and victims as demonstrated in the graph 4. The road traffic crashes and casualties/victims have been on the increase until 2011 when the country started experiencing a declining trend in road accidents from 22,272 in 2011 to 18,686 in 2014. Despite the declining trend for the last four years (2011-2014), Uganda has the second highest road accidents in Africa and the world, only second to Ethiopia<sup>5</sup>. The death rate on Ugandan roads is reported to be twice the average in Africa. On average 8 people have been dying of road traffic accidents per day in



<sup>4</sup> [http://www.ugandaroadsector.org/state of roads in Uganda](http://www.ugandaroadsector.org/state%20of%20roads%20in%20Uganda)

<sup>5</sup> <http://www.ugandaroadsector.org/RoadSefty>

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Uganda of the last 7 years since 2007. Road traffic accidents remain one of the key public health challenges in Uganda. According to the Ministry of Works, Transport, and Communication, Uganda loses approximately Shs 800 billion per year due to traffic accidents<sup>6</sup>, implying UGX 2.2bn is lost per day.

Human factors have accounted for 79% - 91% of all the causes of crashes on the road as illustrated by graph 5. Non-compliance of drivers with traffic and road safety regulations accounted for 91% and 94% among the human factors in 2010 and 2011 respectively. Therefore, dealing with the behavior of motorists and ensuring compliance with the traffic and road safety procedures and regulations can greatly reduce road traffic crashes and casualties in the country.

Pedestrians are the most vulnerable category of road users. They constituted 40% of all the fatalities and on average 25% for people seriously injured for years 2012 -2014, followed by passengers who constituted 30% and 27% of all the fatalities in 2012 and 2014 respectively, and 39% for people seriously injured during 2012 - 2014.

The growth in motorization has not been matched with the needs and demands of increased traffic flows and road users in the last 10 years. The road infrastructure has remained narrow and inadequate. This also has increased demands in traffic law enforcement in terms of manpower and enforcement tools.



<sup>6</sup> <http://www.ugandaroadsector.org/RoadSefty>



Enforcement of traffic and road safety laws and regulations in rural areas is a major challenge, due to limited transport options available to road users. As a result, vehicles are often overloaded; operate in poor mechanical conditions, and the motorists are most times unlicensed.

### 2.2.3 Marines Services

The Marine unit, established in 1995, has a team of 67 personnel, policing all water bodies in the country. The strategic deployments of the Unit, has grown from 04 detachments; at Kigo (marine headquarters), Lolwe Island, Kalangala Island and Butiaba, to 18 on all water bodies distributed as follows: Lake Victoria -12, Lake Kyoga - 4, Lake Albert -1, and Lakes George, Edward and Kazinga covered by 1 establishment. In 2001, Marine became an independent specialized unit mandated to provide



maritime security and safety services on all water bodies in Uganda that include: Lakes Victoria, Kyoga, Albert, George, Edward and Kazinga Channel. The following are the key marine functions:

- Collaborate and liaise with other maritime stakeholders locally and internationally.
- Provide water transport to police personnel on duty.
- Enforce government regulations on immigration, fishing, and all economic activities on Uganda waters.
- Monitor and coordinate search and rescue operations on water.
- Provide maritime support services to government programmes and VIPs travelling on water.
- Ensure patrols on water to prevent trespassers and pirates.
- Provide traffic guidance on water.

However, marine policing is still a big challenge considering the ignorance of the travelers and operators about marine safety measures and requirements. Often, many travelers don't wear life jackets, the boats are overloaded and in dangerous maritime conditions. In addition, there are policy gaps that make it difficult to enforce policing standards in water.

Table 1 below and annex 3 provide state of affairs of marine policing and rescue services in the country. Currently there is a 40% gap in terms of marine detachments, 29% gap for marine zones, 73% and 94% shortage for personnel and accommodation respectively.

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**Table: 1 Summary status of the coverage of marine services**

Items	Total required	Current Status	Gap	% of the Gap
Detaches /bases	30	18	12	40%
Marine zones	7	5	2	29%
Personnel	724	197	527	73%
Accommodation	724	42	682	94%

## 2.2.4 Protection of Key Installations, VIPs, and Counter Terrorism

### a) Protection of Key Installations VIPs

The Uganda Police provides security services to key installations and establishments that are of strategic importance to the country such as the Parliament, Airport, Banks, Offices, Hospitals, etc. This in addition to provision of protection services to VIPs.

### b) Counter Terrorism

Terrorism is a major threat to national, regional, and international peace and security. Uganda has suffered devastating human cost of terrorism, in terms of lives lost or / and caused permanent disabilities. On 11<sup>th</sup> July 2010, more than 76 people were killed and more than 70 were injured in bomb suicide attacks by Al Shabaab Islamic militants during the 2010 World Cup final match at Logogo Rugby Club and Ethiopian village in Kabalagala. Since then, Uganda has had more than 15 terrorist threats (annex 4), which the UPF has been able to successfully neutralize, including the one on 13<sup>th</sup> September 2014, during which 25 Al-Shabaab suspects were arrested and taken to court.

Within the region, Kenya has experience terrorists attacks more than any of the East African Countries. Since 2011, Kenya has suffered more than 36 terrorist attacks that have claimed at least 456 lives and left more than 575 injured (annex 5).

The Government of Uganda has tackled the problem of terrorism through legal, society, security and regional cooperation approaches. **On the legal front;** in 2002, Uganda enacted “The Anti-Terrorism Act, 2002”, to provide for an effective legal framework for combating terrorism acts in the country.

**On the security front,** the Government established the Joint Anti-Terrorism (JAT) Task Force, an interagency unit that coordinates all security actions on terrorism in the country. The JAT is constituted by representatives from all security agencies, and it reports to a security committee chaired by the Inspector General of Police, and is comprised of leaders of all security agencies.

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**At society level**, Uganda has employed the community policing strategy to collaborate with the Uganda Police in combating crime including terrorism acts. The Uganda Police has trained community crime preventers and has sensitized the general public on prevention and detection of terrorist acts.

**Cooperation within the Region:** At the regional level, the East African Community Inter-forces cooperation and partnership has also been established to coordinate the tracking of terrorists groups. The forces supported by governments of each country share information and intelligence for prevention of terrorist activities in the region. This collaboration and partnership with Kenya and Tanzania led to the arrest and prosecution of suspects in the July 2010 Kampala terrorist attacks.

Whereas regional Counter Terrorism (CT) efforts are in place, challenges still exist that require even stronger cooperation and partnership at community, national, regional, and global level. Not all the countries in the Great Lakes region of Africa have laws to address terrorism. This challenge directly affects regional efforts to combat terrorism, especially when a terrorist act is committed in a country that lacks relevant laws and an effective legal framework for combating terrorism. These efforts are also hampered by continued support given to terrorists by some countries within and outside of Africa, differing levels of CT training and awareness within the Great Lakes countries and the varied threats to the individual countries, which in part determines their strategic priorities.

The threat of terrorism is real and it affects every country. Partnership and collaboration to counter terrorists at all levels is the most effective way to use the available resources.

### **c) Private Security Organizations**

The Police Act 1994 Section 72 and 73 (1) (P) provides for the establishment of Private Security Organisations (PSOs). The Statutory instruments No.11 the Police (Control of PSOs) Regulations 2013, mandates UPF to licence and regulate PSOs. In addition, the firearms Act 1970, provides for the firearm management. It mandates the UPF to licence and regulate issuance of fire arms to civilians. Within this legal frame work, the UPF is mandated to:

- Develop policies, systems and strategies for effective management of PSOs and other related matters.
- Develop standard operational procedures (SOPs) to guide the PSO managers in implementing good management practices while providing protection services

- Establish a standardized quality and relevant data base for PSO personnel and firearms.
- Ensure that relevant regulations governing the operations of the PSOs are enforced.
- Supervise, monitor, and coordinate activities of the departments to ensure effective management of PSOs.

The UPF licenses PSOs, as a backup measure in the provision of protection services to individuals, business enterprises /investments, as well as institutions and organizations. In 2014, the UPF had registered and licensed 124 PSOs country wide, with a total strength of 37,000 security personnel to augment Police work and ensure there is protection of life and property, as well as prevention and detection of crime. In addition, UPF arms civilians of good conduct with civilian fire arms for personal protection, where Police may not be able to provide security. The absence of a PSO policy to regulate the operations and management of the Private Security Organisations creates a loophole in the supervision and monitoring of the PSOs by UPF.

### **2.3.0 Preservation of Law and Order**

The Ugandan population is increasingly being empowered to demand for their political, democratic and human rights. Dissatisfaction with political developments and delayed service delivery have often manifested into demonstrations, protests and riots. These protests have occasionally turned violent leading to clashes with the UPF. Over the years the statistics on the demonstrations/protests/riots has been as follows:

**Table2: Riots/Demos/ Protests Managed by UPF over the years and the outcome**

Year	Date	Place	Injured	Dead	Arrests	Source
2009	9th Sept	Buganda Riots	88	27	111	Human Rights Watch
2010	11 <sup>th</sup> June	Tororo Cement	26			URN
	18 <sup>th</sup> Mar	Kasubi Tombs	5	2		Wikipedia
2011	March, April, May, June etc	All Kampala and other Districts walk to work demonstrations /riots	200	2	700	BBC News Africa, quoting Red Cross and Minister of Internal Affairs and The Police Watch, 'Public Order Management in Uganda Today: Issues and Perspectives,' HURINET-U, June, 2011.
2012	17 <sup>th</sup> Mar	Makerere University		2		Daily Monitor of 17 <sup>th</sup> March 2012
	21 <sup>st</sup> Mar	K'la Down Town		1	3	New vision of 21 <sup>st</sup> October 2012
	23 <sup>th</sup> Oct	Nkoma Mkt & Mbala MC				
2013	20th Feb	Makerere University Students			19	New Vision Newspaper of 20 <sup>th</sup> February 2013

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	20th June	Kiseka Mkt, Namirembe & Ben Kiwnauka Street.		2	2	Red Paper, 20th June 2013
<b>Total</b>			319	44	835	

Policing of these protests places additional strain on the UPF resources; often fracturing the UPF/community relations; leading to serious injury to the public and UPF personnel, as well as destruction of properties. UPF anticipates protests of this nature to continue throughout the course of this policing plan. This implies that UPF needs to enhance and strengthen its internal capacity and preparedness to manage public disorder situations.



To preserve law and order, Government enacted the Public Order Management Act 2013, to regulate gatherings. The enactment of the Public Order Management Act has provided the legal framework that ensures that public rallies and events are successfully and peacefully held and managed.

## 2.4.0 Prevention and Detection of Crime

### 2.4.1 Crime Status and Trends in Uganda

The Directorate of Criminal Intelligence (DCI) and Criminal Investigation Directorate (CID) are mandated to ensure effective prevention, detection and investigations of crime in the country. The two directorates employ multiple strategies that include community policing; crime mapping/targeting; intelligence; investigations; feedback mechanisms; and pro-active policing, all aided by adaptation of appropriate technology.

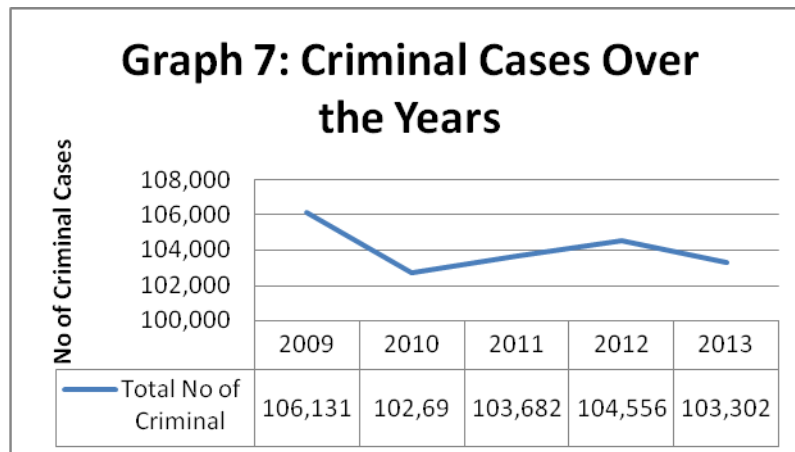
Crime management involves all security and JLOS institutions, with UPF being the first line in the administration of justice and coordinates all security agencies and JLOS institutions in the prevention and detection of crime. UPF has categorised crime into four groupings whose trend is shown in the table 3 below:

	2009	2010	2011	2012	2013
<b>Violent Crimes</b>	44,369	47,018	40,627	39,360	39,341
<b>Organized crime</b>	2,046	873	1,573	1,592	1,389
<b>Economic crimes</b>	11,222	11,281	9,724	11,220	10,411
<b>General Crimes</b>	48,494	43,526	51,758	52,384	52,161
<b>Total</b>	<b>106,131</b>	<b>102,698</b>	<b>103,682</b>	<b>104,556</b>	<b>103,302</b>

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Uganda Police Headquarters, Naguru, Plot42/49, Katalina Road, P. O. Box 7055, Kampala Uganda, Fax +256-414-343531 / 255630. General Lines: 256-414-343532 / 233814/ 231761/ 254033. Toll Free: 0800-199-699, 0800-199-499. Website: <http://www.upf.go.ug>

The volume of crimes decreased by 3% from 106,131 in 2009 to 103,302 in 2013 as shown in table 3 above and as demonstrated by the graph 7 below. The declining trend is also observed in the different categories of offences that are committed.

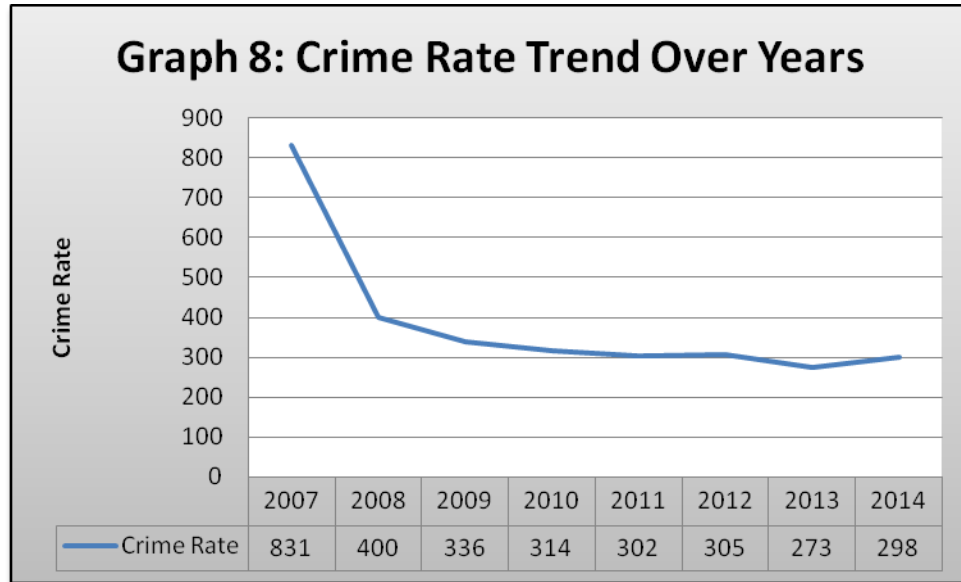


Overall the trend reflects a positive picture regarding prevention and detection of crime in Uganda. The UPF annual crime reports for years (2007-2014) shows that the rate<sup>7</sup> has reduced from 831 in 2007 to 298 in 2014, (graph 8 below) representing a decline of 64% over the last eight years. For the last four years, the decline in crime rate has stagnated at round 300 people who are victims of crime out of every 100,000 people in the country.

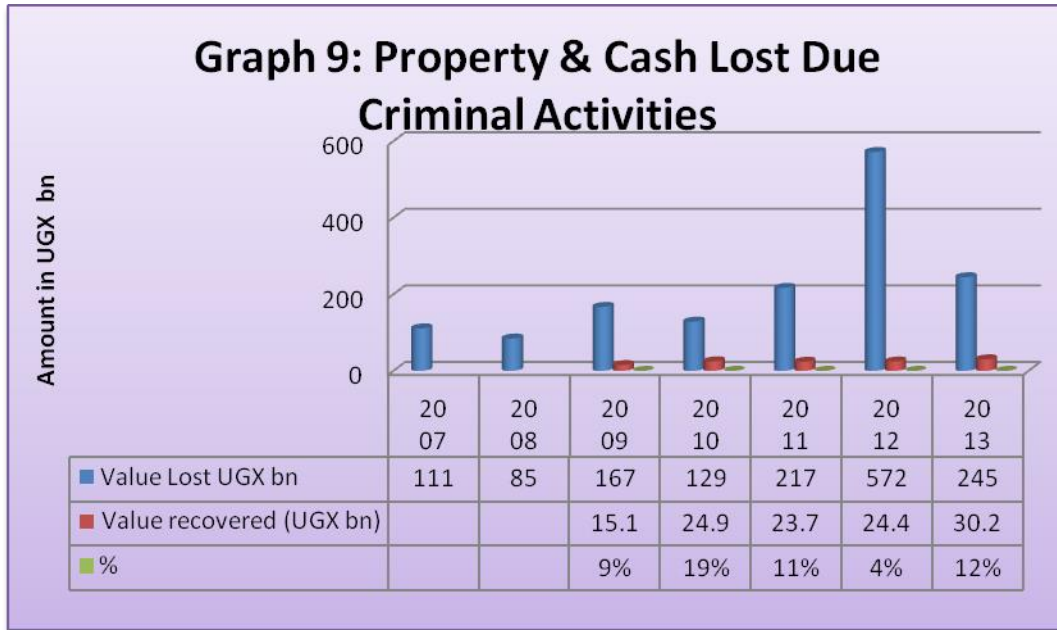
However; despite the decline, there are categories of crimes being committed which are on an upward trend. These are the sex related offences that have increased by 64% from 7,360 in 2009 to 12,077 in 2014. Between 2013 & 2014, sex related offences increased by 26% from 9,598 to 12,077. The child related offences increased by 27% from 8,646 cases in 2009 to 10,974 in 2013. Corruption related crimes have more than quadrupled and increased by 382% from 95 cases in 2009 to 458 in 2014. Between 2013 and 2014, the number of corruption cases handled by CIID increased by 11% from 413 to 458. Cyber-crimes more than doubled from 36 cases in 2013 to with 83 in 2014, causing a financial loss of UGX 27.1 billion.

<sup>7</sup> Crime rate is the number of victims of crime out of every 100,000 people.

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It should however be noted that much as the crime rate is declining, the value of property and cash lost due to criminal activities increased more than 6 times from UGX 84.5 bn in 2008 and to UGX 571.8bn in 2012, before declining to UGX 244.68bn in 2013, as shown in graph 9 below. The capacity of the UPF to recover property and cash lost is very limited and of great concern. For the last five years, UPF has only been able to recover less than 20% of the property and cash lost due to criminal activity, as analyzed in graph 9 below. The increasing value of property and cash lost due to crime and the inability to recover it, could negatively impact on investment in the country.

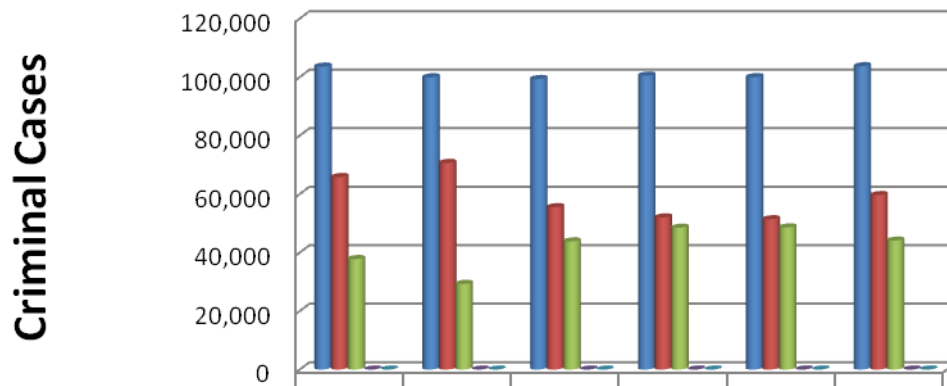


### 2.4.2 Crime Management

The management of the criminal cases is a challenge that UPF has to tackle. Over the last six years, on average, 42% of the criminal cases with the CIID are taken to Court as demonstrated in graph 10. This implies that annually over 58% of the criminal cases remain under inquiry. This however is an under estimate, given that it does not cover the backlog of cases brought forward from previous years.



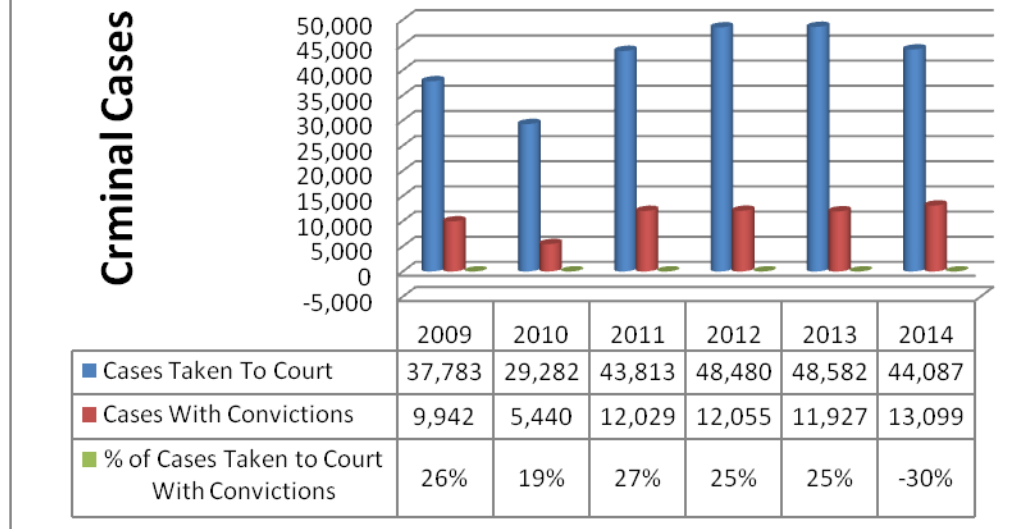
**Graph 10: Total No. of criminal cases compared to cases under inquiry & cases taken to court**



■ Criminal Cases	103,592	99,917	99,321	100,465	99,959	103,720
■ Cases Under Inquiry	65,809	70,635	55,508	51,985	51,377	59,633
■ Cases Taken To Court	37,783	29,282	43,813	48,480	48,582	44,087
■ % of Cases Under Inquiry	64%	71%	56%	52%	51%	59%
■ % of Cases Taken To Court	36%	29%	44%	48%	51%	42%

The success rate of cases taken court is a matter of concern. For last six years 2009 - 2014 convictions on average have been 26% implying that annually one in four people who commit a criminal offence gets convicted by the courts of law, as shown in the graph 11. At the same time on average 60% of the cases taken to Court remain pending annually, which is also an indication of delayed justice by the judicial system.

**Graph 11: Convictions Compared with Cases Taken to Court**



Available data demonstrates that a large percentage of cases are ongoing and evidence has not been gathered for prosecution in the courts of law. In addition, the success rate of cases taken to court is also still very low. These are indications of inadequate standard of investigations being carried out. It could also be because of the limited and ill equipped Police officers deployed to carry out the investigations. This data supports the assertion that government investigative capacity is weak and needs strengthening.

The establishment and equipping of a Forensic Laboratory will greatly facilitate scientific investigations for efficient collection of evidence for cases under investigation, for successful prosecutions in court. The establishment of case management information system with appropriate technology will facilitate real time tracking and action on cases in the system.

It should however be noted that the management and conclusion of criminal cases is a responsibility of the whole criminal justice system. The success of UPF in the management of criminal cases is dependent on the efficiency of other judicial institutions especially the DPP and the Judiciary. The structural bottlenecks in the administration of justice have resulted into the case backlog problem and have created obstacles for the UPF in the management of criminal cases. Therefore, effective and efficient management of criminal cases is a matter for undertaking reforms in the Justices, Law and Order Sector.

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### 2.4.3 Community Policing

Community policing is a key strategy for crime prevention. It emphasizes relationship building between the Police and community members. It creates partnership between the Police as the duty bearers and the community as the rights holder. The strategy empowers communities to be proactive in crime prevention, and to provide support to the Police in devising strategies and finding solutions to crime. Community policing approach to crime prevention is implemented through neighborhoods watch schemes; crime reporting through toll free lines, community crime prevention partnerships, community liaison and the training of community crime preventers. Community policing requires the public to be pro-active and play a major role in the prevention and reporting of crime. In spite of this effort there remain large sections of people in Uganda that the UPF needs to strategically and optimally involve in policing. These include the media, public servants; political interest groups/parties; business enterprises; professional associations; local governments; immigrant populations; trade unions; NGOs; traditional institutions; faith based organizations and special interest groups.



The community policing strategy has played a major role in reversing the crime trend that has been declining since 2007. The IGP observed that “In my view, the key player in the decreasing rate of crime over this period has been the general public. The partnership that we have developed with the public, under the community policing initiative has been instrumental in proactively preventing crime, as well as, decisively resolving crimes that would otherwise have gone unresolved, without the public’s cooperation.” IGP Gen. Kale Kayihura, Uganda Police, 2011 crime report. Community policing therefore remains a key strategic focus of the UPF and it will continue to be used to identify the root causes, and launch a serious campaign in the homesteads, and neighbourhoods to prevent these crimes.

