



THE REPUBLIC OF UGANDA



# UGANDA POLICE FORCE

## STRATEGIC POLICING PLAN

2020/21 - 2024/25



### THEME:

Improve the capacity and wellbeing of the officer and harness use of technology to secure communities



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## VISION:

A Professional and People Centered Police for a Safe and Secure Society.

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## MISSION:

To Secure Life and Property in Partnership with the Public in a Committed and Professional Manner in order to Promote Sustainable Development.

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## FIVE-YEAR GOAL:

To secure communities better, in order to facilitate production and improved quality of life.

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## CORE VALUES:

1. Discipline
2. Professionalism
3. Community oriented
4. Nationalistic
5. Patriotic
6. Integrity

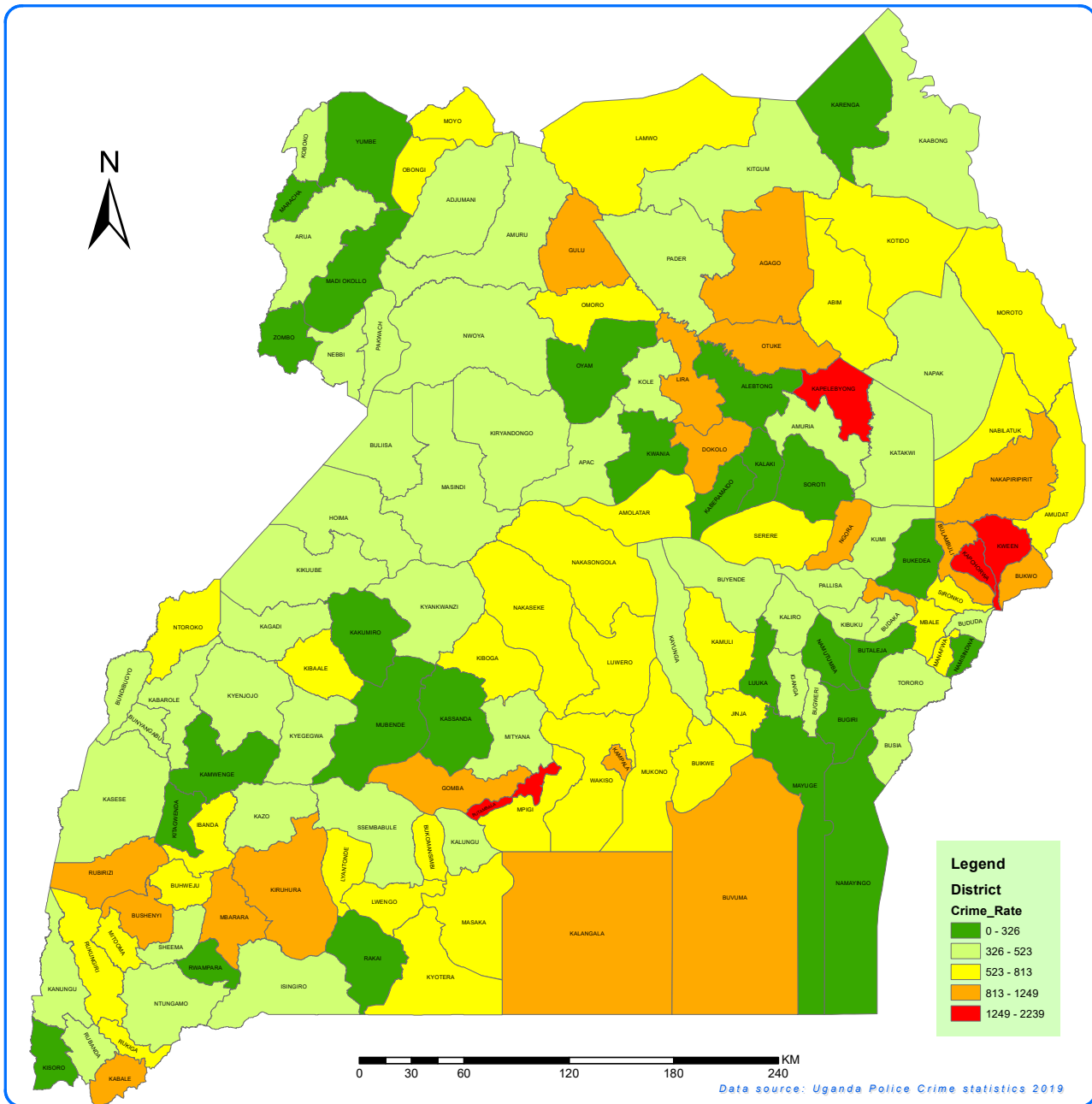
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## KEY IMPACT RESULTS:

1. Reduced prevalence of crime
2. Enhanced safety of the general public
3. Increased observance of law and order
4. Increased public satisfaction in policing services



# DISTRICT CRIMERATE HEATMAP 2019



The above map depicts the prevalence of crime per 100,000 persons by district during 2019

# Foreword



I am pleased to present the second Strategic Policing Plan through which the Uganda Police Force will improve service delivery to the citizenry over the period 2020/21 – 2024/25. Policing services are a central component in the delivery of internal security and national development.

For the country to realise the NDP III goal of **increasing Household Income and improving the quality of life of Ugandans**, the UPF must fulfill its constitutional mandate as stipulated under Article 212 of the 1995 Constitution of the Republic of Uganda as amended.

During the NDP III, Government has shifted from the sector-wide to the programmatic approach to planning and budgeting.

The UPF will play a central role in the implementation of the NDP III programmes of Governance and Security and Administration of Justice whose goals are **“improving adherence to the rule of law and capacity to contain prevailing and emerging security threats”** and **“strengthen access to justice for all”** respectively.

The UPF is faced with a number challenges that have to be dealt with, including crime that is increasingly becoming sophisticated, low public confidence, corruption, poor personnel welfare, poor attitude towards work, limited capacity and infiltration by wrong elements.

During the next five years, the Force shall prioritize implementation of interventions aimed at improving delivery of policing services by enhancing the capacity and wellbeing of the police officer and harnessing the use of technology.

The Force shall cultivate partnerships and support of the citizenry while delivering people centred policing services. It shall prioritize intelligence-led operations and investigations to prevent and manage serious crime such as terrorism, violent and organized crime. The Force shall enhance its human resource capacity through recruitment of additional personnel, training and implementation of welfare measures that include increasing the stock and quality of staff accommodation. The UPF shall also strengthen measures to deal with cattle theft and insecurity in the Karamoja region and neighbouring areas. The Force shall fight corruption, foster accountability and uphold human rights when executing its mandate. Above all, the Force shall promote professionalism, commitment and patriotism among its rank and file.

The Ministry of Internal Affairs shall provide the leadership and support required for the UPF to deliver on this enormous task.

I therefore call upon all stakeholders to play your part in supporting the realization of the ideals of this plan.

For God and My Country.

Maj. Gen. (Rtd) Kahinda Otafiire (MP)  
**Minister of Internal Affairs**

# Acknowledgement



The Uganda Police Force implemented the UPF Strategic Policing Plan 2005/16- 2019/20, as part of the National Development Plan II and overall Vision 2040. During this period, the Force has registered significant progress in its mandate. The Force has increased coverage by establishing presence in 80% of the subcounties, registered decline in crime rate from 742 to 551 per 100,000 population and detected and neutralized all terror threats in the country.

However, challenges still prevail as highlighted below:

- 1) Slow response to distress calls;
- 2) Security threats in the country arising from terrorism, violent and organized crime, civil disorders and cybercrime among others;
- 3) Inadequate human resource capacity;
- 4) Limited capacity to manage crime;
- 5) Limited utilization of science and ICT in policing;
- 6) High accident fatalities;
- 7) Inadequate equipment;
- 8) Low staff welfare;
- 9) Limited appreciation for multiparty democracy by the populace;
- 10) High cost of operation and maintenance of equipment;
- 11) Inadequate financing for policing services leading to accumulation of arrears; and
- 12) Limited institutionalization of performance management.

UPF has developed the second Strategic Policing Plan 2020/2-2024/25 to address the above challenges with the overall goal being **“to secure communities better in order to facilitate production and improved quality of life”**. The Force’s priorities are encompassed in the following five (05) thematic areas; (i) ensure safety of persons and security of property, (ii) promote preservation of law and public order, (iii) strengthen intelligence and community policing for crime prevention, (iv) build capacity for effective crime investigation and (v) promote institutional development, governance and management.

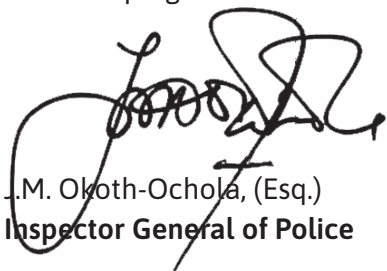
Realisation of the Force’s aspirations calls for innovative approaches to policing which shall include proactive policing, deepening the use of science in policing, reorganization of the territorial forces based on the sub-county policing model, utilization of resources more efficiently, alignment of resources to planned undertakings, institutionalization of performance management, strengthening cooperation, communication and coordination with other MDAs and LGs including security agencies and engagement of development partners and the community.