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#### 2.4.4 Forensic Services

In July 2013, the UPF transformed the Identification Bureau Department under the CIID to a Directorate of Forensic Services, to enhance scientific investigations and response to the growing demand for forensic evidence in modern judicial processes. A Forensic laboratory was established in Naguru, in 2010, and has been designated as a regional centre of excellence for forensic services in East Africa. The UPF has taken the following measures to strengthen forensic services:

- i) Strengthen the technical capacity for forensic services, in finger printing, DNA profiling, ballistics and scenes of crime expertise.
- ii) Strengthening the transportation capacity of the Directorate to facilitate effective and efficient delivery of forensic services.
- iii) Recruitment and deployment of skilled cadres of staff, in 95 out of the 129 policing districts. Staffing has improved from 166 officers to 211 officers.
- iv) Procurement of laboratory supplies and reagents for forensic services.
- v) Procurement of a fully equity specialized crime scene vehicle

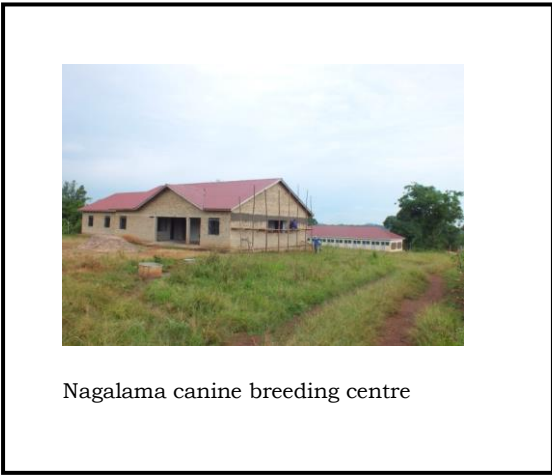
#### 2.4.5 Canine Services

The Canine Unit provides specialized tracker dog services to the UPF and works with other departments to prevent, detect and investigate crime. The Unit supports the anti-narcotics department by providing narcotics detection dogs at Entebbe International airport and other border points. The Unit also provides explosive detection dogs to the Counter Terrorism Directorate for detection and elimination any possible risk of explosives. Canine Units were established in 12 UPF stations as indicated in table 4 below.

Table: 4 Establishment of Canine Services over the Years

Police Stations with Canine Services as of 2010		Police Stations Established After 2010		
1. Jinja		13. Moroto	25. Ibanda	37. Kamwenge
2. Mbale		14. Mukono	26. Rukungiri	38. Rakai
3. Tororo		15. Gulu	27. Kawempe	39. Serere
4. Iganga		16. Busia	28. Kazo	40. Bwera
5. Masaka		17. Fortportal	29. Kyegegwa	41. Kasese
6. Kabale		18. Kiruhura	30. Kibale	42. Sheema
7. Luwero		19. Bushenyi	31. Mubende	43. Kitagata
8. Hoima		20. Kira	32. Buikwe	44. Lyantonde
9. Mpigi		21. Ntungamo	33. Kiryandongo	45. Mityana
10. Entebbe		22. Soroti	34. Rubindi	46. Masindi
11. Lira		23. Kayunga	35. Kiboga	47. Lwengo
12. Mbarara		24. Kisoro	36. Palisa	48. Kamuli

A dog breeding unit at Nagalama was established in 2010, as part of the expansion programme for equipping every Police station with least two (2) sniffer dogs. Since 2010, the number of Police Stations with Canine services has tripled to 48 as indicated in table 6 above. In the long run, every Police station in the Country will have Canine services.



Nagalama canine breeding centre

Canine services have been very instrumental in crime prevention, detection and investigations. This has created an overwhelming demand for Police dog services around the Country. During 2013/2014, Police dogs performed 8,123 tracings in the country, resulting into arrests of 4,876 persons, which is a performance of 60%. Of the arrests made, 34% (1,670) were taken to court. Of the cases taken to court, 31% (522) were convicted, and a total of 1,739 exhibits recovered.

**Table 7: Tracking Returns July 2013 -June 2014**

Number of tracking performed	8123	
Number of persons arrested	4876	60%
Number of persons taken to court	1670	34%
Number of persons convicted	522	31%
Number of exhibits recovered	1739	

The challenge regarding canine services is the maintenance of dogs. The minimum annual cost of feeding a Police dog is UGX 3.6 m. This implies that for the current 48 dogs, UGX 172,800,000 is required for feeding annually, on top of other expenses such the medical care. In addition, the UPF is unable to breed dogs required for more sophisticated tracking. This means that UPF still has to import such dogs that are not bred into the country.

## 2.5.0 Cross Cutting Issues

### 2.5.1 Gender, Children and Family Protection

The UPF prevents and responds to cases of child abuse and Gender Based Violence (GBV) through the department of Child and Family Protection. Criminal acts of GBV cover domestic violence such as wife battery, domestic violence, human trafficking, rape and defilement. Others are early marriages, widow inheritance, honour killings and female genital mutilation. Acts of



violence against children includes assaults, child desertion, child neglect as well as failure to provide necessities to the child.

The UPF carries out the following functions to protect the rights of children and women:

- i. Enforcing laws on domestic violence and violence against children. These include: Children's Act, FGM Act, Domestic Violence Act, Penal code Act and the Anti Trafficking in Persons Act. This is done by carrying out investigations, apprehending the offenders and protecting the victims. Cases handled are those criminal in nature such as child neglect, assault, child desertion, failure to provide necessities and domestic violence.
- ii. Providing counselling and guidance to both victims and perpetrators of domestic violence and violence against children.
- iii. Promoting programmes for child protection and prevention of GBV in communities.
- iv. Public education and awareness on preventive measures on child abuse and gender based violence as well as providing information on the laws that address such acts.

According to the Uganda Demographic Health Survey (UDHS) 2011 GBV crimes affect over 60% of Ugandans. In addition 56% of women experienced physical violence while 26% of men experienced spousal physical and sexual violence. According to the UPF annual crime and road safety reports defilement cases increased by 64% from 7,360 in 2009, to 12,077 cases in 2014. Rape cases increased by 107% from 530 in 2012 to 1,099 cases in 2014. Domestic violence increased by 8% from 2,793 in 2012, to 3,006 cases in 2014, while human trafficking increased from 108 in 2012 to 154 cases in 2013, and declined by 31.8% to 105 in 2014. Death due to domestic violence increased by 15% from 159 in 2010 to 181 cases in 2011. Domestic violence is mainly attributed to wrangles in families, poverty and excessive alcohol consumption.

Cases of child abuse have been widely reported. In 2012, a total of 3,984 were reported and increase by 82% to 7,256 cases in 2014. Cases of child desertion were 2,437 in 2012, increased by 37% to 3,335 in 2014, while cases of torture reduced by 20% from 1,502 in 2012 to 1,205 in 2014. Reports from the UDHS,2006 & 2011; and UNICEF survey on violence against children of 2012 revealed that 21% of girls aged 15 to 19 have experienced sexual violence, 25% of children aged 5 to 14 are engaged in child labour and an estimated 40% of children face violence in the home, while 32% face violence in schools. Important to note is that barterers, sex offenders and stalkers use violence to achieve and maintain control over their victims.

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The UPF has strength of 529 (21%), out of the 2,569 CFP personnel required to respond to the growing number of GBV cases, implying a gap of 79% (2,040 CFP personnel). Resource limitations constrain UPF's ability to effectively respond and prevent child and GBV related offences. The CFPD lacks logistics, transport and office space for effective management of offences. The Force also does not have shelters for providing temporary protection of victims and witnesses of abuse.

Within UPF, there are gender concerns that require attention. In terms of the UPF's strengths, there is serious gender imbalance during recruitment, promotions and deployments. The current establishment does not meet the policy requirement of at least one third of positions being occupied by women. The gender gap exists in favour of the males for most positions as indicated in the table 5 below:

**Table 5: Summary of Personnel Officers as of October 2014**

Rank	Female	Male	Total	% of women	Policy Requirement <sup>8</sup>	Gap
<b>IGP</b>	0	1	1	0%		
<b>DIGP</b>	0	1	1	0%		
<b>AIGP</b>	3	18	21	14%	7	4
<b>SCP</b>	0	17	17	0%	6	6
<b>CP</b>	7	51	58	12%	19	12
<b>ACP</b>	10	82	92	11%	30	20
<b>SSP</b>	15	142	157	10%	52	37
<b>SP</b>	49	391	440	11%	145	96
<b>ASP</b>	204	832	1036	20%	342	138
<b>IP</b>	150	1052	1202	12%	397	247
<b>AIP</b>	329	1808	2137	15%	705	376
<b>SGT</b>	523	2202	2725	19%	899	376
<b>CPL</b>	1028	4734	5762	18%	1901	873
<b>PC</b>	2805	20586	23391	12%	7719	4914
<b>SPC</b>	672	4650	5322	13%	1756	1084
<b>Civilians</b>	133	180	313	42%	103	-30
<b>Total</b>	<b>5958</b>	<b>36752</b>	<b>42710</b>	14%		

Some of the Police standing orders do not promote gender equity. For marriage, female Police Officers have to seek consent of the IGP to marry civilian men. The same is not applicable to the male police officers when marrying civilian women. This imbalance needs to be addressed so that both genders are subjected to the same rules.

<sup>8</sup> Policy requirement: At least 1/3 of positions occupied by women

The Force is mindful of the unique reproductive health and biological needs of women when making deployments. Field Force patrols and night deployments do not favour such unique needs of women police officers.

The garment industry of UPF, which employs 97% women, does not have facilities that promote breast feeding and early child hood development.

Sexual harassment of female officers has been brought to the attention of top management. There are undocumented reports of women police officers who have been denied promoted for not being responsive to the sexual demands of their superiors.

### **2.5.2 Human Rights Observance**

The UPF has elevated the department of Legal to a directorate of Human Rights and Legal services to address the issues of Human Rights observance in the Police. The Directorate has established 16 Police Human rights Regional offices to ensure close supervision and management of human rights issues. However, the directorate faces challenges of ensuring adherence to human rights requirements due to logistical constraints experienced in the delivery of policing services. The requirement for detention not beyond 48 hours is a major test for the Force because of the inadequate availability of resources to facilitate comprehensive investigations. Some of the detention facilities are not adequate and in some instances minors are detained with adults in the congested and inappropriate sanitation facilities.

In some areas the criminal justice system is not complete. According to the JLOS annual performance report 2014/15, other actors in the criminal justices system are present in 75% of the districts in the country, which makes it difficult for UPF to comply with the 48 hour rule in the 25% of the remaining districts. This often results into remanding prisoners into Police cells, including Juveniles. It also increases the cost of service delivery due to long distance of moving files and suspects from Police to the DPP/RSA and the Courts.

The UPF also does not have an effective system of tracking files and cases between the Police and RSA. The Force sometimes is not aware when cases are scheduled for Court. This leads to the high number of cases that remain pending and denying suspects the right to be heard in time.

### **2.5.3 Environmental issues**

The environmental sanitation especially in Police barracks is in a pouring situation. The Force does not have adequate sanitation facilities to accommodate the population there in barracks.

#### 2.5.4 The Police Professional Standards Unit (PSU)

The Police Professional Standards Unit (PSU) was created in July 2007 as a new Unit within the Uganda Police Force with its headquarters at Bukoto - Kampala. The driving need behind the creation of this unit was to answer the critical issues of corruption, human rights abuse, and professional misconduct and also to answer the question of “*whereas UPF polices the public, who polices the UPF?*” This is also in relation to the provision of S.70 of the Police Act CAP 303 as amended by Act No.16/2006, which states that a member of the public is entitled without prejudice to any legal redress available to him/her to make a complaint against any police officer

The key PSU functions include the following among others.

- To act as an in-house mechanism for addressing complaints against the UPF.
- Promote the rule of law and observance of Human Rights in the Police and community.
- Monitor and evaluate operations of other Directorates, Departments, and Units for the purpose of ensuring transparency, accountability, and value for money.
- Handle specific investigations into alleged professional misconduct within the UPF as assigned by the IGP or received from the public.

From its inception, the unit has expanded to 16 Police regions and has so far handled a total of 15,195 cases of professional misconduct, complaints from the public and Human rights abuse. Summary of the leading complaints recorded is shown in the table below:

**Table 6: Summary of leading cases reported**

S/n	Offence	2010	2011	2012	2013	TOTAL
1	Mismanagement of files	745	789	551	820	<b>2905</b>
2	Misconduct	576	648	435	996	<b>2655</b>
3	Unlawful Arrest/over Detention	165	177	71	181	<b>594</b>
4	Corruption	155	93	59	79	<b>386</b>
5	Malicious prosecution	23			55	<b>121</b>
6	Torture/Assaults	47	52	38	71	<b>208</b>
7	Death of suspect in cells	07	03	03	03	<b>16</b>

#### 2.6.0 What Accounts for the Declining Crime Trend

The decline in crime incidence has been a result of a package of ideological interventions focused on rectifying the organizational challenges and capacity building of the Force. These are examined below.

### **i) Increases in Staff Establishment**

The UPF human resource ratio to population served has improved over the years. Police to population ratio improved from 1:1,734 in 2005 to 1:816 in 2014 as shown in the table 7 below.

**Table 7: Human Resource Development: Trend Analysis**

<b>Year</b>	<b>Police to Population Ratio</b>
<b>2014</b>	<b>1:817</b>
<b>2013</b>	<b>1:844</b>
<b>2012</b>	<b>1:826</b>
<b>2011</b>	<b>1:786</b>
<b>2010</b>	<b>1:767</b>
<b>2009</b>	<b>1:767</b>
<b>2008</b>	<b>1:786</b>
<b>2007<sup>9</sup></b>	<b>1:1136</b>
<b>2006<sup>10</sup></b>	<b>1:1450</b>
<b>2005<sup>11</sup></b>	<b>1:1,734</b>

**Source: UPF administrative records, 2014**

The strategy is to increase the number of personnel for all key policing functions, particularly for the units that are performing visible policing functions. The UPF strategic focus for staff establishment will be on both numbers and quality to meet service delivery demands at police post/station level. By end of 2014 the UPF strength was 42,735 against the establishment of 66,397 personnel, creating a gap of 23,647.

**ii) The qualitative improvement of Police services** through training and equipping of the Force has strengthened its capacity to prevent and detect crime.

**iii) The systematic sharpening of the UPF command** leadership, management training, and instilling of solution focused, pro-active attitude and minds of the personnel has triggered innovations and creativeness of the Force to prevent and detect crime.

**iv) Strengthening Capacity of Specialized Services:** Building of specialized capabilities through training and equipment acquisition has improved the Force's ability for prevention and detection of crime. Over the last 6 years, UPF has built specialized capabilities that include: Counter Terrorism; Field Forces Unit for preventive policing, managing public disorders and riots, cattle rustling and other violent threats. Other capabilities are crime investigation facilities such as a modern forensic laboratory, anti-cyber crime

<sup>9</sup> Crime and Traffic statistics Report for FY 2007/8 presented at the 13<sup>th</sup> JLOS Review

<sup>10</sup> JLOS Semi Annual 11<sup>th</sup> Review Report- December 2005-May 2006, page 20

<sup>11</sup> JLOS Semi Annual Review Report December 2004-May 2005 page 21



capability, Child and Family Protection Unit, Environment Police and Tourism Police. This together with the strengthening of synergies among the different units of the UPF has improved the efficiency and effectiveness of the delivery of policing services.

**v) The community policing** strategy has provided the foundation and framework for policing services. Partnership building with local communities through local authorities, governmental agencies, NGOs, business community and the media has been instrumental in finding solutions to problems, which, if left unresolved will result into crime or violence. The “Neighbourhood Watch” system, combined with popular vigilance, police patrol (covert and overt), and technology, have all positively impacted on crime prevention and detection, resulting into declining trends in crime incidence.

**vi) Coordination amongst stakeholders.** The improved linkages and coordination with the JLOS actors, sister Security forces, Government MDAs and the Development partners.

All these factors have accounted for the declining trends in crime incidence and will continue to inform strategies for crime prevention and detection.

## ***2.7.0 Uganda Police Human Resource and Welfare Status***

### **2.7.1 Human Resource Management Status**

The size of the Force has improved from the Police: Population ratio of 1: 1,734 in 2005 to 1:829 in 2016 based on the 2016 population of projection of 37,001,138 people (international standard ratio is 1:500). Despite this tremendous progress, UPF has not yet attained its optimal strength of 74,002 police personnel. The current establishment of 44,601 Police personnel implies a gap of 40% in human resource. For UPF to attain the optimal strengths as per the internationally recommended standard, 8,557 Police personnel will have to be recruited and trained per year for the next five years as indicated in table 8 below. Given that the unit cost of training police personnel is UGX 4,100,000, the annual budget requirement will be UGX 38.3 bn. The cost of recruiting 3,500 PPC and 1,000 Cadets is UGX 1,3bn. It implies the cost of recruiting 8,557 will be UGX 2.6bn. Therefore the annual cost of recruitment and training will be UGX 35.1bn. This means that an extra UGX 14.1bn will have to be mobilized annually, in view of the current allocation for recruitment and training of UGX 21bn

**Table 8: UPF Personnel Requirements 2016 -2020 (Based on Police: Popn Ratio of 1:500)**

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Year	Projected Population	Required Police Personnel Strength	Current Personnel Strength	Annual Requirement if no attrition	Attrition Rate	Total Personnel Requirement per year
2016	37,001,138	74,002	44,401	29,401		29,401
2017	38,122,272	76,245		2,242	1,000	3,242
2018	39,277,377	78,555		2,310	1,000	3,310
2019	40,467,481	80,935		2,380	1,000	3,380
2020	41,693,646	83,387		2,452	1,000	3,452
Total for 5 Years				38,786	6,000	42,786
Average personnel requirement per year 2016-2020				7,757		8,557

**Note:** On average, the Force has 1,441 police personnel who are none deployable per day. Of the none deployable force, 25% are sick, 58% are on leave, and 15% are on mission, while 2% have 3 or less months to retire.

As UPF strives to attain the internationally recommended standard of 1:500, the UN analysis of the year 2006 that covered 141 countries, regarding the number of police officers per 100,000 people, revealed a ratio of 1:333. This further worsens UPF's manpower gap. Basing on this ratio, UPF will have to recruit and train 16,921 police officers annually for the next 5 years as indicated in the table 9 below:

**Table 9: UPF Personnel Requirement Based on the Police: Population Ratio of 1:333 ( 300 Police Officers Per 100,000 people)**

Year	Projected Population	Required Police Personnel Strength: Base on 1:333	Current Personnel Strength	Annual Requirement	Attrition Rate	Requirements per year
2016	37,001,138	111,115	44,601	66,514		66,514
2017	38,122,272	114,481		3,367	1,000	4,367
2018	39,277,377	117,950		3,469	1,000	4,469
2019	40,467,481	121,524		3,574	1,000	4,574
2020	41,693,646	125,206		3,682	1,000	4,682
Total Requirements by 2020				80,605	6,000	84,605
Average requirement per year				16,121	1,000	16,921

To mitigate the above challenge, in the meantime, UPF should continue to pursue the community policing strategy, which promotes popular vigilance of the society by recruiting and training of crime preventers as a stop gap measure, given that UPF is unable to meet its annual recruitment and training

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needs. Community policing will therefore have to be comprehensively implemented up to the village level countrywide.

The UPF should also enhance the fitness and wellness programme to maintain the health and fitness of all Police Officers, in order to ensure available manpower is deployable all the time.

## 2.7.2 UPF Human Capacity Development

The Force also faces the challenge of professionalism in terms training, skills development, and attitudinal change which will be tackled. UPF needs to undertake development of its manpower through various capacity skills which includes career development, specialized and refresher courses as a strategy for the of professionalization of the Institution. The professional training needs of the Force are indicated in table 10 below.

**Table 10: Professional needs of the Uganda Police Force**

<b>1</b>	<b>Career Development</b>			
<b>S/N</b>	<b>Course</b>	<b>Total</b>	<b>Trained</b>	<b>Pending Training</b>
1.1	Executive Leadership courses (SCP-IGP)	40	4	36
1.2	Strategic Command and Leadership program (CP)	53	0	53
1.3	Senior Command (ACP)	231	19	212
1.4	Intermediate Command and staff course (ASP-SP)	2,247	235	2,012
1.5	Station Commanders (C/ASP)	2,500	0	2,500
1.6	Junior command and supervisory course (AIP-IP)	3,593	355	3,238
1.7	Non Commissioned officers course (CPL-SGT)	10,240	495	9,745
	<b>Sub Total</b>	<b>22,590</b>	<b>1108</b>	<b>21,482</b>
<b>2</b>	<b>Specialized training</b>			
2.1	Induction (CID, Traffic, Canine, Marines, Fire, Forensics, FFU, CT)	4,811	1,500	3,311
2.2	Advanced (CID, Traffic, Canine, Marines, Fire, Forensics, FFU, CT, Medical)	2,000	5,00	1,500
	<b>Total</b>	<b>6,811</b>	<b>2000</b>	<b>4,811</b>
<b>3</b>	<b>Refresher Courses</b>			
3.1	Upgraded SPCs, Former LAPS, Operation staff	15,000	1,000	14,000
	<b>Grand Total</b>	<b>44,401</b>	<b>4108</b>	<b>40,293</b>

The UPF strategy is to increase the operational strength and capabilities for effective policing, through continuous recruitment, training, skills enhancement and strengthening of disciplinary mechanisms.

### **2.7.3 Staff Welfare and Development**

Staff welfare remains a thorny issue for UPF with a highly detrimental effect on staff motivation and performance. For the previous years the Government focus has been on recruitment with no matching staff welfare interventions.

The salary for Police personnel is meager, a major de-motivating factor and breeds temptations to corruption tendencies. This is also one of the causes of the high attrition rate estimated at an average of 1,000 personnel annually.

The housing situation leaves a lot to be desired, and does not favor family life, as majority of the personnel share rooms, some are forced to build their own shanty or makeshift houses and other rent using the meager salaries. Currently the available staff housing infrastructure can only accommodate 24% of the personnel, implying that there is a gap of 76%.

To mitigate the above challenges, UPF has continuously engaged the Ministries of Public Service and Finance to enhance staff salaries to improve on their motivation. In addition, through Public-Private Partnership arrangement, 7,300 housing units are to be constructed in Kampala Metropolitan Policing area and capitalisation of the construction unit that will construct 1,000 units annually in upcountry stations.

Other schemes to improve staff welfare are; the duty free shop for constructional materials, currently operational in 12 regions. UPF staff members have formed a SACCO (Exodus) which encourages members to save and provide affordable financial credit services.

### **2.7.4 Educational Services for Police Children**

The UPF has a Department of Education services that provides accessible and affordable formal education to children and orphans of Police officers. It is aimed at mitigating the problems Police Officers face in providing education to their children as well as improving their welfare and morale while performing national duties. This is in view of the following challenges which they experience while on duty:

- Police personnel are transferable any time and deployed anywhere, which interferes with the education of their children.
- The low incomes of Police Officers presents obstacles for their children to be able to access quality education

The provision of basic formal education therefore is a key strategic action for motivating and improving the welfare situation in UPF.

## 2.7.5 UPF Health Services

The Directorate of Police Health Services (PHS) provides health care services to the Police and surrounding community, through provision of medical emergency and response; and Medico-legal services. The Force operates 08 Health Centre IVs, 06 Health Centre IIIs and 66 Health Centre IIs, covering 68% of Police regions. These health facilities offer free general outpatient healthcare services to Police personnel, their families and the general public. There are 237 personnel operating these health centres and performing other functions of which 12 are police surgeons.

## 2.8.0 Uganda Police Force Infrastructure

### 2.8.1 Status of Housing Infrastructure

Barracks administration and accommodation in the UPF is a key welfare concern. The Auditor General's report (February 2012), revealed that UPF has a stock of 4,360 housing units accommodating about 9,331 police officers, at a ratio of one (1) house to two (2) police officers. This accommodates only 24% of entitled officers. In some barracks, most families share small rooms in housing units, including relief houses (uniports and tents) which are in dilapidated state. The hygienic conditions in most of the places of accommodation are deplorable.

The UPF has been recruiting personnel to match with the increasing demand of policing. From the pre-independence strength of about 700 personnel, the Force has grown to 44,601 personnel as of May 2016. Out of this number, 80% (35,681) officers are entitled for accommodation in the barracks. The available accommodation of 4,360 units can only accommodate 9,331 officers, leaving a gap of 26,350 officers without accommodation at the current strengths. The Force requires 26,350 housing units to accommodate all entitled officers at the current strength.

The Force requires a total of 62,252 housing units in the next five years to accommodate all entitled officers at the optimal strength as indicated in table 11 below. Annually 12,450 housing units are required for the Force to accommodate all the entitled personnel at the optimal strengths.

Year	Projected Population	Required Police Personnel Strength: Base on 1:500	Required Number of Housing Units	Available Housing Units	Total Annual Housing Units Gap
2016	37,001,138	74,002	59,202	4,458	54,744

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2017	38,122,272	76,245	60,996	4,458	56,538
2018	39,277,377	78,555	62,844	4,458	58,386
2019	40,467,481	80,935	64,748	4,458	60,290
2020	41,693,646	83,387	66,710	4,458	62,252
Projections are based on the following					
1	Police Personnel Entitled for Accommodation constitute 4/5 or 80% of the total strength of the Force				
2	The gap will reduce once more housing units are constructed. Projection is based on a situation where housing units have remained constant				

## 2.8.2 The UPF Land

The UPF has 671 parcels of land of varying sizes and tenure system, of which 404 parcels (60%) have not been secured with titles. The unsecured land is located in prime areas attractive to the business community and therefore prone to encroachment and grabbing. The annual allocation of UGX 120m is not adequate to secure all the parcels of land. UPF requires UGX 1.953bn to inspect, survey and secure land titles for 472 parcels of land totaling to 3,087 acres. Resources need to be urgently mobilized to secure all the UPF land.

## 2.8.3 UPF Equipment

The UPF currently has 1,404 motor vehicles, equipments and plant; 7,579 motorcycles; 36 vessels (boats), 3 aircrafts and 18 donkeys. Of these 282 vehicles and 957 motorcycles are uneconomical to maintain. The UPF requires UGX 16 billion per year to service and maintain the available equipment. However, during 2015/16, only UGX 6.5 bn (41%) was approved for servicing and maintenance, creating a gap of UGX 9.5 bn. This has resulted into poor maintenance of available equipment which has humped the mobility of the Force during the delivery of policing service.

## 2.9.0 Financing of Policing Services in Uganda

The UPF operates in a state of chronic underfunding, undermining its capacity to deliver its mandate and society expectations. It's a major contributory factor to the rapture of trust between UPF and the rights holders. Government allocations to UPF are through the Medium Term Expenditure Framework (MTEF) and the SWAP development fund. Table 12 below shows that over the years the monetary funding for policing services (recurrent and development) has gradually grown from UGX 86.4 bn in the FY 2005/6 to UGX 435bn<sup>12</sup>

<sup>12</sup> This Excludes JLOS Basket Funding

during 2015/16 financial years, an increase of 403% over the ten years. The recurrent financing grew from UGX 82.6bn to 157.6, an increase of 207% during the same period. Development financing increased by 1703% from UGX 3.42BN to UGX 61.66 bn.