I wish to express my gratitude to the Directorate of Research, Planning and Development for steering the process of developing this strategic plan. Also appreciated are individuals, units and external stakeholders that participated in developing this plan. Particular recognition goes to the following planning committee members for their efforts in putting this plan together:

S/No.	RANK & NAME	DESIGNATION
1.	SCP Ocaya James	Chairperson
2.	CP Halango Timothy	Vice Chairperson
3.	SSP Mugume Julius	Member
4	SSP Mulondo Eriphaz	Member
5.	SSP Okello Richard	Member
6.	ASP Mugumya Melexedec	Member
7.	ASP Gale Isaac	Member
8.	ASP Ssentongo Anthony	Member
9.	ASP Baluka Racheal	Member
10.	No. 23445 CPL Kirabira Christine	Member
11.	David Kaweesa Kisitu	Consultant

I now urge members of the Force to use this plan to propel this institution into **a professional and people centred police for a safe and secure society**. I also implore all stakeholders to support the UPF to realize this vision.

Lastly, I wish to congratulate the entire Police Force and the country at large upon the achievement of developing the second Strategic Policing Plan as we continue to **“protect and serve”**.



J.M. Okoth-Ochola, (Esq.)  
Inspector General of Police


Regulation 26(3)

**CERTIFICATE**

**Certificate of Approval of a Decentralized Development Plan**

The Authority has reviewed the development plan of **UGANDA POLICE FORCE** and is satisfied that the development plan complies with the National Planning Authority Act, 2002, the National Planning Authority (Development Plans) Regulations, 2018, the National Development Plan and guidelines issued by the Authority.

Dated this <sup>5<sup>th</sup></sup> day <sup>03</sup> of <sup>22</sup> .....

  
Joseph Muwawala (PhD)  
EXECUTIVE DIRECTOR

17A Clement Hill Road  
P.O. Box 21434  
Kampala Uganda  
Tel. +256-414-250229  
+256-312310730  
Fax. +256-414-250213  
E-mail: npa@npa.go.ug  
Website: www.npa.go.ug

————— Planning for Development —————

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# List of Acronyms

AIGP	Assistant Inspector General of Police
AMISOM	Africa Mission in Somalia
AU	African Union
CLO	Community Liaison Officers
CPC	Chief Political Commissariat
CRMS	Crime Records Management System
CT	Counter Terrorism
DGAP	Democratic Governance and Accountability Programme
DNA	Deoxyribonucleic acid
DPC	District Police Commander
DPP	Directorate of Public Prosecutions
EAC	East African Community
EAPCCO	Eastern Africa Police Chiefs Cooperation Organization
EPS	Express Penalty Scheme
ERC	Emergency Response Centres
FFU	Field Force Unit
FMIS	Fire Arms Management Information System
FPER	Fire Prevention and Emergency Rescue
GBV	Gender Based Violence
HRMIS	Human Resource Management Information System
IBIS	Integrated Ballistic Information System
IGP	Inspector General of Government
IGP	Inspector General of Police
JAT	Joint Anti-Terrorism
JLOS	Justice Law and Order Sector
KMP	Kampala Metropolitan Police
MTEF	Medium Term Expenditure Framework
NDP	National Development plan
NMS	National Medical Stores
NRM	National Resistance Movement
NTR	Non Tax Revenue

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
SOCO	Scene of Crime Officer
SWAP	Sector-wide Approach
UDHS	Uganda Demographic and Health Survey
UHRC	Uganda Human Rights Commission
UN	United Nations
UPF	Uganda Police Force

# Executive Summary

The 1995 Constitution of the Republic of Uganda as amended, mandates the Uganda Police Force to protect life and property; preserve law and order; prevent and detect crime; and cooperate with the civilian authority and other security organs established under the Constitution and with the population generally.

Over the last five years, the UPF undertook various initiatives to deliver on this mandate. An evaluation of the implementation of the first Strategic Policing Plan (2015/16-2019/20) revealed that 47% of the planned results were fully realized while 12% were partially achieved. The following impact results were delivered:

- i) Crime rate reduced from 742 in 2014 to 551 by end of 2020;
- ii) Emergency response improved to an average of 15 minutes from time a call is made in the city and municipalities;
- iii) All terrorist threats were successfully neutralized; and
- iv) Order and public tranquility maintained during public processions and gatherings.

The Force has established infrastructure in all districts covering at least 80% of the 1,737 sub-counties in the country to ensure safety of persons and their property. It conducted 1,455 emergency rescue operations, rescued 561 lives, and recovered 383 bodies. Road traffic crashes reduced from 18,686 to 12,858 while vehicles involved reduced from 29,174 to 18,978 in 2014 and 2019 respectively, though the accident severity index increased from 15 to 30. The Force handled 1,443 maritime incidents rescuing 1,061 lives and recovering 617 bodies, detected and defused 15 terror threats, and protected all vital installations across the country.

The Force also successfully contained a total of 135 major incidents of public disorder.