The recurrent expenditure growth is largely attributed to the expansion in the UPF establishments that increased from 18,705 personnel to 42,750, a growth of 129% over the same period. This expansion led to the growth in the wage bill from UGX 42.14 bn to UGX194.071bn, an increase of 361% during the ten years (2005/6 – 2015/16). It should be noted that the growth in the wage bill did not translate into significant improvement in salaries of the Police personnel.

<b>Financial Year</b>	<b>2005/6</b>	<b>2006/7</b>	<b>2007/8</b>	<b>2008/9</b>	<b>2009/10</b>	<b>2010/11</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>
Rec Budget (UGX BN)	82.62	85.35	109.32	125.21	166.38	192.12	190.74	224.15	253.58	340.86
Devpt Budget (UGX BN)	3.42	2.28	7.73	8.50	33.74	49.68	49.68	47.43	61.66	71.66
<b>Total(UGX BN)</b>	<b>86.04</b>	<b>87.63</b>	<b>117.04</b>	<b>133.71</b>	<b>200.12</b>	<b>241.80</b>	<b>240.42</b>	<b>271.58</b>	<b>315.24</b>	<b>412.52</b>
Wage bill (UGX BN)	42.14	50.18	63.55	80.42	94.04	122.77	122.83	154.63	186.39	194.07
Wage bill as % of Rec Budget	51%	59%	58%	64%	57%	64%	64%	69%	74%	57%
Wage bill as % of Total Budget	49%	57%	54%	60%	47%	51%	51%	57%	59%	47%
None Wage (ugx bn)	36.12	35.17	42.90	42.95	59.25	68.25	67.91	67.91	67.20	137.20
None Wage as % of Rec Budget	44%	41%	39%	34%	36%	36%	36%	30%	26%	40%
None Wage as % of Total Budget	42%	40%	37%	32%	30%	28%	28%	25%	21%	33%
Wage bill as % of Rec Budget	51%	59%	58%	64%	57%	64%	64%	69%	74%	57%
None Wage as % of Rec Budget	44%	41%	39%	34%	36%	36%	36%	30%	26%	40%
Wage bill as % of Total Budget	49%	57%	54%	60%	47%	51%	51%	57%	59%	47%

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Uganda Police Headquarters, Naguru, Plot42/49, Katalina Road, P. O. Box 7055, Kampala Uganda, Fax +256-414-343531 / 255630. General Lines: 256-414-343532 / 233814/ 231761/ 254033. Toll Free: 0800-199-699, 0800-199-499. Website: <http://www.upf.go.ug>

None Wage as % of Total Budget	42%	40%	37%	32%	30%	28%	28%	25%	21%	33%
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	2005/6	2006/7	2007/8	2008/9	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15
% Change in Rec Budget		3%	28%	15%	33%	15%	-1%	18%	13%	34%
% Change in Devpt Budget		-33%	239%	10%	297%	47%	0%	-5%	-30%	16%
% Change in wage bill		19%	27%	27%	17%	31%	0%	26%	21%	4%
% Change in none wage bill		-3%	22%	0%	38%	15%	0%	0%	-1%	104%

The growth in the wage bill however has not matched with the supportive none wage expenditures. The none-wage increased by 335% in comparison to 361% for the wage bill over the same period. This further confirms that UPF expansion programme has prioritized quantity and paid limited attention to quality and supportive logistical needs that are required to effectively deliver policing services.

The partnership with the community, local leaders and the private sector has enabled mobilization of additional resources for policing services. The community and local leaders have provided land and building which are used by the Police to provide policing services. PSOs provide paid security and investigative services to institutions/organizations and individuals. This complements the work of the Police, and frees the Force from provision of guarding services to focus on more strategic security issues. There are also private sector fire prevention and rescuer service providers, who argue the work of UPF. All these partnerships have facilitated mobilization of resources from individuals and private sector, which are used in the financing of policing services. The UPF has not yet developed a mechanism for establishing the annual financial contributions of the private sector and the community in the financing of policing services

The overall growth in the financing of UPF positively impacted on the provision of policing services. It increased the visibility and access to policing services. It improved the equipping of the UPF in terms of the fleet, communication facilities, and security and rescue equipments. The UPF has further adopted enabling technology in the areas of the Express Penalty Scheme (EPS); the Human Resource Management Information System (HRMIS); the Point of Sale in the Duty Free shop; a Fire Arms Management Information System (FMIS);

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International Police data base; Special Investigations Unit (SIU); in Police Professional Standards Unit (PSU) for complaints management, IPPS & IFMS, TETRA. Consequently, the outcome of all these achievements has been reduced crime rate and declining road traffic accidents as already presented.

The UPF will continue to explore creative solutions to the financing challenge including strategic partnerships with the private sector; civil society organizations; communities and development partners. Existing partnerships with the Peace, Recovery and Development Programme (PRDP); Karamoja Livelihood Programme (KALIP), the National Plan for Statistical Development (PNSD); European support under the 11<sup>th</sup> EDF Programme; Justice, Law and Order Sector(JLOS); Development Fund for International Development (DFID); Belgian Technical Cooperation Support to Child Protection; Netherlands Support for Training and UNICEF Support for Justice for Children Initiatives when implemented in alignment with this policing plan will greatly improve the quality of policing services.

## **2.10.0 Institutional Development and Governance Systems**

### **2.10.1 The UPF Information Management Systems (PIMS)**

According to the UPF Sector Strategic Plan for Statistics, the Police Information Management System (PIMS) is expected to consist of 6 database systems and 26 data bases as indicated in the matrix below:

<b>Crime Information System (CIS)</b>	<b>Management Information System</b>
<ul style="list-style-type: none"> <li>• Motor vehicle registration database</li> <li>• Drivers license database</li> <li>• Firearms registration database</li> <li>• License to carry firearms database</li> <li>• Criminal database (including juveniles)</li> <li>• Crime statistics database</li> <li>• Traffic accident database</li> <li>• Lost property database</li> <li>• Missing person database</li> <li>• Arrest warrant database</li> <li>• Ex-convict database</li> <li>• Fingerprint database</li> </ul>	<ul style="list-style-type: none"> <li>• Salary database</li> <li>• Personnel database</li> <li>• Planning and budgeting database</li> <li>• Logistics database</li> </ul>
	<b>Social Services Information System</b>
	<ul style="list-style-type: none"> <li>• Traffic Endorsement database</li> <li>• Coroner database</li> </ul>
	<b>Support to Criminal Investigation System</b>
	<ul style="list-style-type: none"> <li>• Investigative system</li> <li>• Photographic database</li> </ul>
<b>Security Information System</b>	<b>Police Station Information System</b>
<ul style="list-style-type: none"> <li>• Special branch database</li> <li>• International criminal database</li> <li>• Questionable persons database</li> </ul>	<ul style="list-style-type: none"> <li>• Police station management database</li> <li>• Case tracking database</li> <li>• Traffic endorsement database</li> <li>• Crime prevention and suppression database</li> </ul>

In 2006, the UPF developed a 5 year sector strategic plan for statistics to operationalise the above databases systems. Limited progress has been made

with regard to its implementation and as a result the UPF still has no central information management system. The collection, analysis, dissemination of statistics has remained poor and uncoordinated. This challenge remains and will have to be addressed in this strategic plan.

### ***2.11.0 Strategic Challenges and Gaps***

This section outlines the key strategic challenges that should be responded to for the UPF effectively delivers its mandate.

#### **2.11.1 Protection of Life and Property**

##### **2.11.1.1 Fire Prevention, Emergency and Rescue (FPR) Services**

i) **Awareness and consciousness about fire as a danger to life and property**

Society in Uganda at individual, household, community and local leadership and management level, has limited awareness, concern and consciousness about the potential danger of fire and the damage it can cause. There is no forward thinking and planning for fire prevention and rescue. Fire prevention and rescue measures are not well integrated in the design and construction of buildings and infrastructure. It is important that people are educated about the dangers and risks of fire to ensure society's alertness all the time and at all levels. Central and Local Governments should embrace fire safety measures in all infrastructure works. Overall personal and society responsibility should be promoted for fire prevention and rescue.

ii) **Inadequate preparedness for fire prevention and rescue at household and infrastructure planning level.**

The preparedness for prevention or response to fire emergencies at household, community and leadership level is lacking. Fire is not considered by many as a security risk. Local Government Authorities are mandated by law to establish fire prevention and rescue services in areas of their jurisdiction. None of the local authorities has taken responsibility to establish fire prevention and rescue services. Facilities that support fire rescue such as water hydrants are not in place. In urban places such as Kampala City, the roads are not marked; they are narrow, congested with poor accessibility to places that need fire emergency rescue services. At house hold level, homes have no fire prevention facilities, and the nature of construction does not allow easy access for rescue services. Preparedness for fire prevention and rescue is lacking at all level and needs to be enhanced.



**iii) Limited capacities of the UPF to provide fire prevention and response.**

The UPF is not well equipped with fire equipment especially trucks. The available equipment is inadequate and has limited carrying capacity. In addition, there is no legal framework to compel individuals and institutions to institute fire prevention and rescue measures, thus limiting UPF's ability to enforce compliance to fire safety standards. All these challenges limit the capacity of the UPF in providing fire prevention and rescue services.

**iv) Limited capacity and preparedness of the UPF to provide rescue services during emergencies and disasters.**

Disasters are increasingly becoming a common occurrence in Uganda. These include landslides, floods, as well as hazardous materials in case of explosion of chemicals from industries. The UPF lacks the technical capacity and facilities to effectively respond and manage such catastrophes.

**v) Coverage of Fire Prevention and Rescue Service**

Coverage of fire prevention and rescue services stations in the country is limited. There are 38 stations located in 29 of the 112 districts leaving 83 without the service. Some of stations cover wider area of up to seven districts and above, this increases the response time and therefore delays service delivery. The coverage for prevention and rescue services needs to be enhanced to match with the challenges and demands of the increasing population.

**2.11.1.2 Traffic and Road Safety**

**i) Lack of discipline, respect for road traffic regulations and consciousness for road safety by road users.**

Human factors have accounted for 82-91% of all road accidents. The human factors are mainly due to the indiscipline of motorists and failure to respect road traffic regulation. Majority of motorists lack self regulating behaviors, consciousness and values for promoting safety on the road. Dealing with the mind and behaviors of motorists is likely to reduce 80% of the accidents on the road, and this is one of the major road safety challenges that the UPF will have to battle with.

**ii) Limited understanding of the Highway Code by road users**

Road users, both motorists and pedestrians have very limited understanding of the high way code. A lot of public education needs to be done to raise the awareness and understanding of road traffic signs and regulation, as one of the strategies for ensuring road safety.

### **i) Lack of regulation of Driving Schools and curriculum for training of motorists**

The training of motorists is very central in promoting road safety. This means the work of training schools greatly impacts on the road safety. Regulating quality of training offered by driving schools is instrumental in ensuring safety on the road. A mechanism ought to be established to be able to trace motorists who commit traffic offences or cause accidents and link them to driving schools where they were trained. The UPF would then publish the annual league table of driving schools based on traffic offences committed and accidents caused by motorists produced from each driving school.

In addition, there is need to review the existing curriculum for training motorists to ensure that it meets road safety challenges. The curriculum will be one of the tools used by the UPF while assessing and testing applications for driving permits. Driving schools need to be regularly inspected by the UPF and MWTC to assess their performance and compliance with the standard for training motorists. Assessment of Driving Schools should include among others: The quality of trainers, training infrastructure and the state of vehicles.

### **iii) Lack of an effective road traffic and safety information management system**

The UPF should regularly generate and coordinate the collection of data on road safety measures that should include the following:

- Accidents, covering the number of victims, number of vehicles, likely causes, and post surveillance data on victims
- Data on alcohol and drug abuse by motorists. This should include: testing all drivers involved in fatal and non-fatal accidents for the level of blood alcohol and blood drug content.
- Enforcement and response levels. Data on road safety measures such as seat belt and helmet usage, driving while no phone should routinely be collected to inform leadership and management.

#### **2.11.1.3 Marines Services**

##### **i) Limited capacity of the Marine Force**

The Marine Force has limited capacity in terms of personnel, equipment, and supportive facilities required for effective delivery of policing services on all water bodies. Marine has only 27% of its establishment filled up, creating a 73% personnel gap. A total of 527 Police personnel are required to be recruited and trained in provision of marine security and rescue services. This will

enable the Marine Force to be at full strength to effectively police all the water bodies.

The Marine Force also requires equipment to effectively deliver marine policing services. The equipment include: 2 long distance patrol boats, 2 cargo /troop carrier boats, 18 patrol boats (f/glass and engine, 1 fire boat, 2 rescue boat, 19 zodiac boats, 12 diving equipment and a fuel tank. The Force also requires operational vehicles to facilitate movements on the islands.

The strengthening of the Marine Force with personnel and equipment will greatly improve the coverage and effectiveness of the marine policing services.

ii) **Security threats associated with water bodies**

Water bodies are often used for activities that cause security threats such as terrorism, rebel activities, robberies/piracy, smuggling / illicit trade, illegal immigrants, water accidents and many other crimes. These require 24/7 surveillance and rapid response mechanism. The Marine Force therefore needs to be at full strength to avert any security threats on Uganda's water bodies.

iii) **Wide and open nature of water bodies**

Uganda's water bodies are open and wide, and have many islands, gazetted and ungazetted landing sites. The wide nature of the water bodies over stretches the capacity of the Force in an attempt to ensure coverage of marine policing services. In addition, the lack of updated charts and aids to navigation on Ugandan lakes creates obstacles and difficulties during the prevention, detection and response to crime on water bodies. The UPF therefore has to tackle all these challenges.

**2.11.1.4 Air Rescue Services**

The UPF currently has limited capacity for aerial services to provide back up support to the enforcement of law and order, as well as provision of emergency rescue services. Situations like the St, Balikudembe market fires require aerial backup which is currently not available. Forest farming is a growing industry and fire is major threat to this economic activity. Break out of forest fire can be wild and distractive to life and property. Building UPF's capacity for aerial services will be a focus of this strategic policing plan.

**2.11.1.5 Protection of Installations and Establishments, VIP, General Protection and Counter Terrorism**

### **I) Increased terrorism and violent crime threats**

Terrorism is focused on destabilizing governments, causing discomfort to the country's leadership and population, and undermining economic and social development. Addressing this threat is much more challenging given the complex and the constantly evolving nature of terrorist activity. Terrorists are heavily indoctrinated, highly motivated to cause death and mass destruction and social and economic pain. They are well financed and technologically sophisticated. Their methods of attack and choice of target are constantly changing. They change their tactics with advances in technology; therefore, security agencies must stay on their toes to recognize and defend against any new high-tech tools terrorists may be planning to use. Terrorism activities often defy national borders; and involve actors from numerous countries. Given this complexity, strong coordination and cooperation right from the family, community, national governments and between states and organizations at the regional and international level is essential to effectively combat terrorism. It is important to share best practices and lessons learned and to assist with the investigation and prosecution of terrorism cases.

### **II) Enforcement of compliance with the set standards by the PSOs**

- **Recruitment & Training**

Private Security Organizations often recruit their staff haphazardly paying limited attention to the established screening procedures. Army, Police and other security personnel who have been dismissed due to indiscipline are a priority target for PSO recruitment. PSO also recruit ex-convicts as guards, with their undesirable behaviors, who carry guns and end up committing criminal activities. The poor system of recruiting guards has led to increased crime in the country being committed by guards employed by the PSOs.

- **Data Management**

Private Security Organizations lack proper documentation and data management for their guards. Many guards have been involved in various crimes ranging from robbery to murder. Tracing criminal guards has become difficult due to the absence of proper information regarding the identity of the suspect.

## **2.12.0 Preservation of Law and Order**

### **i) Ensuring Police Professionalism During Public Order Management**

Some sections of the public have criticized the UPF for being brutal when cracking down on demonstrations. The UPF is often challenged with how best the rights and freedoms of assemblies and demonstrations and the need to maintain law and order can best be balanced. Whereas the Constitution of the

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Republic of Uganda, 2005 under article 29 (1) (d) provides for the right to freedom of speech and expression, the same constitution under article 43 provides that in the enjoyment of the rights and freedoms prescribed under chapter 4 of the constitution, no person shall prejudice the fundamental or other human rights and freedoms of others or the public interest. There are times when UPF, in the process of ensuring public order management, complaints have come up pointing to human rights violations

At times demonstrators have violently attacked the UPF. Such situations have forced the UPF to react often in equal measures which is seen by the some members of the public as unreasonable.

The challenge is that UPF needs to address its capacity gaps and promote professionalism while managing public demonstrations. The public therefore should be sensitised about the public order management Act.

### **2.13.0 Prevention and Detection of Crime**

#### **i) Sustaining the declining trends of crime rate in Uganda**

Sustaining the declining trend of crime rate in Uganda is one of the biggest challenges that UPF will have to ensure in this strategic plan. This will have to be achieved amidst the increasing size of the population. It will require popular vigilance, doubling efforts in policing crime, ensuring that community policing is fully entrenched in all communities and increasing the Police presence country wide. It requires the UPF to be updated with new the forms of crime which are emerging with the technological advancement. The interface between intelligence, investigations and operations should also be strengthened. This is in addition to improving the skills and knowledge of the Police personnel in modern policing. The UPF will have to be facilitated, highly mobile and motivated to respond to all forms of criminal activities. All these demand for more resource, pro-activeness, innovation and creativeness of the UPF in order to deal with all forms of criminal activities that may emerge.

#### **ii) Increasing coverage of the community policing strategy countrywide**

The UPF has fully embraced community policing as the most effective approach to crime prevention. Popular vigilance of the society is a key strategy given that UPF is unable to meet the annual recruitment and training of 9,330 personnel required for the optimal operations of the Force. Community



policing and training of crime preventers will therefore have to be comprehensively implemented up to the village level countrywide. This will require support from the right holders, civil society members, civic, policy, and political leaders at all levels. The community policing ideology should be fully embraced by all leaders and the general public irrespective of their political, social and religious affiliation. Once embraced, the financing of community policing can be enhanced through organic budget and external support.

**iii) Limited application of scientific crime investigations in the country.**

The UPF has established a forensic laboratory to facilitate scientific crime investigation that has the potential to provide forensic services within the region. However the challenge now is to operationalize it. This requires equipping, training personnel and provision of materials and logistics that facilitate scientific investigations.

**iv) Limited strengths and technical capacity of the CIID to manage specialized and sophisticated investigations and criminal activities**

The CIID case file ratio per year currently stands at 21, which is higher than the international standard of annual 12 case files, creating heavy work load for the CIID. This has resulted into an annual average of 58% of criminal cases remaining under inquiry and a low conviction rate of less than 30% over the last six years. In addition the CIID officers require skills to be able to effectively and scientifically investigate the growing number of sophisticated crimes. The strategic challenge for the UPF therefore is to ensure that capacity of CIID is built both in terms of personnel and skills to effectively deal with all forms of criminal cases. In addition to strengthening of CIID capacity, society and community responsibility for crime prevention will also be promoted. Table 12 shows the CIID strength by rank and gender.

Rank	Establishment	Current Status		Gap / Shortage
		Male	Female	
<b>AIGP</b>	1		1	0
<b>SCP</b>	2	1	0	1
<b>CP</b>	13	5	1	7
<b>ACP</b>	15	11	0	4
<b>SSP</b>	40	17	1	22
<b>SP</b>	172	78	13	81
<b>ASP</b>	439	185	73	181
<b>IP</b>	480	197	28	255

<b>AIP</b>	2,463	454	93	1916
<b>SGT</b>	3,791	522	137	3132
<b>CPL</b>	1122	1138	344	-360
<b>PC</b>	3,440	1,990	272	1178
<b>SPC</b>	208	66	38	104
<b>Total</b>	<b>12,186</b>	<b>4,664</b>	<b>1,001</b>	<b>6,521</b>

Due to the short fall in the strength, some Police units have no CID personnel to carry out crime intelligence and investigations.

**v) Limited Coverage of Canine Policing Services to all UPF Police Stations**

Canine policing services have proved to be effective in prevention of crime, and tracing of suspects. The demand for canine services is increasing day by day. The UPF therefore has to ensure that breeding of Police dogs is sustained to supply them to all Police stations. This implies that additional financial resources will have to be mobilized to support the building of canine infrastructure and maintenance of Police dogs.

**vi) Re-orientation of UPF Personnel to be Pro-active, Innovative and Patriotic in the Provision of Policing Services.**

To sustain the declining trends in crime rate, the UPF will have to be more pro-active, innovative and patriotic at all levels. This will require empowering the UPF personnel in strategic thinking and sprit of nationalism, to ably take on challenges in whatever form they present. At all levels the UPF should be able to tackle crime problems using the resources available other than waiting for the ideal.

**vii) Sustaining visibility of policing services to all parts of the country**

The presence of the UPF positively impacts on crime prevention. Policing services should be available, accessible and visible up to community level. More Police personnel need to be recruited and trained to expand coverage of policing services. This will then facilitate establishment of more Police stations and posts to increase the visibility of policing services in the community and also extend services nearer to vulnerable populations.

**viii) Infrastructure and Logistical Support for CIID**

Office space for interviewing of witnesses/ victims of crimes and suspects is a big challenge. This affects the degree of confidentiality and trust between the

interviewee and the interviewer and sometimes leads to leakages of information to unauthorized person.

Inadequate financial support for investigation activities remains a major challenge, causing delays in investigations, resulting into case backlog (currently over 51% of the cases remain under inquiry). This leads to loss of trust in the institution and sometimes results into incidences of mob justice.

**ix) Manual handling / management of records.**

Criminal records are manually handled and storage facilities for records and exhibits are in poor state of affairs. The Criminal Records Management System (CRMS) was developed and is operational within Kampala Metropolitan (KMP) and CIID headquarters. There is need to extend it to other police regions and districts. In addition adequate training should be provided to the personnel, who will effectively manage the system.

**2.14.0 Governance and Institutional Development**

**Personnel numbers:** The UPF has strength of 44601 as of May 2016, against the optimal requirement of 74,002 Police personnel implying a gap of 40% (29,401) in human resource. For the next five years, additional 42,786 police personnel will have to be recruited and trained for the Force to be at the optimal level of 1:500. This implies recruiting and training of 8,557 police personnel per year. In addition the Force faces the challenge of professionalism in terms training, skills development and attitudinal change. The Force needs to train 91% of their personnel in different professional courses as indicated in table 10. Staff welfare remains a constraint to policing and a major demotivating factor.

**Staff housing:** Currently the available Infrastructure meets only 8% of the housing needs of the Force, which creates a 92% gap. The Force requires 54,744 housing units to be able to accommodate all entitled officers at the current strength. In 2020, the optimal strengths of the Force will be 83,387. This implies that the required number of housing units will be 66,710 to accommodate the optimal strength of the Force. Given that currently there only 4,458 housing units available, it means that there will be a gap of 62,252. To eliminate this gap, it will require constructing 12,450 housing units annually for the five year target of having 66,710 housing to be realised.

## Section 3: What is the Future of UPF? : The Strategic Direction for the Next Five Years

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### 3.1 Vision

To provide an enlightened, motivated, community oriented, accountable and modern Police Force, geared towards a crime free society

### 3.2 Mission

The Mission of the Uganda Police Force is to secure life and property in partnership with the public in a committed and professional manner in order to promote development

### 3.3 Core Values of the Uganda Police Force

For the UPF to attain its vision and mission, the Force will be governed by the following values

- **Discipline:** Every member of the Police shall exercise the highest levels of **discipline** respecting everyone's rights and pursuing strict adherence to the set codes of conduct;
- **Professionalism:** Service First embedded in **professionalism** exhibiting at all times the requisite knowledge and skills; complemented with the right attitude to policing services to provide a responsible, effective and high quality service with honesty and integrity;
- **Nationalistic** reflective of diversity in Uganda, respecting diversity and committed to constitutionalism and respect for human rights;
- **Committed to growing and promoting the culture of human rights** in all aspects of policing work; respecting ourselves and others and always mindful of a cardinal duty to promote and observe human rights norms and standards in policing;
- Working together and commitment to **team work** values; ensuring cooperation within the Force; and with the community the Police Force is mandated to serve;
- Maximizing **productivity** through ensuring the effective, efficient and economic use of resources in the pursuit for self reliance

### 3.4 UPF Service Delivery Principles

The service delivery principles are aligned with the core values of UPF and are in many respects very similar. The principles provide a framework for all personnel members to aspire to when providing policing services. The Service Delivery Principles are;

- **Consultation:** The public must be consulted about the level and quality of the services they receive
- **Service Standards:** The public must be told what the standards of services they are entitled to
- **Access:** The public must have equal access to the services to which they are entitled
- **Courtesy:** The public must be treated with courtesy and consideration
- **Information:** The public must be given full, accurate information about the services they are entitled to
- **Openness and Transparency:** The public must be informed of the manner in which the UPF is managed
- **Value for money:** Members of UPF must provide services economically and efficiently
- **Gender Equality:** The public shall be served without gender discrimination or bias as provided for by the law
- **Redress:** If the promised standard of service is not delivered, the public must be offered full explanation and a speedy and effective remedy

### ***3.5 The Uganda Police Force Code of Ethics***

The Uganda Police Force Code of Ethics prescribes and emphasises the importance of ethical behaviour and integrity for all members of the Uganda Police Force thereby outlining and cementing the expectations of service users in the Justice System. The Uganda Police Force promotes:

- i. The responsible use of authority
- ii. Protection of individual liberties and human rights of all people in Uganda
- iii. Promotes and protects the right to property
- iv. Equal non discriminative treatment of all persons
- v. Honesty and integrity in service provision

### ***3.6 Goal***

To provide modern policing services that ensures security and public safety for socio-economic transformation and development in Uganda and the Eastern African region.

To realize the vision, mission and goal, this strategic plan has the following four result areas:

- Protection of Life and Property
- Preservation of Law and Order



- Prevention and Detection of Crime
- Institutional Development, Governance and Management

### 3.6.1 Expected Impact / Results for the Goal Level

Overall, the following results will be delivered by strategic plan by the end 2020

- 1) Crime rate reduced from 298 in 2014 to 200 per 100,000 people by end of 2020
- 2) Emergency response improved to one hour when a call is made
- 3) All terrorist threats successfully neutralized
- 4) All riots and protests peacefully contained within three hours

### 3.6.2 Key Priority Interventions

#### A) Protection of Life and Property

The following will be the key strategic priorities under this function

- Investing in counter terrorism and management of violent crime activities.
- Expanding the coverage of marine services
- Promotion and enforcement of discipline for traffic and road safety among road users

#### B) Preservation of Law and Order

- Enhancing the capacity of UPF to professionally preserve law and order in society, in adherence to human rights principles.

#### C) Prevention and Detection of Crime

- Investing in crime control, detection, prevention and investigation through:
  - ✓ Enhancing the capability of UPF for scientific investigations and intelligence gathering
  - ✓ Employing appropriate technologies such as CCTV cameras to fight and curb crime
- Popular vigilance through community policing and training of crime preventers to promote citizens' participation in ensuring their security

#### D) Institutional Development, Governance and Management

- Recruitment and training of 42,786 Police personnel and professionalization of UPF
- Equipping of the UPF (both specialised and operational equipment)
- Construction for office accommodation and 62,252 housing unit for the Police Personnel
- Establishment of the Police Academy and Development of other Police training institutions
- Improving staff welfare, education and health services delivery

The objectives and strategies aligned to the goal are defined under each programme area in the subsequent sections.

### ***3.7 UPF Function Area 1: Protection of Life and Property***

This function area focuses on strategic objectives and interventions that will safeguard the lives of all people in Uganda and their property. It outlines strategies for delivery of prevention and rescue of emergencies services, measures for traffic and road safety, provision of marine policing services and air rescue services. It also lays out strategies for protection of installations and establishments and VIP. Under this objective, particular attention will be paid to counter terrorism measures in an effort to neutralise this growing global threat. All Police personnel shall be trained to ensure that they have adequate knowledge and skills in counter terrorism measures. Society responsibility for prevention of terrorism activities shall also be promoted through community policing approach to crime prevention.

#### **3.7.1 Key Objectives, Strategies and Interventions for Protection of Life & Property Function Area**

Strategic Objective 1: To Enhance the capacity of UPF and society for prevention of emergencies and delivery of rescue services

Expected Outcomes	Planned Outputs	Strategy	Key Strategic Actions /Interventions
i. Fire Emergencies Reduced from 936 to 500 by 2020 ii. Vehicle involved in accidents reduced from 27,648 to 20,000 iii. Human Factor as % of cause of road traffic accident reduced from 82% to 50% by 2020 iv. Fatality on water bodies due to accidents reduced by 25% by 2020	i) Fire prevention and rescue preparedness requirements established for the different structures	Enhancing the capacity of UPF and society for prevention of emergencies and delivery of rescue services	<ul style="list-style-type: none"> <li>Construction of fire appliance bays for the existing fire stations</li> <li>Open new stations and emergency rescue (construction of fire appliance bays) to increase coverage of fire and emergency rescue services</li> <li>Equipping of the Fire Prevention and Emergency Rescue Services with specialized equipment and vehicles , for fire, oil and gas, forest fire and disasters</li> <li>General and specialized training of fire prevention and rescue services personnel to improve the strength from 600 to 1,125 and skills in difference rescue areas</li> <li>Public education &amp; engagement on community responsibility for prevention of emergencies and provision of rescue services</li> <li>Inspections and assessment to ensure compliance with fire safety standards in high risk places</li> <li>Engagement with Local Authorities on enforcement of fire prevention and rescue requirements and regulation</li> </ul>
	ii) Agreement reached with at least 10 local authorities that are most vulnerable to fire on the implementation of fire prevention and rescue preparedness in commercial areas	Strengthening Police Medical Emergency Response & Rescue services	<ul style="list-style-type: none"> <li>Procurement of fully equipped ambulances with medical emergency kits for the emergency rescue centres</li> <li>Training of emergency rescue teams</li> <li>Procurement of basic supplies for emergency rescue teams</li> </ul>
	iii) Each of the existing 35 prevention and rescue stations equipped with minimum requirements for	Build capacity and professionalism of traffic personnel and promoting personal responsibility for traffic and road safety	<ul style="list-style-type: none"> <li>Induction and specialized training of traffic police personnel in traffic and road safety</li> <li>Procurement of specialized equipment for road traffic management and safety</li> <li>Research on the behavior and adherence to road safety rules and regulations by motorists</li> <li>Public education on society responsibility for road traffic and road safety</li> <li>Strengthening collaboration with stakeholders (Driving Schools, URA, MOWT, Face Technology etc) on ensuring road safety</li> </ul>

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Expected Outcomes	Planned Outputs	Strategy	Key Strategic Actions /Interventions
	prevention and rescue and disaster management iv) HQs of the Fire prevention and rescue services fully equipped to respond to natural disaster.		<ul style="list-style-type: none"> <li>• Development of an automated traffic and road safety information system, linked to other systems such as Face Technology and URA Vehicle registration system.</li> <li>• Undertake operations, integrated with Highway Police on all highways to enforce safety &amp; security of road users</li> <li>• Review of and develop new methodology for conducting driving tests &amp; cover all aspects (driving skills, attitude testing, behavioral, etc)</li> <li>• Develop a mechanism that link issuance of driving permits to driving schools that train and produce motorists</li> </ul>
	V) A total of Police personnel 500 trained in Fire prevention, rescue and disaster	Expanding the coverage of marine services to 35 stations from the current 20	<ul style="list-style-type: none"> <li>• Construction of 17 new marine detach office blocks and accommodation facilities</li> <li>• Induction, advanced and specialized training for marine officers</li> <li>• Completion of the Police marina facility at Kigo and construction of Police docking facilities for border waters(L. Victoria, L. Edward &amp; L. Albert)</li> <li>• Equipping of the Marine Police with marine boats, assortment of marine operation equipment, salvage/rescue tools &amp; equipment, sets of communication system and vehicles</li> <li>• Automating marine policing system (including assorted ICT requirements &amp; 30 Solar systems)</li> <li>• Establishment of marine training school</li> </ul>
		Strengthening counter terrorism measures in Uganda and the Eastern Africa Region	<ul style="list-style-type: none"> <li>• Induction of 5000 personnel and training of 2500 Police personnel in specialized CT skills,</li> <li>• Intelligence gathering, Analysis &amp; Collation</li> <li>• Mobilization and education of the community in the detection and prevention of terrorism</li> <li>• Equipping of the CT police with specialized ant-terrorism equipment and vehicles</li> <li>• Development of an automated ant-terrorism information system linked other system like NID, CRB, Interpol, etc</li> <li>• Completion of Olilim Counter Terrorism Training School</li> </ul>
		Strengthening	<ul style="list-style-type: none"> <li>• Development of standard guidelines for the recruitment &amp;</li> </ul>

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Expected Outcomes	Planned Outputs	Strategy	Key Strategic Actions /Interventions
		partnerships with Private Security Organizations for delivery of security and guard services	training of PSO Security Officers <ul style="list-style-type: none"> <li>• Review of the training curriculum for PSOs to meet the modern policing</li> <li>• Development of an automated PSO information system linked other system other related security systems</li> <li>• Monitoring of civilian, PSO &amp; shooting club firearms</li> <li>• Establishment of a collaborative frame work with PSO and other stakeholders</li> </ul>



### 3.8 Function Area 2: Preservation of Law and Order

Under this function area, the focus will be on measures for ensuring observance of human rights and exhibition of high level of professionalism during Public Order Management and enforcement laws in the country. The UPF will ensure that society observes law and order while demanding for their entitlements and exercising their political, democratic and human rights. The UPF will engage with the community, civil society and political leaders to ensure they understand their civic responsibility and observance of law and public order in the country.

#### 3.8.1 Key Objectives, Strategies and Interventions for the Preservation of Law and Order Function Area

Strategic Objective 2: To improve the observance of law and order

Expected Outcomes	Planned Outputs	Strategies	Key Strategic Actions / Interventions
i. Public disorders effectively and efficiently contained professional with no reported death ii. All protests and demonstrations professionally and peacefully managed iii. No human rights abuses committed by UPF in all operations for preservation of law and order	i) All planned riots detected and averted	Promoting and enhancing professionalism, observation of human rights and public accountability	<ul style="list-style-type: none"> <li>• Undertake in-service training of Police personnel in human rights and public accountability</li> <li>• Assessment and evaluation of human right observation and public accountability in Uganda Police Force</li> <li>• Undertake an evaluation and assessment of Public Order Management operations</li> <li>• Creation of Regional human rights and legal offices</li> <li>• Conducting of disciplinary court proceedings</li> </ul>
	ii) Human rights observed during the containment of all riots and protests		
	iii) Guidelines on professional management of riots and protests developed and published	Promoting society responsibility for adherence, respect and preservation of law and order	<ul style="list-style-type: none"> <li>• Public education on society responsibility for the preservation of law and order</li> <li>• Sensitization of FFU personnel on the POM Act and Anti Torture Act provisions</li> <li>• Equip FFU stores with the non lethal consumables internationally recognized for</li> </ul>
	iv) All Police Officers in the operations directorate have knowledge of professional management guidelines for		

	containment of riots and protests		policing demonstrations and riots.
	v) All District Police Stations equipped with a basic package of facilities for professional management and containment of riots and protests	Enhance the capacity of FFU in preservation of law and order	<ul style="list-style-type: none"> <li>• Training of Field Force Unit Police personnel in the application of non-lethal skills during operations</li> <li>• Use of Horses during Public Order Management</li> <li>• Evaluation and assessment of Police detention facilities and processes</li> <li>• Develop a mechanism for documenting and follow up public complaints against Police Officers at all Police stations</li> <li>• Ensure balanced disciplinary court proceedings</li> <li>• Research and review existing laws, Polices, Police books and forms.</li> <li>• Inspection and verification of police rented premises</li> <li>• Enhancing of the capacity of the FFU for peaceful policing of presidential, parliamentary and local elections in the country</li> </ul>
	vi) All general elections in the country (Presidential, Parliamentary and Local Councils) peacefully conducted		

### 3.9 Function Area 3: Crime Prevention and Detection

Under this function area, the UPF will ensure measures are undertaken for the prevention, detection and investigations of crime in the country. The UPF will adopt multiple approaches that promote society and community responsibility as well as intelligence led crime prevention and detection measures. Below are the objectives and strategies for this function area:

#### 3.9.1 Key Objectives, Strategies and Interventions for Prevention and Detection Function Area

##### Strategic Objective3: To prevent and detect crime

Expected Outcomes	Planned Outputs	Strategy	Strategic Actions / Interventions
i. Incidence of crime reduced ii. % of backlog cases reduced from 51% to 25% iii. % of criminal cases that	I) All Policing districts implementing the community policing	Enhance partnership with the community to detect and prevent crime	<ul style="list-style-type: none"> <li>• Development standardize guidelines for crime preventers</li> <li>• Rolling out the Muyenga community policing model to sub county level</li> <li>• Training of 30 crime preventers per village</li> </ul>

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<p>are taken to court increased from 51% to 75%</p> <p>iv. % of cases committed to court that are convicted increased from 25% to 50%</p> <p>v. Scientific investigation applied in at least 40% of the criminal cases investigated by the UPF</p>	<p>strategy and have trained at least 300 crime preventers per parish</p> <p>II) The personnel strength improved from the current 46% to at least 75%</p> <p>III) Canine Policing services established at all Police Stations</p> <p>IV) All District Police Stations facilitated with a basic package of equipment and materials for scientific investigations</p> <p>V) Sub County Coverage of Police Stations improved from 69% to 80%</p>		<ul style="list-style-type: none"> <li>• Conduct community policing weeks and celebration of community policing day</li> <li>• Review of the implementation of the community policing ideology</li> <li>• Equipping of the community policing activities</li> </ul>
		Strengthening the capacity of CIID for intelligence gathering, analysis and operations	<ul style="list-style-type: none"> <li>• General and specialized training of 5000 detectives in crime investigation and 2400 crime intelligence officers in crime intelligence and 1000 specialized CIID personnel</li> <li>• Development and implementation of a quality assurance and appraisal mechanism for criminal investigations</li> <li>• Equipping of the CIID with tools and logistics necessary for effective CIID functions (5 homicide vans, 4 scene of crime vans for forensic investigations, 2 arrest vans &amp; tools &amp; equipment for investigation)</li> <li>• Development and implementation of an automated criminal and intelligence information system for CIID operations</li> <li>• Support investigations and Intelligence Operations</li> <li>• Strengthening framework for collaboration and coordination with the criminal justice system</li> </ul>
		Strengthening of forensic and medico-legal services for scientific evidence based investigations	<ul style="list-style-type: none"> <li>• Training of 1,000 scenes of crime officers (SOCOs) and 130 forensic experts</li> <li>• Provision of equipment, medical kits, crime kits and logistics for scientific and medical legal investigations</li> <li>• Strengthening Integrated Ballistic Information System (IBIS)</li> <li>• Strengthen and improve the management of exhibits stores at all District Police Stations</li> <li>• Strengthen the capacity personnel in Medico-legal services (Health workers, SOCOs &amp; CIIDs)</li> </ul>
		Strengthening technical capacity of the CIID to manage specialized and sophisticated investigations and	<ul style="list-style-type: none"> <li>• Enhancement of skills of 3,860 Detectives to manage specialized investigations and operations</li> <li>• Reduce the current case backlog by 70%</li> <li>• Rapid quality assessment of investigations and adherence to standards</li> </ul>

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		criminal activities	<ul style="list-style-type: none"> <li>• Provision of logistics and equipment for investigations</li> </ul>
		Strengthen the capacity of INTERPOL -Uganda to efficiently and effectively manage transnational and trans-border crime	<ul style="list-style-type: none"> <li>• Enhancement of skills of 165 personnel to manage INTERPOL cases</li> <li>• Installation of AFIS to all entry &amp; exit points.</li> <li>• Provision of modern Interpol devices for effective investigations</li> <li>• Expand 24/7 system to all the 33 border points</li> </ul>
		Expansion of Canine Policing Services to all UPF Police Stations	<ul style="list-style-type: none"> <li>• Operationalization of Nagalama Canine Breeding Centre and annual breeding of at least 35 Police dogs</li> <li>• Acquisition of more variety (5 pairs) of breeding dogs</li> <li>• Expansion of K-9 units to up country Police Stations</li> <li>• Enhance the capacity and skills of Dog handlers and instructors in advanced dog training.</li> <li>• Provision of 30 customized canine vehicles</li> <li>• Public education on the role of canines in investigations</li> <li>• Procurement of 100 donkeys for hard to reach area</li> <li>• Provision of assorted veterinary equipment and laboratory reagents for Nagalama breeding centre and customized canine vehicles</li> <li>• Management and care of 293 Police dogs</li> </ul>
		Strengthening capacity of Child and Family Protection Units to respond and prevent child abuse and Gender Based violence	<ul style="list-style-type: none"> <li>• Enhancing the personnel strengths and skills of the Child Protection unit Officers to effectively manage children and GBV challenges</li> <li>• Strengthening and establishing infrastructure for the delivery of SGBV interventions</li> <li>• Provision furniture, equipment and vehicles for delivery of child protection and SGBV interventions</li> <li>• Development and implementation of a public education and sensitization programme on laws on SGBV, child protection and domestic.</li> <li>• Strengthen partnerships with Local Authorities and CSO for the delivery of child protection SGBV interventions</li> <li>• Strengthen the monitoring &amp; evaluation of CFPU activities in the country.</li> </ul>

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		Creation of Special Police Units for management of sector specific crime activities	<ul style="list-style-type: none"> <li>• Setup Police Unit for Agriculture</li> <li>• Set up special police unit for fisheries</li> <li>• Specialized training of 500 Police Officers for the established units</li> </ul>
		Strengthening of Police Air policing services	<ul style="list-style-type: none"> <li>• Enhancing the skills of at least 10 Officers in air and rescue operations</li> <li>• Equipping the Police Air wing with 2 twin engine helicopters and a fixed wing aircraft of for air policing services and vehicle transpiration</li> </ul>

### 3.10 Function Area 4: Institutional Development, Governance and Management

This function area focuses on systems, policy reforms and infrastructure development for the delivery of policing services in the country. Under this programme area a conducive and facilitating environment will be created to support the delivery of policing services. The following are the objectives and strategies under this function area:

#### 3.10.1 Key Objectives, Strategies and Interventions for the Institutional Development, Governance and Management Function Area

##### Strategic Objective 4.1: Policy environment for policing services improved

Expected Outcomes	Planned Outputs	Strategies	Strategic Actions / Interventions
Police policy and regulatory frameworks support modern policing	Police books and forms reviewed	Strengthening the Policy and Legal Environment for Policing Services in Uganda	<ul style="list-style-type: none"> <li>Reviewing of the Uganda Police Force Standing Orders, Police books and forms</li> <li>Complete restructuring of Uganda Police Force</li> </ul>
Policing services is gender balanced and equitable	Gender Policy and guidelines developed and implemented	Mainstreaming of gender in UPF	<ul style="list-style-type: none"> <li>Conduct a gender audit and needs assessment to inform the development of gender policy &amp; guidelines for the UPF management and operations</li> <li>Support implementation of gender policy in UPF</li> <li>Conducting annual gender audit, monitoring &amp; evaluation of gender policy implementation</li> </ul>

##### Strategic Objective 4.2: To promote good governance and accountability during the delivery of policing services

Expected Outcomes	Planned Outputs	Strategies	Strategic Actions / Interventions
Sound financial management in policing services	Qualified opinion of financial audits reduced	Strengthening systems for transparency, accountability and ethical conduct in the Police Force	<ul style="list-style-type: none"> <li>Development of a monitoring and evaluation system for policing services</li> <li>Conducting Annual performance review</li> </ul>
Population satisfied with policing	Policing services in the country		

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<p>services increased from 60% in 2011 to 85% by 2020</p> <p>Confidence in policing services increased from 26% in 2012, to 50% by 2020</p>	<p>improved</p> <p>Incidences of corruption minimized</p>		<ul style="list-style-type: none"> <li>• Reward systems for good performance</li> <li>• Conducting regular financial audits</li> <li>• Formation of special squads to monitor corruption practices</li> </ul>
<p>Observance of human rights rating of UPF improved to 80%</p>	<p>Number of human rights complaints against police reduced</p>		<ul style="list-style-type: none"> <li>• Promotion of ethics, customer care and patriotism in the Police Force</li> <li>• Conduct regular sensitization of personnel on the Anti torture Act and observance of human rights</li> <li>• Set up disciplinary courts in all police units</li> </ul>

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**Strategic Objective 4.3: To improve management systems based on ICT platform**

Expected Outcomes	Planned Outputs	Strategy	Strategic Actions /Interventions
i. Functional Management information systems based on ICT platform ii) Human resource management system based on ICT platform iii) Functional Monitoring and Evaluation system iv) AFISS and CRMS functional based on ICT platform	i. Information management system for policing services reviewed and improved ii. Monitoring, evaluation and performance accountability system developed iii. Budgeting and financial management system reviewed and improved iv. ICT strategy for policing services developed	Strengthening of the management system for policing services	<ul style="list-style-type: none"> <li>• Development of a Central Information System for Policing Services</li> <li>• Setting up AFIS, Fleet MIS and Automation of Registries</li> <li>• Complete development and roll out of HRMIS</li> <li>• Establish performance management, appraisal and manpower audit system</li> <li>• Strengthen planning and budgeting at national and regional level</li> <li>• Strengthen stores management systems and implementation of the assets management policy</li> <li>• Development of a monitoring and evaluation system and plan for policing services</li> <li>• Review and development of tools for data collection on crime activities</li> <li>• Evaluation of the Strategic Plan implementation</li> <li>• Undertake evaluation studies, statistical and applied research/survey to inform programme and policy decisions</li> <li>• Establish the UPF resource centre</li> </ul>
		Strengthening crime management system	<ul style="list-style-type: none"> <li>• Rolling out of CRMIS to 26 Regions and 120 Districts,</li> <li>• Enhancing of skills for 830 officers on CRMS implementation</li> </ul>

**Strategic Objectives 4.4: To improve the Infrastructure for delivery of policing services**

Expected Outcomes	Planned outputs	Strategies	Strategic Action/ Intervention
i. Proportion of UPF housing needs that are met.	i) Construction and renovation of 6,225 housing units annually	Construction of new and renovation of old barrack facilities country wide for provision of decent housing and accommodation to Police personnel	<ul style="list-style-type: none"> <li>Review, harmonize and standardize designs for police infrastructure</li> <li>Construction of UPF Headquarters, resource centers / hybrid library, logistics HQs in Namanve, and Police mess and guest houses</li> <li>Construction of 35 new Police stations in municipalities 12,300 new staff housing units and renovation of 24 Police barracks</li> <li>Provision of housing and office accommodation for marine police for 36 island</li> <li>Construction of Regional Offices in Mbarara, Jinja Masaka, Mbarara, Soroti, Lira &amp; Iganga and Completion of Natete and Luwero Police Stations</li> <li>Completion of ongoing constructions under PRDP and construction of 3,000 transitional housing units in preparation for PPP Projects</li> <li>Expansion CCTV infrastructure network to cover KMP. (Entebbe CBD, Kampala Crime Prone Areas &amp; all Traffic Junctions- Both upgrade &amp; new installation), major MC (Masaka, Mabarara, Mbale, Jinja &amp; Gulu) &amp; key boarder entry points</li> <li>Setup CCTV system in 6 police establishments, (Garment Factory, CPS, Katwe Police Station, CIID HQ, &amp; Forensic Lab).</li> <li>Expansion of Tetra Communication System to cover a radius of 150KM from KMP.</li> <li>Establishment and linkage of Regional Emergency Call Centre (RECC 999/112) to all emergency services.</li> <li>Migration of VHF communication system from analog</li> </ul>
ii. Proportion of office accommodation needs that are met	ii) Construction and Renovation of _____Office Accommodation Units or Office Square Metres annually	Construction of UPF HQs , new regional HQs, New Police Stations and Renovation of Old Police Stations	
iii. Proportion office accommodation Units or square meters for training institutions that are met	iii) Construction of _____office accommodation units or square meters for UPF Training Institutions constructed annually	Strengthening of the ICT infrastructure and use for policing services	
iv. Proportion of residential accommodation units for Instructors and trainees that are met	iv) Number of UPF Training Institutions that have introduced ICT applications in all their training models		
v. ICT training introduced in all modules in all UPF training schools			
vi. All Regional, District and Police stations able to apply ICT for documentation of Police operations			

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Expected Outcomes	Planned outputs	Strategies	Strategic Action/ Intervention
vii. Proportion of Police land secured with titles increased from 40% to at least 100%	v) All Regions, Districts and Police Stations equipped with at least three computers		<p>to Digital (KMP, Municipalities, etc) and recycling of analog system to upcountry station</p> <ul style="list-style-type: none"> <li>• Acquisition of 40 HF communication system and setting up 3 VHF communication networks in Bushenyi, Albertine and Kigezi regions</li> <li>• Establish fully functional 155 ICT Centers in regions and districts</li> <li>• Establishing a Police Data Bank and a Disaster Recovery Site</li> <li>• Procurement of Telecom Services</li> <li>• Establish a GIS Unit and enhancing ICT Research &amp; Innovation</li> <li>• Establishment of a computerized networking system for printing photocopying and scanning for all Directorates at UPF headquarters to promote efficiency and accountability</li> <li>• Computerization of administration and operational functions of UPF to promote efficiency, accountability of stationery</li> </ul>
	iv) Wireless communications enhanced in all Regions		
	iv) 84 land titles secured annually	Enhancing the Security of UPF Land	
		Strengthening Strategic	<ul style="list-style-type: none"> <li>• Procure classified equipment for policing services</li> </ul>

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Expected Outcomes	Planned outputs	Strategies	Strategic Action/ Intervention
Safety and reliable of force fleet	Management and maintenance of force fleet enhanced	Classified Security Services	
		Strengthen the UPF's Transport and Logistical	<ul style="list-style-type: none"> <li>• Finalization of the Transport Policy for the policing services</li> <li>• Procurement of prioritized vehicles based on the transport requirement list (Annex)</li> <li>• Establishment of Regional fleet management and maintenance system</li> <li>• Specialized training of 3,266 fleet management personnel in the relevant technical skills (mechanical engineers, auto technicians, pilots, machine operators, drivers &amp; cox wins, riders).</li> <li>• Development of the UPF fleet management information system</li> </ul>
		Enhance UPF building and construction capability	<ul style="list-style-type: none"> <li>• Capitalization and equipping of UPF Construction and Engineering Unit</li> <li>• Recruitment of Engineers</li> </ul>

#### Strategic Objective 4.5: To improve human resource and welfare

Expected Outcomes	Planned Outputs	Strategies	Strategic Actions / Interventions
i. Police: Population Ratio improved from 1:829 to 1:500  ii. Case load per detective per year reduced from 21 to 18  iii. 65% of the entitled Police personnel housed from 24%  iv. Attrition rate due to ill health and poor living conditions reduced from 700 to 400	42,786 personnel recruited and trained in specialized skills in five years	Enhance the strength and professionalization of UPF to effectively deliver policing services to the nation and the region	<ul style="list-style-type: none"> <li>Recruitment and training of 42,786 PPCs and Cadets in five years (8,557 per year)</li> <li>Induction and refresher courses for the different specialties</li> <li>Specialized training of 7,500 FFU personnel and 250 PSO Instructors /Officers</li> <li>Increase the number of detectives</li> <li>Conduct command and leadership courses for 21,482 police personnel</li> <li>Sponsorship of police personnel for professional and specialized training in higher institutions of learning (LDC, ICT, etc)</li> <li>Conducting M&amp;E, Training Needs Assessment &amp; Quality Assurance</li> </ul>
	Enhanced investigations and case disposal	Enhancing ICT skills of personnel to handle existing and emerging ICT	<ul style="list-style-type: none"> <li>Conduct survey to establish the level of ICT usage and application in UPF</li> <li>Establishment of modern ICT laboratories in all training schools and colleges</li> <li>Conducting ICT professional skills development for Police personnel</li> <li>Equip police stations and units with basic ICT</li> </ul>
	Police training schools accredited		
	Health and living conditions of personnel improved	Establishment of a Police Academy and Development and Strengthening of other UPF Training Institutions	<ul style="list-style-type: none"> <li>Upgrading Kabalye PTS into a cantonment of schools ( Initial, Promotional, Refresher and Professional)</li> <li>Establishment of the Police Academy</li> <li>Development of the senior command and staff college at Bwebajja</li> <li>Completion of Olilim CT training school and upgrading Ikaffe into modern training school</li> <li>Establishing a Marines Training School</li> <li>Attain accreditation of UPF training schools &amp; programmes Professional Development Trainers for the UPF Training Schools</li> <li>Professional appraisal and evaluation of 22 training programmes for Kabalye Police Training School for accreditation</li> <li>Development and production of 30 training manuals for various modules in Cadets &amp; PPCs courses with schemes of work &amp; lesson plans</li> <li>Equipping of Training Schools</li> </ul>

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		Strengthen UPF capacity to deliver accessible quality health care services to the personnel and surrounding communities	<ul style="list-style-type: none"> <li>• Construction of a general police hospital, cancer hospital and 2 health centers for delivery of policing services</li> <li>• Increasing the UPF health worker force (Doctors, nurses, midwives, lab technicians, clinicians)</li> <li>• Equipping health facilities with diagnostic &amp; treatment equipment and medical furniture</li> <li>• Enhancing the delivery of services for the prevention and management of communicable and non-communicable diseases, including ART services</li> <li>• Improving transport and communication to facilitate delivery of police health services</li> </ul>
		Enhancing the welfare of UPF personnel	<ul style="list-style-type: none"> <li>• Train staff with agricultural skills and best practices</li> <li>• Build infrastructure to facilitate commercial agricultural production</li> <li>• Procurement of breeding Stock ( seeds, animals, birds &amp; Insecticides)</li> <li>• Support activities for crop production</li> <li>• Procurement of agricultural tools and equipment</li> <li>• Capitalization of Duty Free Services</li> <li>• Establishment of Boarding Secondary Education facility for Children of Police Officers</li> <li>• Promoting the saving culture and economic empowerment of personnel</li> <li>• Construction of 12,300 decent staff housing units</li> </ul>
		Strengthen the Capacity of Uganda Police Band	<ul style="list-style-type: none"> <li>• Induct of 500 officers into the Police Music, Dance &amp; Drama</li> <li>• Construct and equip the Police Band Music Studio</li> <li>• Procure musical equipment and other materials for the Band</li> <li>• Procurement of 7 vehicles for the MDD</li> </ul>

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## **Section 4: Monitoring and Evaluation of the Strategic Plan**

Monitoring and evaluation will be a major focus of the strategic policing plan. During the first year of the strategic plan implementation, the Uganda policing monitoring and evaluation system will be developed. The M&E system shall cover the following 12 features:

- i. Organizational structures responsible for monitoring and evaluation of policing services
- ii. Human capacity building for monitoring and evaluation policing services
- iii. National partnerships that will facilitate implementation of the monitoring and evaluation system for the policing services
- iv. Development of an integrated monitoring and evaluation framework for policing services
- v. Costing and annual roll out of the integrated monitoring and evaluation framework for policing services
- vi. Advocacy, communication for the culture of monitoring and evaluation of policing services
- vii. Routine programme monitoring of policing services
- viii. Surveys and surveillance of policing services
- ix. Data bases for policing services
- x. Support supervision, data quality assurance and audit for policing services
- xi. Evaluation and research activities for the policing services.
- xii. Policing services information dissemination and use

## **Section 5: Institutional Framework /Implementation Arrangements for the Strategic Plan**

### **5.1 Governance Structures**

The UPF has the following governance structures that provide leadership and policy directions for policing services in the country. The structures include: The Ministry of Internal Affairs, the Police Authority, the Police Council, the Inspector General of Police, Deputy Inspector General of Police, 20 Directors (AIGPs), 60 Heads of Departments and 26 Regional Police Commanders and District Police Commanders and Officers in Charge. Each of these structures has a role in the implementation of the strategic plan as described below:

### **5.1.1 Ministry of Internal Affairs**

The Ministry of Internal Affairs (MOIA), will provide the overall political and policy direction to UPF in the implementation of the strategic plan. MOIA will take leadership in mobilizing resources for strategic plan implementation. MOIA will be accountable to the cabinet and Parliament for the performance the UPF during the implementation of the strategic plan. The Ministry will also be accountable for ensuring efficient and effective use of resources within the UPF. The Ministry will supervise, monitor and evaluate strategic plan implementation and put the UPF to account for the performance and resource use.

### **5.1.2 The Police Authority**

The Police Authority is the Policy making body for the UPF. It is mandated to make policies that provide a facilitating environment for the UPF operation and strategic plan implementation. The Authority shall hold the IGP accountable for UPF's performance and strategic plan implementation. The IGP shall present the UPF performance report every six months to the Police Authority for review and assessment.

### **5.1.3 The Police Council**

The Police Council chaired by the IGP shall ensure implementation of the strategic plan and the delivery of results. The Police Council shall put all the Directorates to account for the performance and results and targets under their mandates during the strategic plan implementation. Directorates shall on quarterly basis present performance reports to the Police Council for review and consideration.

### **5.1.4 The Inspector General of Police**

The IGP shall provide overall leadership and policy direction for the strategic plan implementation. The IGP shall set performance targets for the Directorates aligned to the strategic plan. The set targets shall be the basis for assessing the performance of the Directorates. The IGP shall semi -annually report to the Police Authority and give accountability for the progress being made towards the realization of the results and performance targets laid out in the strategic plan. IGP will also provide leadership to the Force for the mobilization of resources for the strategic plan.

### **5.1.5 The UPF Directorates**

The Directorates shall be accountable for the respective results set out in the strategic plan and as assigned by the IGP. The Directors will supervise and set performance targets aligned the strategic plan for departments under their respective mandates. The set targets

will be the basis for the performance assessment of the Directorates. Every Directorate will produce a quarterly progress report and give accountability for the progress made on the performance targets laid out in the strategic plan. The Directors will ensure that annual work plans and budgets are developed for the strategic plan implementation. The Directorate of Research and Planning will compile an overall performance report on the implementation of the strategic plan.

#### **5.1.6 Regional Police Commanders**

The RPCs will be accountable for ensuring that all Police Stations in their areas of jurisdiction undertake implementation of policies and interventions laid out in the strategic plan. The RPCs will supervise, monitor and evaluate the Police stations and ensure that all planned out puts are attained at the Police station level. RPCs will produce a quarterly progress report to account for the strategic plan implementation in their regions. The RPCs will ensure that stations develop their annual work plans and budgets to support implementation of strategic plan actions at their levels.

#### **5.1.7 The District Police and Other Stations**

The Police Stations at district and lower levels will be the unit of focus for the strategic plan implementation. The stations will ensure that planned activities for the respective levels are executed.

## **Section 6 Resource Mobilization (Financing Strategy) for the Strategic Plan**

The UPF will mobilize resources from multiple sources as described below

### **6.1 Government of Uganda Funding**

The Government of Uganda will finance the greatest percentage of the UPF budget. Annually G.O.U through the Medium Term Expenditure Framework (MTEF) allocates resources to UPF under the JLSO sector. The UPF will ensure that the resources allocated to the Force under the MTEF, are fully aligned to the strategic plan implementation. The annual budget will be targeted at the realization of the outputs and outcomes of the strategic plan.

### **6.2 Grant Application**

The UPF will also write project proposals to mobilize resources from external development partners. The UPF will under the different objectives come up with project proposals for financing under the JLOS arrangement

### **6.3 Public Private Partnerships**

The UPF will also take advantage of the Public Private Policy to mobilize resources for projects that involve heavy financing. This will mainly be in areas of infrastructure development which require a lot of resources

### **6.4 Partnerships with local governments**

The UPF will also work in partnership with Local Authorities to finance some the planned activities in the strategic plan, that directly benefit the local populations under their jurisdictions. Rolling out the community policing ideology country wide will benefit from the partnership and collaborative arrangements with the respective Local Authorities

## Appendix 1: UPF Strategic Implementation Plan

### Strategic Objective 1: To promote society responsibility for public safety and security

Strategy	Strategic Action / Activity	Expected Result / Deliverable	Implementing unit	Time Frame (Years)					Total Activity Cost(BN)	Funding Source	Remarks
				Y1	Y2	Y3	Y4	Y5			
1.1: Enhancing the capacity of UPF and Society for prevention of emergencies and delivery of rescue services	1.1.1: Open new fire stations (construction of fire appliance bays )	25 fire stations opened up to increase coverage to 50%	FPER/ L&E	5	5	5	5	5	2,500,000,000	GOU	Construction to be done by L& E
	1.1.2 Procurement of fire trucks	50 fire trucks procured (i.e. 25 Fire Tenders & 25 Water tankers)	FPER/ L&E	10	10	10	10	10	24,750,000,000	GOU	To be procured by L& E
	1.1.3: Procurement of specialized Fire tenders for Oil & Gas	2 foam tenders procured	Fire& rescue, L&E	1		1			400,000,000		To be procured by L& E
Enhancing the capacity of UPF and Society for prevention of emergencies and delivery of rescue services	1.1.5: Procurement of small Rapid intervention fire vehicles	20 <b>quality rapid</b> intervention vehicles procured	Fire & rescues services, L&E	4	4	4	4	4	6,000,000,000	GOU	To be procured by L& E
	1.1.6. Construction of fire appliance bays for the existing fire stations	20 appliance bays constructed in different regional fire stations	L&E & Fire& Rescue	5	5	5	5	5	1,200,000,000	GOU	Construction to be done by L& E
	1.1.7: Procurement of Single carbine pickups for District fire managers	15 single carbine procured	L&E, Fire rescue	3	3	3	3	3	1,125,000,000	GOU	Construction to be done by L& E
	1.1.9: Procurement of portable fire pumps for stations with no hydrants	150 portable fire pumps procured	Fire& rescue, L&E	30	30	30	30	30	750,000,000	GOU	Construction to be done by L& E
	1.1.8: Procurement of heavy duty recovery trucks	26 trucks procured	L&E, Fire& Rescue	5	5	5	5	6	2,860,000,000	GOU	Construction to be done by L& E



Strategy	Strategic Action / Activity	Expected Result / Deliverable	Implementing unit	Time Frame (Years)					Total Activity Cost(BN)	Funding Source	Remarks
				Y1	Y2	Y3	Y4	Y5			
	1.1.9: Training of fire prevention and rescue services personnel to improve the strength from 600 to 1,125	525 New Fire personnel trained in basic fire prevention and rescue	Fire & Rescue Services /HRD	105	105	105	105	105	150,000,000	GOU	Training to be done by HRD
	1.1.10: Specialized training of a team of 40 Divers for Fire and Rescue services	40 Divers trained to be deployed	FPER, Marines, & HRA	8	8	8	8	8	120,000,000	GOU	Training to be done by HRD
	1.1.11: Recruitment and training of 60 drivers in specialized driving skills for fire prevention and rescue	60 Drivers recruited and trained	Fire & Rescue Services /HRD	12	12	12	12	12	90,000,000	GOU	Training to be done by HRD
	1.1.12: Training of a team of 25 specialized personnel in hazardous management	A team of 25 specialized personnel trained in hazardous management	Fire & Rescue Services	5	5	5	5	5	18,000,000	GOU	Training to be done by HRD
	1.1.13: Procurement of specialized equipment for fire rescue & management of hazardous emergencies	20 specialized equipment procured for fire rescue & management of hazards	Fire & Rescue Services	2	2	2	2	2		GOU	Does not appear under L&E and is not costed by L&E
	1.1.15: Public education & engagement on community responsibility for prevention of emergencies and provision of rescue services	Prog developed for public education on prevention of emergencies and rescue services.	FPER serves						125,000,000	GOU/UPF	

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Strategy	Strategic Action / Activity	Expected Result / Deliverable	Implementing unit	Time Frame (Years)					Total Activity Cost(BN)	Funding Source	Remarks
				Y1	Y2	Y3	Y4	Y5			
	<b>1.1.16:</b> Inspections and assessment of compliance of fire safety standards in high risk places	Operation fire safety carried out at least 4 times a year in places with high risk of fire out breaks	FPER serves						100,000,000	GOU	
	<b>1.1.17:</b> Engagement with Local Authorities on enforcement of fire prevention and rescue requirements and regulation	10 Local Authorities of Kampala, Gulu, Masaka, Mukono Mbarara, Jinja, Mbale, Arua, Soroti & Fort Portal engaged	FPER serves						50,000,000	GOU	
	<b>1.1.18:</b> Procurement of fire fighting motor cycles to facilitate fire fighting	8 fire motorcycles procured	FPER serves	2	2	2	2	2	100,000,000	GOU	Procurement to be done by L&E
<b>Sub Total : Strategy 1.1</b>											<b>40,338,000,000</b>
<b>1.2:</b> Strengthening Police Medical Emergency Response & Rescue services	<b>1.2.1:</b> Procurement of fully equipped ambulances with medical emergency kits for the emergency rescue centres	20 fully equipped ambulances procured	PHS, L&E	4	4	4	4	4	2,700,000,000	GOU	Procurement to be done by L&E in consultation with PHS
	<b>1.2.2:</b> Training of emergency rescue teams	20 Emergency rescue teams trained (20 people per team)	PHS/HRA	400					400,000,000	GOU	Training to be carried by HRD in collaboration PHS
	<b>1.2.4:</b> Procurement of basic supplies for emergency rescue teams	Supplies & sundries for 20 emergency teams procured	PHS, L&E	16	16	16	16	16	1,280,000,000	GOU	Procurement to be done by L&E in consultation with PHS

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Strategy	Strategic Action / Activity	Expected Result / Deliverable	Implementing unit	Time Frame (Years)					Total Activity Cost(BN)	Funding Source	Remarks
				Y1	Y2	Y3	Y4	Y5			
1.3: Promotion of personal responsibility for traffic and road safety	1.3.1: Support Police Station to carry out education seminars to schools on road traffic and safety for all schools in their respective localities	Each Police Station carries out seminars on road safety in at least 70% of the schools in the locality	Directorate of Traffic and Road Safety						100,000,000	GOU	HQs will carry out monitoring to ensure that Police stations carry out the seminars in schools
	1.3.2: Hold quarterly road safety meetings with key stakeholders on implementation of strategic actions on road safety	Report on the progress of agreed actions and status of road safety in the country	Directorate of Traffic and Road Safety	4	4	4	4	4	500,000,000	GOU	
	1.3.3: Undertake operations, integrated with Highway Police on all highways to enforce safety & security of road users	Traffic Police deployed at an average 10 km distance apart on all highways	Directorate of Traffic and Road Safety							GOU	Budget under FFP
	1.3.4: Review of and develop new methodology for conduction of driving tests & cover all aspects (driving skills, attitude testing, behavioral, etc)	New driving testing methodology developed	Directorate of Traffic and Road Safety								No additional cost
	1.3.5: Develop a mechanism that link issuance of driving permits to driving schools that train and produce motorists	Issuance of driving permits bearing names of driving school that trained the applicant	Directorate of Traffic and Road Safety								No additional cost
Sub Total Strategy 1.3									600,000,000		

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Strategy	Strategic Action / Activity	Expected Result / Deliverable	Implementing unit	Time Frame (Years)					Total Activity Cost(BN)	Funding Source	Remarks
				Y1	Y2	Y3	Y4	Y5			
1.4 Build capacity of traffic personnel and enhance professionalism for traffic and road safety	1.4.1: Induction courses of 1500 traffic officers	1500 traffic officers inducted	TRS & HRA	300	300	300	300	300	487500000	GOU	Training to be done by HRD
	1.4.2: Refresher training of 1000 traffic officers	1000 traffic officers trained	TRS & HRA	200	200	200	200	200	215,300,000	GOU	Training to be done by HRD
	1.4.3: Training of 100 Inspectors of Vehicles	100 IOVs trained	TRS & HRA		50		50		170,000,000	GOU	Training to be done by HRD
	1.4.4: Undertake research on the behavior and adherence to road safety rules and regulations.	Research Report produced and disseminated	Traffic and Road Safety and RP&D		1		1		100,000,000	GOU	Traffic and Road Safety / Research & Planning
	1.4.5: Procure specialized equipment for road traffic management and safety	100 speed guns & 80 breath analyzers procured	Traffic and Road Safety/ L&E	36	36	36	36	36	3,640,000,000	GOU	Procurement to be done by L& E
	1.4.6: Procurement of vehicle for management of road traffic & road safety	8 double cabin, 10 salon cars, 15 single cabin & 4 motorcycles	Traffic and Road Safety/ L&E						2,955,000,000	GOU	Procurement to be done by L& E
	1.4.7: Undertake public education on society responsibility for road traffic and road safety	Media & community campaign on personal & society responsibility for traffic and road safety conducted	Directorate of Traffic and Road Safety						540,000,000	GOU	The Directorate will develop a programme that will cover key media stations
	1.4.8: Strengthen the collaboration with stakeholders (Driving Schools, URA, MOWT, Face Technology etc) on ensuring road safety.	Framework for collaboration developed and implemented	Directorate of Traffic and Road Safety						100,000,000	GOU	Traffic and Road Safety

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Strategy	Strategic Action / Activity	Expected Result / Deliverable	Implementing unit	Time Frame (Years)					Total Activity Cost(BN)	Funding Source	Remarks
				Y1	Y2	Y3	Y4	Y5			
	1.4.9: Development of an automated traffic and road safety information system, linked to other systems such as Face Technology and URA Vehicle registration system.	A functional information system and data base on road traffic and safety.	Directorate of Traffic and Road Safety						500,000,000	GOU	Traffic and Road safety and ICT
<b>Subtotal strategy 1.4</b>										<b>7,567,800,000</b>	
1.5: Expanding the coverage of marine services to 35 stations from the current 20	1.5.1: Construction of 17 new marine detachments	17 Marine Detachments and Marine opened and operational	Marine dept/	3	3	3	3	3	600,000,000	GOU	L&E to establish required infrastructure
	1.5.2: Induction of 500 marine Personnel.	500 Police personnel inducted	Marine dept/HRD	100	100	100	100	100	650,000,000	GOU	Training to be done by HRD
	1.5.3: Advanced and specialized training for 200 marine officers )	200 marine officers trained	Marine dept	40	40	40	40	40	3,000,000,000	GOU	Training to be done by HRD
	1.5.4: Procure 6 long distance patrol boats, 25 operational boats, 1 Troop carrier boat, 1 ambulance boat, 2 suspect boats 2 cargo boats and 25 canoes for Marine policing	37 Boats and 25 canoes procured	Marine dept/ L&E	2		2		2	19,075,000,000	GOU	Procurement to be done by L&E
	1.5.5: Procurement of vehicles (2 vans for rescue teams, 2 double cabins for mgt & admin & one 30 seater bus for staff deployment)	Three vehicles procured	Marine dept/ L&E	1	1	1	1	1	452,000,000	GOU	Procurement to be done by L&E

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Strategy	Strategic Action / Activity	Expected Result / Deliverable	Implementing unit	Time Frame (Years)					Total Activity Cost(BN)	Funding Source	Remarks
				Y1	Y2	Y3	Y4	Y5			
	<b>1.5.6:</b> Procurement of assortment of marine operation equipment (Navigation aids, Diving gears, first aid, water proof cameras & personal safety kits) procured	Assortment marine operation equipment procured	Marine dept/ L&E	1	1	1	1	1	1,595,520,000	GOU	Procurement to done by L&E
	<b>1.5.7:</b> Procurement of Salvage/rescue tools & Equipment (Salvage bags, water pumps, portable generators, chains/ropes) procured	Salvage/rescue tools & Equipment procured	Marine dept/ L&E	1					120,000,000	GOU	Procurement to done by L&E
	<b>1.5.8:</b> Procurement of 40 sets of Communication system	40 sets of communication system procured	ICT/ Marine dept.	20	10	10			2,000,000,000	GOU	Procurement to be done by ICT
	<b>1.5.9:</b> Automating marine policing system (including assorted ICT requirements & 30 Solar systems )	Marine system automated and operational.	ICT/ Marine dept.						250,000,000	GOU	Procurement to be done by ICT
	<b>1.5.8.</b> Completion of the Police marina facility at Kigo	Mariner completed	L&E/ Construction						3,000;000,000	GOU	Construction to be done by L&E
	<b>1.5.10:</b> Construction of Police docking facilities for border waters(L. Victoria, L. Edward & L. Albert)	03 docking facilities constructed	Marine dept.	1	1	1			3,000,000,000	GOU	Construction to be done by L&E
	<b>1.5.11:</b> Establishment of marine training school	Police marine school established and functional	L&E/ Marine						1,000,000,000	GOU	Construction to be done by L&E

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Strategy	Strategic Action / Activity	Expected Result / Deliverable	Implementing unit	Time Frame (Years)					Total Activity Cost(BN)	Funding Source	Remarks
				Y1	Y2	Y3	Y4	Y5			
	<b>1.5.12:</b> Fence Kigo Marine Base to ensure security	Kigo marine base fenced, watch towers erected, security lights installed	L&E/ Marine						200,000,000	GOU	Construction to be done by L&E
	<b>1.5.13:</b> Construction of 2 Office Blocks and Accommodation (682 Uniports, 02 Block of staff quarters and 03 Toilets)	2 Office Blocks & Accommodation constructed	L&E/ Marine						5,796,000,000	GOU	Construction to be done by L&E
<b>Sub Total Strategy 1.5</b>										37,088,520,000	
<b>1.6:</b> Strengthening counter terrorism measures in Uganda and the Eastern Africa Region	<b>1.6.1:</b> Induction of 5000 Personnel in CT skills	5000 Police Personnel inducted in CT Skills	CT/HRD						1,500,000,000	GOU	Training to be done by HRD
	<b>1.6.2:</b> Training of 2500 Police Personnel in specialized CT skills	Highly skilled Force of at least 2500 Police personnel built in CT	CT/HRD	500	500	500	500	500	750,000,000	GOU	Training to be done by HRD
	<b>1.6.3:</b> Intelligence gathering, Analysis & Collation	Intelligence led operations conducted	CTD						7,200,000,00	G.O.U	
	<b>1.6.4:</b> Mobilization and education of the community in the detection and prevention of terrorism	A vigilant population with improved terror awareness and promotes safety of persons and properties	Counter Terrorism Directorate						5,000,000,000	G.O.U	
	<b>1.6.5:</b> Procurement of 26 ant-terrorism vehicles	26 CT vehicles procured	CTD/ L&E						4,664,000,000	G.O.U	L&E to Procure

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Strategy	Strategic Action / Activity	Expected Result / Deliverable	Implementing unit	Time Frame (Years)					Total Activity Cost(BN)	Funding Source	Remarks
				Y1	Y2	Y3	Y4	Y5			
	<b>1.6.6:</b> Completion of Olilim Counter Terrorism Training School	Olilim CT training school completed	CTD/ L&E						15,000,000,000	G.O.U	L&E to take lead.
	<b>1.6.7:</b> Procurement of specialized ant-terrorism equipment	Specialized CT Equipment procured	CTD/ L&E						1,500,000,000	G.O.U	L&E to Procure
	<b>1.6.8:</b> Development of an automated ant-terrorism information system linked to other systems like NID, CRB, Interpol, etc.	Automated functional CT information system	CTD/ICT						2, 000,000,000	GOU	
<b>Sub Total Strategy 1.6</b>									<b>13,779,000,000</b>		
1.7: Strengthening partnerships with Private Security Organizations for delivery of security and guard services	<b>1.7.1:</b> Sensitization of RPCs, DPCs &DSCs on the new regulations 2013	RPCs, DPCs & DSCs sensitized on the new regulations.	OPS						120,000,000	GOU	
	<b>1.7.2:</b> Development of standard guidelines for the recruitment & training of PSO Security Officers	Standards guidelines developed & disseminated	OPS/HRD						75,000,000	GOU	OPS/HRD/ PSFA
	<b>1.7.3:</b> Development of an automated PSO information system linked to other related security systems	Automated functional PSO information system	OPS/ICT						120,000,000	GOU	
	<b>1.7.4:</b> Monitoring of PSO, civilian & shooting clubs firearms	Adherence to Police fire arms rules & regulations	OPS						250,000,000	GOU	
	<b>1.7.5:</b> Review of the training curriculum for PSOs to meet the needs of modern policing	Curriculum revised and operational	OPS/HRD						50,000,000	G.O.U	

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Strategy	Strategic Action / Activity	Expected Result / Deliverable	Implementing unit	Time Frame (Years)					Total Activity Cost(BN)	Funding Source	Remarks
				Y1	Y2	Y3	Y4	Y5			
	1.7.6: Establishment of a collaborative frame work with PSO and other stakeholders	Framework for corroboration developed & implemented	OPS						100,000,000	GOU	PSFA
<b>Sub Total : Strategy1.7</b>									<b>715,000,000</b>		
<b>Sub Total Objective 1: To improve the observance of law and order</b>									<b>102,968,320,000</b>		
<b>Strategic Objective 2: To improve the observation of law and order</b>											
2.1: Promoting and enhancing professionalism and observation of human rights and public accountability.	2.1.1: Undertake in-service training of Police personnel in human rights and public accountability	25,000 Police Personnel trained.	HRD/LEGAL	5,000	5000	5000	5000	5000	10,000,000,000	GOU	
	2.1.2: Assessment and evaluation of human right observation and public accountability in Uganda Police Force	Annual assessment of the level of human rights & public accountability personnel	LEGAL & RPD						500,000,000	GOU	
	2.1.3: Undertake an evaluation and assessment of Public Order Management operations	Reports of POM operations produced.	FFU						100,000,000	GOU	
	2.1.4: Creation of Regional human rights and legal offices	26 Regional human rights & legal offices operational	Legal & HRD						845,000,000	GOU	
	2.1.5: Enhancing the capacity of the disciplinary courts	All court proceeding conducted within 30 days	HR&LS	500	500	500	-	-	500,000,000	GOU	
<b>Sub Total: Strategy 2.</b>									<b>3,660,000,000</b>		

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Strategy	Strategic Action / Activity	Expected Result / Deliverable	Implementing unit	Time Frame (Years)					Total Activity Cost(BN)	Funding Source	Remarks
				Y1	Y2	Y3	Y4	Y5			
2.2: Promoting society responsibility for adherence and respect for law and order	2.2.1: Engagement with organizers of public gatherings and demonstrations to agree on all arrangements for the demonstration	All public gatherings and demonstrations carried out with full adherence to POMA	FFU,CLOs & Inelegancy						100,000,000		
	2.2.2: Sensitize the community on POMA	Community sensitization on POM conducted	CPC/LEGAL						200,000,000	JLOS/GOU	
	2.2.3: Sensitization of Police personnel on the POM Act and Anti Torture Act provisions.	All Police personnel trained in both laws.	LEGAL/PC						100,000,000	JLOS/GOU	
	2.2.4: Procurement of ant-riot protective body gear equipment.	Protective body gear equipment procured	L&E						5,000,000,000	GOU/JLOS	
	2.2.5: Equip FFU stores with the non-lethal consumables	An assortment of anti-riot consumables procured	L&E						10,000,000,000	GOU	
<b>Subtotal: Strategy 2.2</b>									<b>15,400,000,000</b>		
2.3: Enhance the capacity of FFU in public order management	2.3.1: Train 30,000 Police Personnel in the application of non-lethal skills during operations	30,000 trained.	FFU/HRA	6000	6000	6000	6000	6000	300,000,000	GOU	Training will be conducted by the HRD
	2.3.2: Procurement of 10 Horses for Public Order Management	10 Horses procured.	Canine /L&E		5	5			100,000,000		
	2.3.3: Train 20 mounted officers (Horse Riders).	20 officers Trained.			10	10			50,000,000		

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Strategy	Strategic Action / Activity	Expected Result / Deliverable	Implementing unit	Time Frame (Years)					Total Activity Cost(BN)	Funding Source	Remarks
				Y1	Y2	Y3	Y4	Y5			
	2.3.4: Evaluation and assessment of police detention facilities and processes	Report on the status of HR observation in Police	Legal &PSU						300,000,000	JLOS/GO U	
	2.3.5: Develop a mechanism for documenting and follow up public complaints against Police Officers at all Police stations	Frameworks and reports developed and operationalized	CLO/PSU, Inspector ate & Legal						500,000,000	JLOS/GO U	
	2.3.6:Ensure the that there is balanced disciplinary court proceedings	Reports produced on level of professionalism in conducting disciplinary court proceedings	Legal & RPD						360,000,000	JLOS /GOU	
	2.3.7: Research and review existing laws, Polices, Police books and forms.	Report findings produced and disseminated to PAC	Legal /HR						360,000,000	JLOS/'GO U	
	2.3.8: Inspection and verification of police rented premises.	All rented premises conform to human rights standards	HR&LS	10	10	10	10	10	215,000,000	GOU	
	2.3.9: Policing of the presidential, parliamentary and Local Council elections in the country	Elections at all levels peacefully conducted	OP						250,000,000,000	GOU	
	2.3.10: Elimination of the bucket system	Bucket system eliminated in at least 5)% of Police Units	L&E/ Human Rights						1,500,000,000		
<b>Sub Total Strategy 2.3</b>											<b>2,185,000,000</b>
<b>Sub Total: Objective 2: To improve the observation of law and order</b>											<b>21,245,000,000</b>

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Strategy	Strategic Action / Activity	Expected Result / Deliverable	Implementing unit	Time Frame (Years)					Total Activity Cost(BN)	Funding Source	Remarks
				Y1	Y2	Y3	Y4	Y5			
<b>Strategic Objective 3: To prevent and reduce crime</b>											
3.1: Enhance partnership with the community to detect and prevent crime	3.1.1: Develop standardize guidelines for crime preventers	Guidelines developed and operationalized	CPC & RPD						100,000,000	GOU / JLOS	
	3.1.2: Roll out the Muyenga community policing model at sub county level (Community halls, orientation of crime preventers etc.)	Muyenga model operationalized in 75 sub counties across the country.		15	15	15	15	15	3,000,000.00	GOU/	
	3.1.3: Induction of new Community liaison officers(CLOs)	200 CLOs inducted	CA/HRD	40	40	40	40	40	200,000,000		
	3.1.4: Orientation of 30 crime preventers per village	All district conduct orientation activities for recruited Crime Preventers	CA/HRD	129	129	129	129	129	12,900,000,000	GOU/	
	3.1.5: Conduct community Policing weeks and celebration of community policing day	No. Of community policing week activities' reports	CA, DPCs, RPCs	129	129	129	129	129	2,305,000,000	GOU/	
	3.1.6: Mid-term review of the implementation of the community policing ideology	Mid-term report on implementation of community policing ideology	CA						150,000,000	GOU	
	3.1.8: Procurement of vehicle and bicycles for community policing activities	Six - 14 Seater omnibuses, Four-30 Seater buses, & 900 Bicycles procured for field operations	CA/LE						1,369,000,000	GOU	Procurement to be done by L&E

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Strategy	Strategic Action / Activity	Expected Result / Deliverable	Implementing unit	Time Frame (Years)					Total Activity Cost(BN)	Funding Source	Remarks
				Y1	Y2	Y3	Y4	Y5			
		& community policing									
<b>Sub Total Strategy 3.1</b>										<b>17,027,000,000</b>	
3.2: Strengthening the capacity of CIID for intelligence gathering , analysis and operations	3.2.1: Inducting 5000 and induction of detectives for : Investigation crime	5000 officers Inducted into CIID for investigation	CIID and HRM	1000	1000	1000	1000	1000	1,500,000.00	GOU	Induction to be done by HRD
	3.2.2 Inducting 2400 crime intelligence officers into crime intelligence	2400 police officers inducted into Crime Intelligence	CIID/HRM	600	600	600	600	600	1,000,000,000	GOU/ JLSO	Induction to be done by HRD
	3.2.3:Specialized Training for 1,000 CIID Personnel	200 personnel undertake specialized training annually	CIID/HRM	200	200	200	200	200	2,000,000,000	GOU/	Training to be done by HRD
	3.2.4 Development of an appraisal mechanism for Investigation officers	Appraisal mechanism created and operational	CIID	25	30	45	50	50	200,000,000	GOU/ JLSO	
	3.2.5:Procure tools and logistics necessary for effective CIID functions( 5 homicide vans , 4 scene of crime vans for forensic investigations, 2 arrest vans & tools & equipment for investigation)	Vehicles, Tools & equipment procured for investigations	CIID/L&E						3,474,000,000	GOU/ JLOS	Procurement to be done by L&E
	3.2.6: Develop an automated criminal information system	CRMS system developed and linked to all related systems (such NID)	CIID and ICT	30	35	35	30	25	1,600,000,000	GOU/	

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				Y1	Y2	Y3	Y4	Y5			
	<b>3.2.7:</b> Develop an automated intelligence information system that profiles all dangerous and terrorists criminal suspects.	System developed and networked all districts and regional crime intelligence offices.	CIID/ICT	3	5	6	6	6	1,500,000,000	GOU/	
	<b>3.2.8:</b> Develop and train 3200 officers on guidelines and standards for investigations.	3200 officers trained on Investigation guidelines and standards	CIID	800	##	###	###	##	200,000,000	GOU/	
	<b>3.2.9:Facilitate</b> investigations and Intelligence Operations	At least 100,000 cases investigated and suctioned by DPP annually	Director CIID	10000	10000	10000	10000	100000	50,000,000,000	GOU/JLS O	
	<b>3.2.10:</b> Strengthening frameworks for collaboration and coordination with the criminal justice system	Coordination, Communication and Co-operation strengthened with stakeholders	CIID						500,000,000	GOU/	
<b>Sub Total: Strategy 3.2</b>											<b>60,475,500,000</b>
3.3: Strengthening of forensic and medico-legal services for scientific evidence based investigations	<b>3.3.1:</b> Training 1,000 scenes of crime officers (SOCOs)	1,000 SOCOs trained and each station staffed with at least 2.	Forensic Directorate	200	200	200	200	200	750,000,000	GOU/	
	<b>3.3.2:</b> Training of 130 forensic experts	130 Forensic experts trained	Forensic Directorate	26	26	26	26	26	950,000,000	GOU/	
	<b>3.3.3:</b> Procuring 1000 scenes of crime kits	1000 scenes of crime kits procured.	Forensic Directorate	200	200	200	200	200	6,000,000,000	GOU/	
	<b>3.3.4:</b> Procuring one set of DNA machine	1 Set of DNA machine procured	Forensic Directorate				1		5,000,000,000	GOU/	

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Strategy	Strategic Action / Activity	Expected Result / Deliverable	Implementing unit	Time Frame (Years)					Total Activity Cost(BN)	Funding Source	Remarks
				Y1	Y2	Y3	Y4	Y5			
	<b>3.3.5:</b> Procurement of one set Integrated Ballistic Information System (IBIS)	1 Set of IBIS machine procured.	Forensic Directorate					1	2,000,000,000	GOU/	
	<b>3.3.6:</b> Procurement of kits for scientific investigations for all districts	Kits procured.	Forensic Directorate						14,800,000,000	GOU/	
	<b>3.3.7:</b> Furnish, review re-organize exhibits stores and train their management.	All exhibit stores furnished , reviewed & re-organized, and all their managers trained	Director CIID	20	25	40	25	20	2,000,000,000	GOU/	
	<b>3.3.9:</b> Procurement of Digital Cameras with portable printers for SOCO.	200 cameras with portable printers & accessories procured	Director CIID						300,000,000	GOU/	
	<b>3.3:10:</b> Conduct joint training of personnel involved in Medico-legal services (Health workers, SOCOs, CIIDs, etc.)	1,200 personnel involved in medico-legal services (Health workers, SOCOs, CIIDs, etc.) trained.	PHS/HRA	240	240	240	240	240	120,000,000	GOU/	
	<b>3.3:11:</b> Procurement of medical kits for Medico-legal activities	14 Police Health centers equipped with 28 medico-legal kits.	PHS, L&E	6	6	6	5	5	56,000,000	GOU/	
	<b>3.3:12:</b> Procurement of body bags	20,000 body bags distributed to police units across the country	PHS, L&E	4000	4000	4000	4000	4000	3,000,000,000	GOU/ JLOS	

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				Y1	Y2	Y3	Y4	Y5			
	<b>3.3.14:</b> Operationalization of the Regional Forensic Referral Centre	Regional Forensic Referral Centre fully functional and providing referral services to the region	RFRC						31,645,675,200		
<b>Sub Total Strategy 3.3</b>										<b>127,097,175,200</b>	
3.4 Strengthening technical capacity of the CIID to manage specialized and sophisticated investigations and criminal activities	<b>3.4.1:</b> Training 3860 of Detectives in specialized fields of investigations	3860 officers trained in specialized investigations	Director CIID/HRM	772	772	772	772	772	1,790,000,000	GOU/JLOS	
	<b>3.4.2:</b> Reduce the current case backlog by 70%	15% of case backlog reduced annually	Director CIID	15%	15%	15%	15%	15%	3,500,000,000	GOU/JLOS	
	<b>3.4.3:</b> Rapid Quality Assessment of investigations and adherence to standards	Report of the Rapid Quality Assessment	CIID/RPD /PSU /						500,000,000	GOU/JLOS	
	<b>3.4.4:</b> Procure logistics and equipment for investigations	Logistics and equipment for investigation procured	ICT/ ECM / & CIID	1.8	4	4	3	4	14,800,000,000	GOU/JLOS	
<b>Sub Total Strategy: 3.4</b>										<b>55,566,000,000</b>	
3.5 Strengthen the capacity of INTERPOL -Uganda to efficiently and effectively manage transnational and trans-border crime.	<b>3.5.1</b> Induction of 165 personnel to handle INTERPOL cases.	165 police officers inducted	INTERPOL, &HRA						200,000,000	GOU/JLO	
	<b>3.5.2</b> Procurement and installation of I-24/ 7 to all entry & exit points.	I24/7 system functional at major entry and exit points	INTERPOL, ICT and L & E						500,000,000,000	GOU/	
	<b>3.5.3</b> Procure modern Interpol devices for effective investigations	INTERPOL equipped with modern devices for	ICT						200,000,000	GOU/	

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Strategy	Strategic Action / Activity	Expected Result / Deliverable	Implementing unit	Time Frame (Years)					Total Activity Cost(BN)	Funding Source	Remarks
				Y1	Y2	Y3	Y4	Y5			
		investigations									
	3.5.4 Hold Interpol General Assembly	General assembly conducted	INTERPOL						10,000,000,000	GOU/	
	Facilitate EAPCCO, & AFRIPOL activities	Participation of UPF in EAPACCO & AFRIPOL activities	Interpol						1,200,000,000	GOU	
<b>Sub Total : Strategy 3.5</b>											
3.6 Expansion of Canine Policing Services to all UPF Police Stations	3.6.1: Breed 175 Police dogs	175 Police dogs produced	Canine Section	35	35	35	35	35		GOU/	No additional Cost
	3.6.2: Operationalization of Nagalama Canine Breeding Centre	Nagalama Breeding Centre Functional							500,000,000	Jlos/GOU	
	3.6.3: Procure 5 pairs of breeding dogs	5 pairs of breeding dogs procured		5	5				140,000,000	GOU/	
	3.6.4: Expansion of K-9 units to up country Police Stations.	50 new K-9 Units constructed in up county stations	L&E	10	10	10	10	10	500,000,000	GOU/	
	3.6.5: Induct 300 Dog handlers	300 handlers inducted	HRD/ Canine	60	60	60	60	60	210,000,000	GOU/	
	3.6.6: Train 10 instructors in advanced dog training.	10 Instructors trained	HRD/ Canine		5	5			30,000,000	GOU/	
	3.6.7: Refresher course for 300 dog handlers	300 officers trained	HRD/ Canine	60	60	60	60	60	90,000,000	GOU/	
	3.6.8: Procurement of 30 customized canine vehicles	30 customized canine vehicles procured	Canine /L&E						2,400,000,000	GOU/	To be procured by L&E
	3.6.9: Conduct 26 exhibitions to sensitize communities on the role of canines in investigations	26 Regional canine exhibitions conducted	Canine/ CA						52,000,000	GOU/	

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Strategy	Strategic Action / Activity	Expected Result / Deliverable	Implementing unit	Time Frame (Years)					Total Activity Cost(BN)	Funding Source	Remarks
				Y1	Y2	Y3	Y4	Y5			
	<b>3.6.10:</b> Procurement of 100 donkeys for hard to reach area	100 donkeys procured	L&E/ Canine	20	20	20	20	20	100,000,000	GOU	To be procured by L&E
	<b>3.6.11:</b> Assorted veterinary equipment and laboratory reagents for Nagalama breeding Centre	Assorted veterinary equipment and laboratory reagents procured	Canine						100,000,000	GOU/	
	<b>3.6.12:</b> Welfare of 293 Police dogs	293 Police dogs maintained.	Canine Section	153	346	346	346	346	2,471,000,000	GOU/	2,471,000,000
	<b>3.6.13:</b> Monitoring and inspection of 100 upcountry units	100 units inspected	Canine						76,000,000	GOU/	
<b>Sub Total : Strategy 3.6</b>									<b>6,289,000,000</b>		
<b>3.7</b> Strengthening capacity of Child and Family Protection Units to respond and prevent child abuse and Gender Based violence	<b>3.7.1:</b> Induction of 1,000 Child Protection Officers, to increase the number from 529 to 1,529.	1,000 Child protection officers inducted	CFPD & HRA	200	200	200	200	200	3,500,000,00	GOU/	
	<b>3.7.2</b> Training of 1529 CFP Officers on Child and GBV data management	1,529 child CFP Officers trained on data management.	CFPD/ICT	305	400	500	200	50	500,000,000	GOU/	
	<b>3.7.3:</b> Construction of 50 interview and counseling rooms for SGBV victims	50 rooms constructed	CFPD & L&E	10	10	10	10	10	4,000,000,000	GOU/	
	<b>3.7.4:</b> Construction of 5 homes for protection of SGBV victims(KMP, Aswa, East Kyoga, Kigezi & Rwenzori)	5 Homes constructed in 5 regions.	CFPD / L& E.	1	1	1	1	1	1,000,000,000	GOU/	
	<b>3.7.5:</b> Procurement of furniture & equipment for the 5 homes	5 Homes furnished and equipped	CFPD /L&E /ICT						834,100,000	GOU/	

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Strategy	Strategic Action / Activity	Expected Result / Deliverable	Implementing unit	Time Frame (Years)					Total Activity Cost(BN)	Funding Source	Remarks
				Y1	Y2	Y3	Y4	Y5			
	<b>3.7.6:</b> Compile and print 2,500 copies of compendium of laws on SGBV	2,500 copies of compendiums of laws printed	CFPD	500	500	500	500	500	25,000,000	GOU/	
	<b>3.7.7:</b> Procurement of 3 vans for transporting children in need of protection services	3 vans procured	CFPD / L& E						282,000,000	GOU/	To be procured by L&E
	<b>3.7.8:</b> Sensitization of school children and families in 50 districts prone to child abuse and domestic violence	Sensitization done in 50 districts	CFPD						500,000,000		
	<b>3.7.9:</b> Development and printing of 100,000 IEC material on SGBV and children's rights (posters, brochures, leaflets etc) for different audiences.	100,000 IEC materials developed, printed and disseminated.							150,000,000	GOU/	
	<b>3.7.10:</b> Conduct basic trainings for partners (Local Council, CBOs, Fit persons, etc ) on their roles on child protection and SGBV	No of sub counties covered & child protection committees created	CFPD						500,000,000	GOU/	
	<b>3.7.11:</b> Conduct annual regional review meetings with partners to discuss challenges and solutions to matters affecting children	26 Annual review meetings conducted.	CFPD						1,300,000,000	GOU/	

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Strategy	Strategic Action / Activity	Expected Result / Deliverable	Implementing unit	Time Frame (Years)					Total Activity Cost(BN)	Funding Source	Remarks
				Y1	Y2	Y3	Y4	Y5			
	<b>3.7.12:</b> Monitoring & evaluation of CFPU activities in the 129 districts.	Quarterly M&E reports produced	CFPD						100,000,000	GOU/	
<b>Sub Total: Strategy 3.7</b>									<b>9,191,100,000</b>		
<b>3.8:</b> Creation of Special Police Units	<b>3.8.1:</b> Setup Police Unit for Agriculture	Agriculture Police Unit established	OPS						250,000,000		No costing done
	<b>3.8.2:</b> Set up special police unit for fisheries	A Fisheries Police Unit established	OPS						250,000,000		No costing done
	<b>3.8.3:</b> Training of 1,500 Police Officers in the established units with the required specialized skills	1,500 Police officer trained in the specialized skills	OPS						1,500,000,000	Respective Ministries / Department	To be funded by the respective ministries
<b>Sub Total: Strategy 3.8</b>									<b>500,000,000</b>		
<b>3.9:</b> Strengthening of Police Air policing services	<b>3.9.1:</b> Training of 10 Officers in air and rescue operations	10 Officers trained	HRD						1,000,000,000	GOU	
	<b>3.9.2:</b> Procurement of 2 twin engine helicopters and a fixed wing aircraft of for air policing services	2 twine engine helicopters and one fixed-wing aircraft procured	L&E & Air wing						78,119,250,000	GOU	To be procured by L&E
	<b>3.9.4:</b> Procurement of 3 (2double cabin and a bus )	2 Double cabin and a-14 seater bus procured	L & E/ Air Wing						252,000,000		
<b>Sub Total: Strategy</b>									<b>78,371,250,000</b>		
<b>Sub Total : Objective 3: To prevent and reduce crime</b>									<b>354,517,025,400</b>		

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Strategy	Strategic Action / Activity	Expected Result / Deliverable	Implementing unit	Time Frame (Years)					Total Activity Cost(BN)	Funding Source	Remarks	
				Y1	Y2	Y3	Y4	Y5				
4.1: Strengthening the Policy and Legal Environment for Policing Services in Uganda	4.1.1: Reviewing Police books and forms	UPF Renamed	RP&D/ Legal services						500,000,000	GOU/JL OS		
	4.1.3: Complete restructuring of Uganda Police Force		HRA/ Legal services						100,000,000			
<b>Sub Total: Strategy 4.1</b>												
4.2: Mainstreaming of gender in UPF	4.2.1 Conduct a needs assessment and develop gender policy & guidelines for the UPF	Gender guidelines/Policy developed	W/A	1					150,000,000	GOU		
	4.2.2: Dissemination of the gender policy in UPF	Gender Policy Disseminated	W/A						100,200,000	GOU		
	4.2.3 Induct 157 Gender desk officers	157 gender desk officers inducted	W/A & HRA	64	64	29			149,344,500	GOU		
	4.2.4: Establish gender desks in 26 Regions and 129 Police Districts.	Gender desks established	W/A HRA	64	64	29			130,800,000	GOU		
	4.2.9: Procure 2 vehicles for the department	Vehicles procured	W/A & L & E	1	1				170,000,000	GOU		
	4.2.10: Conduct monitoring & Evaluation	Monitoring and Evaluation carried out	W/A & RP	4	4	4	4	4	46,800,000	GOU		
<b>Sub Total: Strategy 4.2</b>											<b>747,144,500</b>	
5.1. Strengthening systems for transparency and accountability	Organize Annual Police Accountability Days in Every Police District	Police Public Relations Enhance	CPC						6,650,000,000	GOU/JL OS		
	Hold Quarterly Regional Discussion Forums	Regional Discussions Forums Held in 28 Regions	CPC						560,000,000	GOU		

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Strategy	Strategic Action / Activity	Expected Result / Deliverable	Implementing unit	Time Frame (Years)					Total Activity Cost(BN)	Funding Source	Remarks
				Y1	Y2	Y3	Y4	Y5			
5.2: Promotion of ethics, integrity and patriotism in the Police Force	<b>5.2.1: Ideological orientation training for 1000 Police Officers</b>		CPC	200	200	200	200	200	1,000,000,000	GOU	
	<b>5.2.2: Organize Police Baraza's in every district once a month</b>	<b>7,980 Barazas conducted</b>							200,000,000	GOU	
<b>Strategic Objective 6: To improve management systems based on ICT platform</b>											
6.1. Strengthening of Management System for Policing Services	<b>6.1.1.</b> Development of a Central Information System for Policing Services	CIS systems developed	ICT/ Research & Planning						10,500,000,000	GOU	Details are laid out in the UPF Sector Strategic Plan for Statistics 2006/7-2010/11
	<b>6.1.3:</b> Setting up AFIS	AFIS System Setup.	DICT, CIID/ Forensic						18,000,000,000	GOU	
	<b>6.1.4:</b> Setting up Fleet MIS	FMIS Setup.	DICT						3,000,000,000	GOU	
	<b>6.1.5:</b> Automation of the Registries	Automated Registry System	DICT/HRA						1,000,000,000	GOU	
	<b>6.1.6:</b> Complete development and roll out of HRMIS	HMIS rolled out	HRA/ICT						2,280,000,000	GOU	
	<b>6.1.7:</b> Undertake manpower audit	Manpower Audit report	HRA/ICT						250,000,000	GOU	
	<b>6.1.8:</b> Study the causes of the increasing levels of attrition	Report on attrition produced	HRA						200,000,000	GOU	
	<b>6.1.9:</b> Setting up performance management and appraisal system	Performance management and appraisal system set up	HRA/US						300,000,000	GOU	

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Strategy	Strategic Action / Activity	Expected Result / Deliverable	Implementing unit	Time Frame (Years)					Total Activity Cost(BN)	Funding Source	Remarks
				Y1	Y2	Y3	Y4	Y5			
	6.1.10: Training 1,000 managers in planning, and financial management and implementation	1,000 managers trained	RPD& F						188,856,203	GOU/ JLOS	
	6.1.11: Support and coordinate planning and budgeting at regional level	Budget done at Regional Level	RPD& F						30,273,399	GOU/ JLOS	
	6.1.12: Annual performance review	Annual conducted and report produced	RPD& F						600,000,000	GOU/ JLOS	
	6.1.13: Preparation of annual plans and budgets	Annual plans and budget produced	Finance, RPD						500,000,000	GOU/ JLOS	
	6.1.14: Supervise stores managers and , undertake annual Board of Survey for Cash, Stores and Assets to implement the Assets management Policy	Stores Management Reports and Annual Board of Survey Reports produced	Finance						50,000,000	GOU/ JLOS	
	6.1.15: :Development of a monitoring and evaluation systems for policing services	Functional monitoring and evaluation system in place	RPD						150,000,000	GOU/ JLOS	
	6.1.16: Review and develop tools for data collection on crime activities	Revised crime data collection tools produced	RPD, CIID & Traffic						50,000,000	GOU/ JLOS	

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Strategy	Strategic Action / Activity	Expected Result / Deliverable	Implementing unit	Time Frame (Years)					Total Activity Cost(BN)	Funding Source	Remarks
				Y1	Y2	Y3	Y4	Y5			
	6.1.17: Monitoring implementation of planned activities	Automated monitoring pack developed , monitoring reports produced	RPD						400,000,000	JLOS/GO U	
	6.1.18::Mid-term and end of SSPS implementation review	Mid Term and End Term Reports	RPD						500,000,000	JLOS/GO U	
	6.1.19:Evaluation of policies /police books and forms	At least one police book /form reviewed	RPD						100,000,000	JLOS/GO U	
	6.1.20: Conduct statistical and applied research/survey to inform consent policy decisions	Four research/survey projects conducted annually	RPD						850,000,000	JLOS/GO U	
	6.1.21: Set up and manage UPD resource Centre	A modern police library , a museum , and data bank set up	RPD						1,200,000,000	JLOS/GO U	
	6.1.22: Train 11 officers in advanced planning courses	11 officers trained	RPD						135,000,000	JLOS/GO U	
	6.1.23:Procurement of 5 vehicles for the D/Director and Heads of Depts.	5 MVs procured	RPD						375,000,000	JLOS.GO U	
	<b>Development of the 2020/21-2025/26 Strategic Plan</b>	New Strategic Plan Produces	RPD						250,000,000	JLOS/GO U	
<b>Sub Total: Strategy 5.</b>											<b>40,659,129,602</b>

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Strategy	Strategic Action / Activity	Expected Result / Deliverable	Implementing unit	Time Frame (Years)					Total Activity Cost(BN)	Funding Source	Remarks
				Y1	Y2	Y3	Y4	Y5			
5.2: Strengthening the Criminal Records Management System	5.5.1 Rolling out of CRMIS to 26 Regions and 120 Districts,	CRMIS	DICT & CIID						1,200,000,000	GOU	
	5.5.2: Train 830 officers on the CRMS implementation	830 officers trained	CIID & ICT	100	100	100	100	100	276,000,000	GOU	
<b>Sub Total: Strategy 5.2</b>											
<b>Sub Total: Objective 5: Governance and management systems improved</b>										<b>42,135,129,602</b>	
<b>Strategic Objective 6: To improve Infrastructure for delivery of policing services</b>											
6.1. Provision of decent housing for office and staff	6.1.1 Review, harmonize and standardize police infrastructure	Standard Police Infrastructure designs developed	L&E						100,000,000	GOU	
	6.1.10: Construction of UPF Headquarters	UPF Headquarters constructed	L&E						60,000,000,000	JLOS/GOU/PPP	
	6.1.2: Construction of 35 new Police stations in municipalities of Lira, Gulu, Soroti, Jinja an Fort portal	35 new Police Stations constructed.	L&E	7	7	7	7	7	24,500,000,000	GOU	
	6.1.4: Renovation of 24 Police barracks	24 Police barracks renovated	L&E	5	5	5	5	4	27,000,000,000	GOU	
	6.1.5: Construction of 12,300 new staff housing units	12,300 new units constructed (7,300 PPP & 5,000 by UPF Construction unit)	L&E						750,000,000,000	GOU/PPP	
	6.1.6: Procurement of and installation of 600 uniports for marine staff in 36 island	600 uniports procured and installed	L&E	120	120	120	120	120	3,000,000,000	GOU	
	6.1.7: Construction of Police mess and guest houses		L&E						3,000,000,000	GOU	

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Strategy	Strategic Action / Activity	Expected Result / Deliverable	Implementing unit	Time Frame (Years)					Total Activity Cost(BN)	Funding Source	Remarks
				Y1	Y2	Y3	Y4	Y5			
	6.1.8: Construction of Polices resource centers / hybrid library	Resource centre /hybrid library operationalized	L&E						2,000,000,00	GOU	
	6.1.9: Construction of 6 Regional Offices in Mbarara,Jinja Masaka, Mbarara,Soroti, Lira & Iganga	A total of 6 new Regional Police Commander Offices Constructed	L&E						3,000,000,000	GOU	
	6.1.11: Construction of logistics HQs in Namanve.	Logistics HQs constructed	L&E						25,000,000,000	GOU	
	6.1.12: Completion of Natete and Luwero Police Stations	Natete and Luwero Police Stations completed	L&E						4,000,000,000	GOU	
	6.1.15: Completion of ongoing constructions under PRDP	All projects under PRDP completed	L&E						500,000,000,000	GOU	
	6.1.16: Construction of 3,000 transitional housing units in preparation for PPP Projects	3000 transitional housing units constructed	L&E						6,000,000,000	GOU	
<b>Sub Total Strategy 6.1</b>									<b>1,399,600,000,000</b>		

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Strategy	Strategic Action / Activity	Expected Result / Deliverable	Implementing unit	Time Frame (Years)					Total Activity Cost(BN)	Funding Source	Remarks
				Y1	Y2	Y3	Y4	Y5			
6.2. Strengthening of the ICT infrastructure for policing services	6.2.1: Expansion CCTV infrastructure Network to cover KMP. (Entebbe CBD, Kampala Crime Prone Areas & all Traffic Junctions) (Both upgrade & new installation) and in major municipalities of Masaka, Mabarara, Mbale, Jinja &Gulu	CCTV expanded to 180 new sites	DICT	36	36	36	36	36	15,500,000,000	GOU	
	6.2.2: Setup CCTV system in 6 police establishments, (Garment Factory, CPS, Katwe Police Station, CIID HQ, & Forensic Lab).	6 police establishments Installed CCTV	DICT	1	1	1	1	1	2,500,000,000	GOU	
	6.2.5: Expansion of Tetra Communication System to cover a radius of 150KM from KMP.	Tetra communication system expanded a radius of 150 km from KMP.	DICT			1	1	1	4,000,000,000	GOU	
	6.2.6: Establishment of Regional Emergency Call Centre (RECC 999/112) connected to all emergency services.	Emergency Call centers established in 26 regions	DICT						200,000,000,000		
	6.2.7: Migration of VHF communication system from analog to Digital (KMP, Municipalities, etc) and recycling of analog system to upcountry station in	VHF communication system digitized and analog system recycled	DICT	1	1	1			9,000,000,000	GoU	

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Strategy	Strategic Action / Activity	Expected Result / Deliverable	Implementing unit	Time Frame (Years)					Total Activity Cost(BN)	Funding Source	Remarks
				Y1	Y2	Y3	Y4	Y5			
	phases										
	6.2.8 Procurement of 40 HF communication system and setting up 3 VHF communication networks in Bushenyi, Albertine and Kigezi regions	40 HF Radios Procured.	DICT			20	20		12,900,000,000	GOU	
	6.2.10: Setting up 155 ICT centres in regions and districts	155 ICT centres established.	DICT &						11,300,000,000	GoU	
	6.2.11: Procurement of computers and related accessories for Directorates, Departments & Units.	· 560 computers and Laptops, 30 heavy duty photocopier & printers procured	DICT						1,500,000,000	GOU	
	6.2.12: Setting up a Police Data Bank and a Disaster Recovery Site.	UPF data bank and disaster recovery site setup.	DICT /L&E		1	1	1	1	1,200,000,000	GOU	
	6.2.13: Procurement of Telecom Services	Telecom services procured	DICT						3,500,000,000	GOU	
	6.2.14: Establish a GIS Unit	GIS Unit established	DICT/ L&E	1	1	1			880,000,000	GOU	
	6.2.15: Enhancing ICT Research & Innovation.	An ICT Research and Innovation Centre for UPF.			1	1	1	1	825,000,000	GOU	
<b>Sub Total : Strategy 6.2</b>											263,105,000,000
<b>6.3: Enhancing the Security of UPF Land</b>	6.3.2 Undertake physical verification, surveys, opening boundaries and titling of 422 parcels of land	422 parcels of Land surveyed/boundaries opened, titles secured	L & E	100	##	##	##	22	1.688,000,000	GOU	

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Strategy	Strategic Action / Activity	Expected Result / Deliverable	Implementing unit	Time Frame (Years)					Total Activity Cost(BN)	Funding Source	Remarks
				Y1	Y2	Y3	Y4	Y5			
	<b>6.3.3:</b> Procurement of 5 parcels of land & buildings at Buziga Police Post, Bulaga Police Post , Kyampisi in Mukono District for CT training centre, Katwe next to Police station, Lira MC Police Post.	5 parcels of land & buildings procured	L&E	1	1	1	1	1	1,870,000,000	GOU	
	<b>6.3.4:</b> Compensation of Squatters on Police land at Pallisa Police Barracks	25 Squatters at Pallisa Barracks compensated	Land Mgt (L&E)	5	5	5	5	5	240,000,000	GOU	
	<b>6.3.5:</b> Recruit land professionals (Land Valuers, Planners, Surveyors, & Land use designers)	25 Professionals recruited	L&E	5	5	5	5	5		GOU	No additional cost
	<b>6.3.6:</b> Procurement of equipments for land management (4Total stations 4GPS 4 Theodor ate)	Land management equipment procured	L&E	4	2	2	2	2	3,320,000,000	GOU	
	<b>6.3.7:</b> Procurement of 3 double cabins for transport	3 double cabins procured	L&E	1	1	1			255,000,000	GOU	
<b>Sub Total: Strategy 6.3</b>										5,685,000,000	
<b>6.4:</b> Strengthening Strategic Classified Security Services	<b>6.4.1</b> Procure Classified equipment	Classified equipment procured	L&E						39,000,000,000	GOU	
<b>Sub Total: Strategy 6.4</b>										39,000,000,000	
<b>6.5:</b> Strengthen the UPF's Transport and Logistical System to	<b>6.5.1:</b> Finalization of the Transport Policy for the policing services	Transported Policy approved	L&E, R &P						50,000,000	GOU	

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Strategy	Strategic Action / Activity	Expected Result / Deliverable	Implementing unit	Time Frame (Years)					Total Activity Cost(BN)	Funding Source	Remarks
				Y1	Y2	Y3	Y4	Y5			
Deliver Policing Services	6.5.2: Procurement of prioritized vehicles based on the transport requirement list (Annex -	Prioritized vehicles procured	L&E						187,695,000,000	GOU	Cost of vehicles for some specialized units is reflected under the respective units
	6.5.3: Establish 26 regional vehicle maintenance centers	26 regional vehicle maintenance centers established	L&E						1,560,000,000		
	6.5.4: Training of 3266 fleet management personnel in the relevant technical skills (mechanical engineers, auto technicians, pilots, machine operators, drivers & cox wins, riders) for fleet management	3266 personnel trained	L&E	600	700	700	900	366	4,200,000,000	GOU	
	6.5.5: Development of the UPF fleet management information system	Functional fleet management information system	L&E and ICT						5,000,000,000	GOU	
<b>Sub Total: Strategy 6.5</b>										94,305,000,000	
6.6: Enhance UPF building and construction capability	6.6.1: Capitalization and equipping of UPF Construction and Engineering Unit	UPF construction unit capitalized and equipped	L&E						12,732,960,000	GOU	
<b>Sub Total Strategy 6.6</b>									12,732,960,000		
<b>Sub Total: Institutional and Infrastructure Development for improved delivery of policing services</b>										1,914,427,960,000	
<b>Strategic Objective 7: To improve human resource capacity, skills and welfare status</b>											

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Strategy	Strategic Action / Activity	Expected Result / Deliverable	Implementing unit	Time Frame (Years)					Total Activity Cost(BN)	Funding Source	Remarks
				Y1	Y2	Y3	Y4	Y5			
7.1: Enhance the strength and professionalization of UPF to effectively deliver policing services to the nation and the region	7.1.1: Development and production of curricula for 22 training programmes to facilitate accreditation of UPF training schools & programmes	22 Curricula developed	HRD	5	2	5	5	5	594,000,000	GOU	
	7.1.2: Development and production of 30 training manuals for various modules in Cadets & PPCs courses with schemes of work & lesson plans	30 training manuals developed.	HRD	6	6	6	6	6	1,230,000,000	GOU	
	7.1.3: Professional Development of 1000 Trainers for the UPF Training Schools	1,000 Trainers of Trainers trained	HRD	250	250	500			2,500,000,000	GOU	
	7.1.4: Professional appraisal and evaluation of 22 training programmes for Kabalye Police Training School for accreditation	22 Training Programmes accredited	HRD						108,000,000	GOU	
	7.1.5: Recruitment and training of 46,652 PPCs and Cadets	46,652 PPCs and cadets recruited and trained	HRD	9,330	9,330	9,330	9,330	9,330	204,274,398,000	GOU	
	7.1.6: Refresher courses for 20,000 personnel in General duties	Refreshers courses conducted for 20,000 in service personnel	HRD	4000	8000	4000	2000	2000	6,000,000,000	GOU	
	7.1.7: Induction course for 1,000 CFPD personnel	1,000 CFPOs inducted	HRD/CPC	200	200	200	200	200	300,000,000	GOU	

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Strategy	Strategic Action / Activity	Expected Result / Deliverable	Implementing unit	Time Frame (Years)					Total Activity Cost(BN)	Funding Source	Remarks
				Y1	Y2	Y3	Y4	Y5			
	<b>7.1.8: Training of 7,500</b> FFU personnel in specialised skills	7,500 FFU personnel trained	HRD	250	250	250	250	250	9,750,000,000	GOU	
	<b>7.1.10: Training of 250</b> PSO Instructors / Officers	250 Instructors trained	HRD/OPS	50	50	50	50	50	175,000,000	GOU	
	<b>7.1.11: Conduct promotional courses to 7000 personnel</b>	7,000 personnel trained	HRD	2000	2500	500	1000	1000	21,000,000,000	GOU	
	<b>7.1.12: Conduct command and leadership courses to 2,750 officers</b>	2,750 offers completed command & leadership courses	HRD	650	1000	350	500	250	22,450,000,000	GOU	
	<b>7.1.13: Sponsor 350 personnel for specialized training in higher institutions of learning (LDC, ICT, etc)</b>	350 personnel sponsored	HRD	70	70	70	70	70	3,500,000,000	GOU	
	<b>7.1.14: Re-training of 7,500 former Local Administration Police officers (LAP) &amp; Special Police Constables (SPCs) integrated into UPF.</b>	7,500 former SPC & LAP personnel re-trained	HRD	2500	2500	50	50	150	18,750,000,000	GOU	
	<b>7.1.15: M&amp;E, Training Needs Assessment &amp; Quality Assurance</b>	Training needs assessment and monitoring conducted.	HRD						3,500,000,000	GOU	
	<b>7.1.16: Procurement of training and office equipments for the training schools</b>	Training schools equipped	L&E						327,000,000		
<b>Sub Total: Strategy 7.1</b>										<b>378,281,398,000</b>	

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Strategy	Strategic Action / Activity	Expected Result / Deliverable	Implementing unit	Time Frame (Years)					Total Activity Cost(BN)	Funding Source	Remarks
				Y1	Y2	Y3	Y4	Y5			
7.2: Enhancing ICT skills of personnel to handle existing and emerging ICT challenges and innovation.	7.2.1: Conduct survey to establish the level of ICT usage and application in UPF	Survey report on ICT usaga produced	RPD & ICT						200,000,000		
	7.2.2: Conducting Regional and Districts computer literacy awareness programmes	130 literacy awareness forums conducted.	HRD	26	26	26	26	26	1,950,000,000	GOU	HRA to comment
	7.2.3: Conducting ICT professional skills development for 200 personnel	200 ICT Certified professionals trained	HRD/ DICT	40	40	40	40	40	1,500,000,000	GOU	
	7.2.4: Setting up modern ICT laboratories in all training schools and colleges	4 modern ICT labs established	ICT/HRA		2	2			1,200,000,000		
<b>Sub Total Strategy 7.2</b>										4,850,000,000	
7.3: Development and Strengthening of UPF Training Institutions	7.3.1: Upgrading Kabalye PTS into a cantonment of schools ( Initial, Promotional, Refresher and Professional)	Kabalye developed into a cantonment of schools	HRD/L&E						111,600,000,000	GOU	
	7.3.2: Development of Senior Command and Staff College (Police Academy) at Bwebajja	Functional Senior Command & Staff College with core training facilities, accommodation & recreation facilities	HDR/L&E						56,439,500,000	GOU	
	7.3.3: Completion of Olilim CT training school	Olilim CT Training school completed	HRD/L&E						7,600,000,000		

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Strategy	Strategic Action / Activity	Expected Result / Deliverable	Implementing unit	Time Frame (Years)					Total Activity Cost(BN)	Funding Source	Remarks
				Y1	Y2	Y3	Y4	Y5			
	7.3.4: Upgrading Ikaffe into modern training school	Ikaffe upgraded	HRD/L&E						5,800,000,000	GOU	
	7.3.5: Establishing a modern Police Traffic and Driving College	Traffic and driving school established	HRD/L&E						6,162,000,000	GOU	
	7.3.6: Establishing a Marines Training School	Marine training school established	HRD/L&E						5,800,000.00	GOU	
	7.3.7: Procurement of 52 Vehicles &MC for Training Schools	30 Vehicles & 22 MC procured	HRD/L&E						4,042,000,000	GOU	To be procured by LE
<b>Sub Total Strategy 7.3</b>										191,749,300,000	
7.4 Strengthen UPF capacity to deliver accessible quality health care services to the personnel and surrounding communities	7.4.1: Construction of a general police hospital and 2 health centers to support delivery of policing services	A general hospital and 2 health centres constructed	PHS & L&E		1	2			4,600,000,000	GOU	The cost of hospital construction is not included
	7.4.2: Recruitment of 300 health workers (Doctors, nurses, midwives, lab technicians, clinicians etc	300 health workers recruited	PHS &HRA	60	60	60	60	60		GOU	No additional Cost
	7.4.3: Procurement of diagnostic & treatment equipment.	Diagnostic and treatment equipment procured.	PHS &L &E						1,108,640,000	GOU	
	7.4.4: Procurement of medical furniture	Medical furniture procured.	PHS &L &E	2	3	3	3	2	197,800,000	GOU	
	7.4.5: Remodel 5 ART Centeatrs for acretadition	5 Health Centres accredited	PHS & L&E		2	2	1		1,000,000,000	GOU	

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Strategy	Strategic Action / Activity	Expected Result / Deliverable	Implementing unit	Time Frame (Years)					Total Activity Cost(BN)	Funding Source	Remarks
				Y1	Y2	Y3	Y4	Y5			
	7.4.6: Provision of 80 outreach health care services	80 health care outreaches conducted	PHS & L&E	16	16	16	16	16	800,000,000	GOU	
	7.4.7: Provision of services for the prevention and management of communicable and non-communicable diseases	Health care services regularly provided	PHS						2,721,000,000	GOU	
	7.4.8: Procure 40 motor vehicles to support delivery of police health services	40 vehicles procured	L&E						2,050,000,000	GOU	
	7.4.9: Train 410 Police health workers	410 Health workers trained	PHS/HRD	86	80	86	80	80	950,000,000	GOU	
	7.4.10: Completion of the Cancer hospital in Kololo	Cancer hospital completed	PHS/LE						20,000,000,000	GOU/ JLOS	
<b>Sub Total: Strategy 7.4</b>										33,427,440,000	
7.5: Strengthening and Capitalisation of Duty Free Services	7.5.1: Widen the range of building materials for the duty free shop	Duty Free Shop stocked with 7 range of building materials	US & Welfare						10,000,000,000		
	7.5.2: Construction of 51 stores for Kampala and 10 regions	51 storage facilities constructed	US, W&P						1,020,000,000		
	7.5.3: Procurement of 57 Vehicles (lorries, pick up and MCs)	57 vehicles procured	L&E								Under general transport procurement
<b>Sub total strategy 7.5</b>										1,020,000,000	
7.5: Build UPFs capacity for agricultural	7.5.1: Procurement of equipment for mechanised agriculture	Package of equip procured	LE, W & P						2,034,000,000	GOU	

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Strategy	Strategic Action / Activity	Expected Result / Deliverable	Implementing unit	Time Frame (Years)					Total Activity Cost(BN)	Funding Source	Remarks
				Y1	Y2	Y3	Y4	Y5			
production	and commercial farming										
	<b>7.5.2:</b> Build infrastructure to facilitate commercial agricultural production	Infrastructure built	US, W&P, L&E						219,000,000	GOU	
	<b>7.5.3:</b> Procurement of breeding Stock( seeds, animals, birds & Insecticides)	Breeding stock heifers and goats procured	US, W&P						88,000,000	GOU	
	<b>7.5.4:</b> Land clearing and preparation (1,600 Acres ) in Yumbe and Olilim	1600 Acres cleared & planted	W&P						366,000,000	GOU	
	<b>7.5.5:</b> Support activities for crop production (Labour)	200 workers recruited	W&P						2,400,000,000	GOU	
	<b>7.5.6:</b> Procurement of agricultural tools and protective gear for staff	Agricultural tools and protective gear procured	Directorate of W&P +L&E						20,000,000	GOU	
<b>Sub Total : Strategy 7.5</b>									<b>5,127,000,000</b>		
<b>7.6</b> Establish Boarding Secondary Education Facility for Children of Police Officers education for Police Officers	<b>7.4.2:</b> Construction and equipping of 2 boarding Senior Secondary Schools	2 Schools established	AIGP /L & E						40,000,000,000	GOU	
<b>7.5</b> Strengthen the Capacity of Uganda Police Band	<b>7.5.3:</b> Induction of 500 officers into the Police Music, Dance & Drama	500 officers inducted	HRA & CPC						326,000,000	GOU	
	<b>7.5.2:</b> Construction and equipping Uganda Police Band Music Studio	Police Band Music Studio Established	L&E & CPC						1,420,000,000	GOU	

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Strategy	Strategic Action / Activity	Expected Result / Deliverable	Implementing unit	Time Frame (Years)					Total Activity Cost(BN)	Funding Source	Remarks
				Y1	Y2	Y3	Y4	Y5			
	7.5.1: Procurement of Musical equipment and other materials for the Uganda Police Band	Uganda Police Band equipped with modern music instruments	L&E & CPC						1,200,000,000	GOU	
	7.5.4: Procurement of 7 vehicles for the MDD	7 Vehicles procured	L&E & CPC							GOU	Cost under L&E activity 6.5.2
<b>Sub Total: Strategy: 7.5</b>										42,946,000,000	
7.6 Promote the saving culture and economic empowerment of personnel	7.6.1: Carrying out 130 financial literacy awareness forums among police officer	130 Financial Literacy awareness forums conducted	W&P						650,000,000		
	7.6.2: Training 10 SACCO managers in micro finance management skills	10 SACCO managers trained	W&P						20,000,000		
	7.6.3: Marketing of the Police Exodus SACCO	Police Exodus SACCO marketed to all regions	W&P						80,000,000		
<b>Sub Total: Strategy 7.6</b>										750,000,000	
<b>Sub Total Objective 7: To improve human resource capacity, skills and welfare status</b>										611,613,638,000	
<b>GRAND TOTAL FOR THE STRATEGIC PLAN</b>										3,104,093,717,302	

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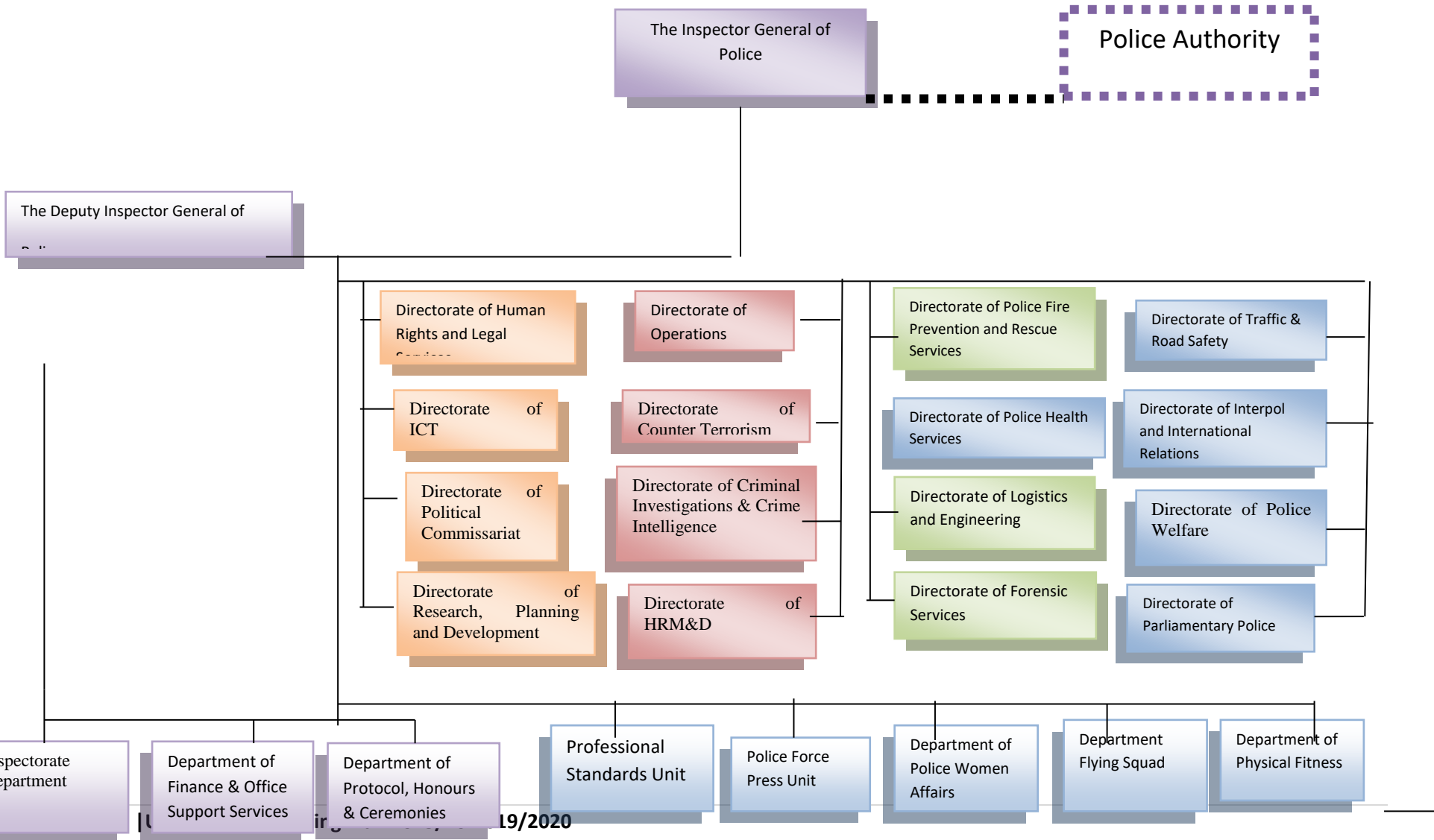
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## Annex 2 List of Reference

- 1 Republic of Uganda, The Ant-Terrorism Act, 2002
- 2 Human Rights Commission Report, 10<sup>th</sup> April 2014
- 3 <sup>1</sup> <http://www.ugandaroadsector.org/RoadSefty>
- 4 Inspectorate of Government, Tracking Corruption Trends in Uganda, 4<sup>th</sup> Annual report, 2014
- 5 The Constitution of Uganda, 1995
- 6 JLOS Sector Investment Plan III 2012-2017
- 7 The Police Watch, *'Public Order Management in Uganda Today: Issues and Perspectives,'* HURINET-U, June, 2011.
- 8 Police Amendment Act of 2006,
- 9 National Development Plan (NDP) 2010/11-2014/15
- 10 The NRM Manifesto 2011-2016
- 11 Republic of Uganda, National Population and Housing Census, November 2014
- 12 Uganda Vision 2040,
- 12 Uganda Demographic Health Survey, 2011.

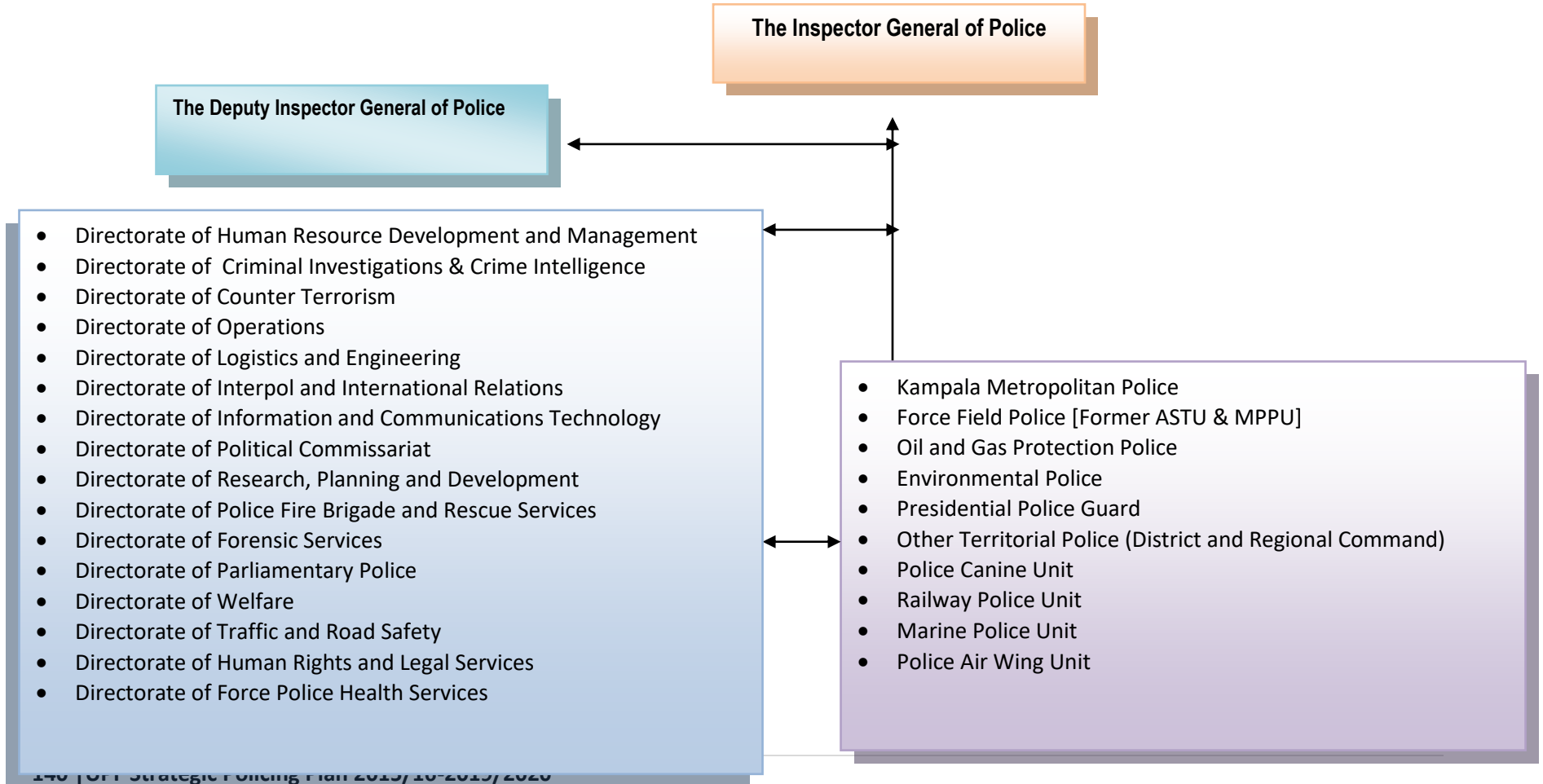
### Annex 3: Approved Administrative & Planning Macro Structure for UPF



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Appendix II

APPROVED COMMAND STRUCTURE FOR THE UGANDA POLICE FORCE



**Note:** Field specialised functions are supported and serviced by the Assistant Inspector General of Police in their respective Directorates

### Annex 3: Marine Services: Establishment, Current Status and Gaps

No	Items	Total required	Current Staff	Gap	Planned target	Remark
01	Marine establishments / Deployments	30	18	12	12	12 more detachments to be opened
02	Marine zones	07	05	02	02	To ensure full coverage of the zones
03	Personnel	724	197	527	200	Personnel needed for proposed deployment.
04	Accommodation	724	42	682	682	At least 05 uni-ports for each detach
<b>Equipments</b>						
05	Long distance patrol boats	12	09	02	02	07 of boats need major repairs
06	Cargo /troop carrier boats	02	00	02	02	Required for movement of personnel and cargo
07	Patrol boats (f/glass and engine)	37	19	18	18	One per detachments and 01 extra for zones
08	Fire boats	04	03	01	01	For strategic deployment
09	Rescue boat	02	00	02	02	For rescue operations
10	Zodiac boats	30	11	19	19	Attached to all detachments
11	Life rafts/ Jet skies	05	00	05	05	For quick rescue
12	Ambulance boat	01	00	01	01	VIP victims
13	30 Seater Bus	01	00	01	01	For transporting staff
14	Pick up motor vehicle	02	01	01	01	One double cabin for administration
15	Operation van	01	00	01	01	To support rescue operations
16	Boat trailers	09	07	02	02	For interceptor and pursuit boats
17	Fuel tank	01	00	01	01	For movement of fuel for marine operation
18	Diving equipment	28	16	12	12	For salvage
19	Dive compressors	07	01	06	06	To refill dive cylinder
20	Generators	07	00	07	07	To run dive compressors
21	Solar systems	30	00	30	30	Provision of electricity to island establishment
22	Communication system	37	00	37	37	For administration
23	Computers & laptops	37	04	33	33	For administrative
24	Navigation aid (GPS, Binoculars & Night vision)	40	00	40	40	Required at all marine establishments.
25	Water proof cameras	40	00	40	40	For record purposes

## Annex 4: Incidence of Terrorist Threat and Attacks in Uganda

Year	Date	Threat
2010	11th July	Terrorist Attack on Uganda Leaving 69 dead and 74 injured
2011	Dec 17	U.S. Embassy Kampala, Uganda Persistent Terrorist Threat
2012	28th June	Ongoing Terrorist Threat in Uganda, US Embassy Warns
	27th July	Football Match: U.S. Embassy Kampala, Uganda Security Message for U.S. Citizens Football Match Terrorist Threat
	13th Sept	Uganda Terror Threat: The U.S. Embassy in Uganda warned American citizens visiting the country to stay home Saturday amid a potential terrorist
2013	24th April	US Warns of ongoing terrorist threats
	26th April	Uganda on high terror alert over Al shabaaba threats
	2nd Aug	US Warns of on gonging Terrorist threats
	24th Sept	Terror Threats: Police Tightens Security on City Malls
	21st Dec	Police Tightens Security Following Fresh Terror Threats
2014	6th May	US Warns of the potential for Terrorist to attack Kampala May/June
	3rd July	US and Uganda Police Warns of specific terrorist threats to attack Entebbe Airport
	13th Sept	Uganda Terror Threats, US Embassy Warns
	13th Sept	Uganda Police arrests 25 Al-Shabaab Suspects

## Annex 5: Incidence of Terrorists Attacks in Kenya

Year	Date	Location	Injured	Dead
2011	24th Oct		20	1
			69	5
2012	Feb		2	2
	10th Mar	Machakos Bus Station	6	6
	29th April	Ngara Estate (House of Miracle Church), Nairobi	11	1
	15th May	Bella Vista nightclub in Mombasa	7	2
	28-May	Sasa Boutique, Assanand's House, Moi Avenue, Nairobi	27	
	24-Jun	Jericho Beer Garden, Mishomoroni, Kisauni, Mombasa	30	3
	1-Jul	Central Catholic Cathedral and AIC churches, Garissa	15	17
	18-Jul	Barbershop in Wajir	4	
	25-Jul		3	
	3-Aug	Eastleigh, near the Kenya Air force HQs, Nairobi	6	1
	15-Sep		2	
	21-Sep		7	
	30-Sep	Sunday school ,at St Polycarp Anglican Church, Juja road, Nairobi		1
	30-Sep	Along Ngamia road in Garissa	2	
	27-Oct	Hagdera, Daadab mosque		1
	18-Nov	mini-bus (matatu) in Eastleigh	25	10
	5-Dec	Joska area of Eastleigh, Nairobi	6	1
	7-Dec	Mosque, Eastleigh area of Nairobi	8	5
	19-Dec	Al Amin mosque in Eastleigh area of Nairobi	2	
	20-Dec	Kenyatta Street in Garissa	1	3
27-Dec	Mandera		1	
2013	4 <sup>th</sup> Jany	Dagahale area in Garissa	7	2
	9-Jan	(WFP) compound in Mandera Town	0	0
	31-Jan	Dagahalley area , northern town of Dadaab	3	
	2-Feb	Wanjir	3	1
	5-Feb	Dadaab		1
	18-Apr	Kwa Chege Hotel in Garissa	10	6
	9-Jun	Eastleigh (Nairobi) and Likoni (Mombasa)	15	
	21-24 Sep	Westland, Nairobi (Westgate)	175	67
	13 Dec	Wanjir	3	1
	14th Dec	Eastleigh Nairobi (Bus Attack)	36	4
2014	31-Mar-14	Eastleigh. Occurring along 11th street		6
	23rd April	Pangani police station in Nairobi		4
	4th May		62	3

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### Annex 6 Package of agricultural equipment

	Equipment	QTY	Unit Price (UGX)
1	Tractors and accessories	3	540,000,000
	Tractors and accessories	1	178,000,000
	Spray race,	1	30,000,000
	Truck	2	100,000,000
	Threshing machine	1	30,000,000
	Double cabin	4	76,000,000
	Boom sprayer	2	30,000,000
	Fridge for vaccines	1	8,000,000
	Maize crib	1	40,000,000
	Diary house	1	30,000,000
	Milk coolers	1	50,000,000
	Milking parlor	1	40,000,000
	Drying racks	1	20,000,000
	Combine harvester	1	200,000,000
	Milking machine	1	180,000,000
	Threshing machine	1	30,000,000
	Fencing of all land @ 700m.	1	700,000,000
	Feed processing machinery,	1	18,000,000
	Milling machinery	1	60,000,000

## Annex 7: Sub National Administration units that require Police stations to be constructed

	Districts				Border Points			Municipalities			Police Regions
1	Alebtong	18	Kyankwanzi	1	Oraba	1	Nansana	1	Kasese		
2	Namutumba	19	Namyingo	2	Lwakaka	2	Kamuli	2	Lira		
3	Kole	20	Amudat	3	Suam,	3	Kitgum	3	Arua		
4	Sheema	21	Kween	4	Mpondwe			4	Wamala		
5	Mitooma	22	Iganga	5	Ishasha						
6	Buhweju	23	Ngora	6	Bunagana						
7	Kamwenge	24	Rubirizi	7	Kyanika						
8	Lyantonde	25	Kyegegwa	8	Kathile						
9	Rukungiri	26	Bukedea	9	Seu						
10	Zombo	27	Lwengo	10	Mutukula						
11	Kiboga	28	Serere	11	Kikagati						
12	Budaka	29	Luuka								
13	Busia	30	Buyende								
14	Kitgum	31	Kaliro								
15	Kumi	32	Bududa								
16	Ntoroko	33	Buvuma								
17	Bukomansimbi										

Police Stations that Require Renovations			Police Barracks that Require Renovation			Police barracks (Municipal stations) that require renovation at 2.0B@		
1	Mbale,	1	Mable	12	Kamuli	1	Jinja	
2	Arua,	2	Jinja	13	Mpigi	2	Tororo	
3	Nebbi,	3	Lira	14	Kabale	3	Soroti	
4	Mubende,	4	Mbarara	15	Masindi	4	Lira	
5	Mityana,	5	Kasese	16	Moroto	5	Fortportal	
6	Busunju,	6	Lugazi	17	Moyo	6	Gulu	
7	Mpigi,	7	Nagalama	18	Kitgumu	7	Masaka	
8	Soroti,	8	Mubende	19	Kotido	8	Mbarara	
9	Lugazi,	9	Kalungu	20	Malaba	9	Kabale	
10	Jinja	10	Tororo	21	Busia	10	Entebbe	
11	Kamuli	11	Hoima					

Police Barracks that require renovation at 700m @			Police Stations that will require construction of new barracks (4 blocks accommodating 32 people) at 1 billion shillings each				
1	Hoima	1	Kigo Marines	13	Nwoya	25	Mitooma
2	Mpigi	2	Nebi	14	Kiboga	26	Gomba
3	Nagalama	3	Rakai	15	Kyankwanzi	27	Zombo
4	Mubende	4	Yumbe	16	Lamwo	28	Kumi
5	Masindi	5	Kole	17	Kitgum	29	Namayingo
6	Moyo	6	Shema	18	Kween	30	Budaka
7	Kamuli	7	Bushenyi	19	Kibale	31	Alebtong
8	Nakasongola	8	Bukomansimbi	20	Rubirizi	32	Kamwenge
9	Kalungu	9	Kalangala	21	Kyegegwa	33	Kamuli
10	Kalisizo	10	Mpigi	22	Kalangala	34	Butaleja
11	Nalufenya	11	Luwero	23	Butalangu	35	Budaka
		12	Kanungu	24			

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## Annex 8: Transport Requirements for the Uganda Police Force

		2014/15	2015/16	2016/17	2017/18	2019/20	Total
1	S/ wagon vehicles for top management	7	7	7	7	8	36
2	Double cabin pickups for D/D & HOD	57	57	57	57	60	288
3	S/ cabin pickups for operational officers (DPCs, OCs, patrol)	94	94	94	94	93	469
4	Saloon vehicles for VIPPU & Admin for functions	12	12	12	12	12	60
5	Ambulances for medical, emergency & rescue services	10	10	10	10	10	50
6	14 Seater buses for field inspections, VIP function & operations	4	4	4	4	4	20
7	30 Seater buses for field deployment & staff transportation	3	3	3	3	3	15
8	60 Seater buses for field deployment & staff transportation	3	3	3	3	1	13
9	Specialised vans (Scene of crime, homicide vans, communication vans, funeral vans)	3	3	3	3	2	14
10	150 trucks (Light and heavy trucks) to be used in troop deployment and transportation of logistics	8	8	8	8	7	39
11	Mobile workshop vans for field maintenance and operations	1	1	1	1	1	5
12	Recovery vehicles (Light and heavy duty) for field recovery	6	6	6	6	4	28
13	Tractors and farm implements for the production department	1	1	1	0	0	3
14	Marine boats( patrol, suspect carriers, cargo carriers) for maritime security	4	4	4	4	4	20
15	Helicopters ( fire and rescue) for aerial surveillance and fire suppression	1	1	1	1	1	5
16	Motor cycles for field operations and hard to reach areas	373	373	373	373	375	1867
17	Donkeys for mountainous terrain and hard to reach areas	4	4	4	4	4	20
18	Troop carriers for 150 platoons						
19	50 Pickups for companies	10	10	10	10	10	50
20	26 Water cannons (Riot Control Vehicles-RCVs) for the 26 policing regions.	6	6	6	8		26
21	50 APCS for support during violent situations.	5	5	5	15	20	50
22	26 suspects carriers in at least each of the policing regions.	15	6	5			26
24	Vehicles for officers (loan scheme-hire purchase)		10	20	30		60
25	Buses for transporting officers	3	3	3	3		12
26	Horses for riot control	5	5	5	5	5	25
27	Rapid intervention vehicles for fire rescue						
28	Vehicles for specialized units eg Oil & Gas, canine carriers, marine carriers						
29	Bicycles for community policing	2000	2000	2000	2000	2000	10000
30	Tricycles for canine, firefighter-equipped motorcycles, Patrol tricycles	30	30	30			90

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<b>Vehicle Maintenance Equipments and Tools for UPF Maintenance Centers</b>						
	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2019/20</b>	<b>Total</b>
Procure wheel alignment machines for central and regional maintenance centers	3	3	3	3	3	15
Procure wheel balancing machines for central and regional maintenance centers	3	3	3	3	3	15
Mobile compressor central and regional maintenance	3	3	3	3	3	15
Universal diagnostic tool for central maintenance centre	1	1	1	1	1	5
Procure computers and accessories for operation and administration at the region	6	6	6	6	8	32

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## Annex 9: Uganda Police Force: SWOT Analysis of Policing Services

Function	Strengths	Weakness	Opportunities	Threats
Protection of Life & Property	<ul style="list-style-type: none"> <li>• Availability of Basic Infrastructure and equipment for Fire Prevention and Emergency Rescue (FPER) Services in 29 Districts</li> <li>• The strengths of 559 police personnel deployed for Prevention and Emergency Rescue (FPER) Services</li> <li>• Availability of air rescue services</li> </ul>	<ul style="list-style-type: none"> <li>• Over 83 Districts do not have Fire Prevention and Emergency Rescue (FPER) Services and more districts are expected to be created.</li> <li>• Limited skills of the 559 police personnel deployed for Prevention and Emergency Rescue (FPER) Services for fire and hazardous emergencies.</li> <li>• Limited capacity to provide emergency rescue services during natural calamities</li> </ul>	<ul style="list-style-type: none"> <li>• Availability of 4 Private providers for fire prevention and rescue services</li> <li>• Partnerships with Local Governments for the provision of firefighting equipment</li> <li>• Partnership with UPDF, CAA, Government agencies Private ambulance services and during the provision of fire &amp; emergency rescue services</li> </ul>	<ul style="list-style-type: none"> <li>• Increasing emergency incidences responded to by the FPER services, that grew from by 27% from 1,359 in 2010, to 1,725 in 2014</li> <li>• The unplanned nature of urban areas which do not facilitate efficient delivery of Prevention and Emergency Rescue (FPER) Services</li> <li>• Growing risk of forest fires</li> </ul>
	<ul style="list-style-type: none"> <li>• Declining trend of road accidents from 22,272 cases in 2011 to 18,686 cases in 2014.</li> <li>• A Force of 1,362 police traffic personnel deployed for traffic force and road safety policing service.</li> </ul>	<ul style="list-style-type: none"> <li>• Greatest % of road accidents (80-90%) being attributed to human factor</li> <li>• The unregulated motorcycle (Boda boda) transport industry which has no respect for road traffic and safety regulations</li> <li>• Traffic Police Personnel gap of 1,738 (58%).</li> <li>• Limited capacity of the Police Driving school to provide comprehensive practical training of traffic offers</li> </ul>	<ul style="list-style-type: none"> <li>• Partnership with other agencies such UNRA, MOWT, KCCA, Face Technology, URA, MOH etc, in ensuring road safety</li> </ul>	<ul style="list-style-type: none"> <li>• The narrow nature of road infrastructure which is inadequate for the volume of traffic.</li> <li>• Lack of a standardized curriculum for training motorist</li> <li>• Existence of 60 black sports on Ugandan roads countrywide</li> </ul>

	<ul style="list-style-type: none"> <li>• Team of 67 marine personnel force, policing all water bodies in the country.</li> <li>• The strategic deployments of the Unit, which has grown from 04 detachments; to 18 on all water bodies.</li> <li>• Marines has a total 32 marine vessels</li> </ul>	<ul style="list-style-type: none"> <li>• Limited coverage of marine services on water bodies</li> <li>• Skills gap for deep sea divers</li> <li>• Absence of specialised training institutions in marine policing</li> <li>• Lack of Mariner to service and maintain the boats</li> <li>• There is a 40% gap in marine detachments, 29% gap for marine zones, 73% and 94% shortage for personnel and accommodation respectively.</li> </ul>		<ul style="list-style-type: none"> <li>• The large and open nature of Uganda's water bodies which provide hideouts to people with criminal minds</li> </ul>
	<ul style="list-style-type: none"> <li>• Creation of the UPF Counter Terrorism Directorate and establishment of the Joint Anti-Terrorism (JAT) Task Force, for the coordination of all security actions on terrorism in the country.</li> <li>• Skilled counter terrorism personnel Force of 5,977 with modern equipment.</li> <li>• The establishment of a counter terrorism school at Olulim in Katakwi for skills enhancement</li> </ul>	<ul style="list-style-type: none"> <li>• Ability to sustain a high level of security alertness among the public</li> <li>• At least 30% of the counter terrorism personnel do not have high level skills in counter terrorism</li> <li>• Low level of counter terrorism awareness among the public</li> </ul>	<ul style="list-style-type: none"> <li>• Enactment of the Anti-Terrorism Act, 2002, that provides the an effective legal framework for combating terrorism acts in the country</li> </ul>	<ul style="list-style-type: none"> <li>• Increasing incidences of terrorism threats and activities in the region and globally</li> <li>• Not all the countries in the Great Lakes region of Africa have laws to address terrorism</li> <li>• Limited CT capacity for some of countries in the region</li> </ul>
Preservation of Law and Order	<ul style="list-style-type: none"> <li>• Establishment of the Field Force Unit with capacity to maintain law and order in the country</li> <li>• Equipping of the Field Force unit to support its operations</li> <li>• Personnel strength 9,327 out of the required 14,000 officers</li> </ul>	<ul style="list-style-type: none"> <li>• Inadequate financing and logistical support to the operations of the Field Force Unit as well as maintaining the equipment</li> <li>• Increasing number of public disorders which require the FFU</li> </ul>	<ul style="list-style-type: none"> <li>• Enactment of the Public Order Management Act 2013, which provides legal framework for regulation of public events</li> </ul>	<ul style="list-style-type: none"> <li>• Increasing militant and violent conduct of unemployed youth country wide</li> </ul>

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		<p>to always be on high alert.</p> <ul style="list-style-type: none"> <li>• Personnel gap of 4,673 officers</li> <li>• Limited skills among the FFU personnel. 50% of the FFU personnel require specialised training in public order management</li> </ul>		
<i>Prevention &amp; Detection of Crime</i>	<ul style="list-style-type: none"> <li>• Declining trend of the crime rate</li> <li>• Establishment of the Forensic Laboratory infrastructure to support scientific investigations</li> <li>• The establishment of the canine unit to support detection and criminal investigations and crowd control</li> <li>• Adoption of the community policing ideology.</li> <li>• The new model of crime preventers who have augmented the work of UPF personnel and popular vigilance in society</li> <li>• Creation of the Directorate of Crime Intelligence to enhance intelligence – led investigations</li> </ul>	<ul style="list-style-type: none"> <li>• Limited skills and capacity of the DCI &amp; CIID staff for effective intelligence gathering and investigation</li> <li>• Inadequate staffing of the CIID Directorate which has resulted into a high CIID case file ration of 21 per year against the recommended 12 files a year</li> <li>• Limited application of ICT and scientific crime investigations</li> <li>• The personnel gap of 5,665 people for crime investigation which overlord the existing staff resulting into huge back log of cases which remain under invest</li> </ul>	<ul style="list-style-type: none"> <li>• Partnership with private investigators for criminal investigations</li> <li>• Partnership with external agencies such as FBI for sophisticated investigation</li> </ul>	<ul style="list-style-type: none"> <li>• Increasing number cases of violent, economic and organized crimes which require sophisticated and highly scientific investigations</li> </ul>
Institutional Development, Command and Governance	<p><b>Personnel</b></p> <ul style="list-style-type: none"> <li>• Increased personnel strengths of the UPF from 14,000 in 2005 to 44,601, to support delivery of policing services</li> <li>• Increasing number of professionals and elite Police Personnel who can easily be trained in the different specialised field. An estimated 10%</li> </ul>	<p><b>Personnel</b></p> <ul style="list-style-type: none"> <li>• <b>Personnel:</b> Gap of 29,401. The Force requires 42,786 personnel by 2020 or 8,557 per year for next 5 years</li> <li>• The attrition rate of 1,000 personnel per year</li> <li>• Inadequate financing of the Policing services. During 2015/16</li> </ul>	<ul style="list-style-type: none"> <li>• Presence of willing Development Partners to finance Police operations and activities</li> <li>• Willingness of the public to join the Police Force</li> <li>• The enactment of the Public–Private Partnership Act 2015 which provides legal framework for conducting</li> </ul>	<ul style="list-style-type: none"> <li>• Competition for resources from the national cake which a major threat to the total financing of policing services</li> </ul>

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	<p>of Police Personnel are graduates who are professionals in different fields</p> <ul style="list-style-type: none"> <li>• Development of the UPF ICT infrastructure to support delivery of policing services</li> <li>• Restructuring of the Uganda Police from 4 to 18 directorates</li> </ul> <p><b>Training Institutions</b></p> <ul style="list-style-type: none"> <li>• Established 3 training school that include: a Senior Command and Staff College at Bwebajja, Kabalye Police Training School, ICAFE FFU training school and Olilim CT Training School in Katakwi and for skills enhancement of UPF personnel</li> </ul> <p><b>Housing Units</b> 24% of the entitled officers at the strengths of 44,601 personnel are accommodated.</p> <p><b>Equipment</b> Acquired 1,404 motor vehicles, equipment &amp; plant, 7,579 motorcycles, 36 vessels, 3 Aircrafts and 18 donkeys</p> <p><b>Financing of policing services</b> Increased funding of policing activities which has grown from UGX 86.4bn in 2005/6 to UGX 435bn in 2015/16</p> <p><b>Availability of land:</b> For the development of Police infrastructure and production purposes. UPF has over 3,087 acres of land donated to it by</p>	<p>the Force required 1.045 trillion, and received 540bn creating a gap of 505.156bn</p> <p><b>Training Institutions</b></p> <ul style="list-style-type: none"> <li>• Training schools are not accredited by the National Council for Higher Education</li> <li>• The training schools have inadequate infrastructure, equipment and <i>number</i> of tutors</li> </ul> <p><b>Housing /Accommodation</b></p> <ul style="list-style-type: none"> <li>• The Force has a gap of 62,252 housing units for the next 5 years for an optimal Force of 1:500. Annually the Force has to build units 12,450 units per year for the next 5 years</li> </ul> <p><b>Equipment</b></p> <ul style="list-style-type: none"> <li>• High cost of maintenance of UPF equipment due to increased operational policing activities. UPF requires UGX 16bn for servicing &amp; maintenance and only 41% (UGX 6.5bn) was secured, creating a gap of UGX 9.5bn.</li> <li>• The establishment of O&amp;M centres require UGX 51.45 bn (USD 14.7m,</li> </ul> <p><b>Financing of policing services</b></p> <ul style="list-style-type: none"> <li>• Corruption practices among UPF personnel</li> </ul>	<p>business with the private sector</p>	
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	Districts and public individuals.		
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