Concerning crime, the Force invested in infrastructure for prevention, detection and management including the CCTV network, IBIS, AFIS, DNA analysis equipment, cyber-crime analysis equipment, a telecommunication intelligence monitoring system, a data monitoring system, i-24/7 and as well as CRMS. The Force has also entrenched the community policing doctrine. Coverage of canine services has also expanded to 70 locations across the country and has aided in the investigation of 53,160 cases.

The above capacity has led to the dismantling and disruption of over 30 criminal gangs and 21 syndicates. It has also resulted into a sustained decline in the volume of reported crime from 257,770 in 2015 to 215,224 in 2019.

Advances were made in a number of institutional development areas. The Force developed/reviewed 05 policies, SOPs for 02 key functions, 23 Police Forms and 03 Police Books as well as an Anti-Corruption Strategy and the Police Standing Orders. Several ICT platforms and an ICT Innovation Centre were established in addition to upgrading radio communication to DMR. UPF constructed 420 apartments and 60 other accommodation units in different parts of the country. The Force also constructed 16 police stations, 03 motor vehicle maintenance centres, an aircraft maintenance

hangar and a central armoury. The fleet now stands at 7,502 strong constituted of motor vehicles, specialized vehicles, construction equipment, tricycles, motorcycles, boats, aircraft and donkeys. An additional 8,783 personnel were recruited thereby growing the Force strength from 44,601 personnel to 46,614 (37,899M, 8,715F) while over 11,000 in-service personnel were trained in various refresher and specialized courses. Lastly funding for policing services grew by 43% from UGX 650.295 bn in 2015/16 to UGX 932.072 bn in 2019/20.

The above notwithstanding, several challenges and weaknesses remain, that the UPF should address in the next strategic plan. These include:

- i) Limited coverage of territorial policing services.
- ii) Inadequate and poorly skilled personnel.
- iii) Inadequate and inappropriate office and residential accommodation.
- iv) Poor staff welfare.
- v) Limited capacity for crime intelligence.
- vi) Existence of isolated incidents of violent crime.
- vii) Increased sophistication, technology-based and syndicated crime.
- viii) Limited investigative capacity resulting into high detective caseload, low conviction rates, growing case backlog and delays in completion of inquiries.
- ix) Poor management of exhibits, case files and crime records.
- x) Increasing number of traffic accident fatalities.
- xi) Presence of terror threats.
- xii) Slow response and limited range of emergency services.
- xiii) Absence of an appropriate legal and regulatory framework for certain key aspects of policing.
- xiv) High cost operating and maintaining assets acquired.
- xv) Insecurity of UPF land.
- xvi) Low levels of automation of policing processes.
- xvii) Persistent reports of human rights violations by members of the Force.
- xviii) Corrupt tendencies (real and perceived).
- xix) High prevalence of acts of indiscipline amongst members of the Force.
- xx) Low levels of public satisfaction and confidence in policing.
- xxi) Inadequate knowledge within the public domain and citizenry about procedures, services and responsibility centres.
- xxii) Inadequate appreciation of multiparty democracy by political actors.
- xxiii) The need to deepen the integration of crosscutting issues including gender and equity considerations in policing.
- xxiv) Non-responsiveness of UPF processes, services and facilities to client requirements.
- xxv) An under-developed planning function in the Force.
- xxvi) Weak integration of performance management in the day-to-day processes and practices of the Force.
- xxvii) Existence of an inappropriate organizational structure.
- xxviii) Absence of a business continuity plan.



The Force's strategic focus in the next five years will be as follows:

- Vision:** A professional and people centered police for a safe and secure society;
- Mission:** Secure life and property in partnership with the public in a committed and professional manner in order to promote sustainable development;
- Goal:** Secure communities better in order to facilitate production and improved quality of life. Under this goal, the following impact results will be delivered:
5. Reduced prevalence of crime;
  6. Enhanced safety of the general public;
  7. Increased observance of law and order; and
  8. Increased public satisfaction in policing services.

In order to realize the vision, mission, goal and the overall results, implementation of the plan will focus on the following objectives:

**1. Ensure safety of persons and security of property.**

- 1.1 Build an effective territorial policing system.
- 1.2 Build capacity of the Force to promote road safety.
- 1.3 Build capacity of the Force to prevent and manage emergencies.
- 1.4 Secure the general public, VIPs and vital installations.

**2. Promote Preservation of Law and Public Order.**

- 2.1 Enhance enforcement and maintenance of law and order.
- 2.2 Promote citizens' participation in maintenance of Law and Order.

**3. Strengthen Intelligence and Community Policing for Crime Prevention.**

- 3.1 Strengthen Intelligence for Proactive Policing.
- 3.2 Promote community awareness and collaborative engagement in fighting crime.

**4. Build capacity to effectively investigate crime.**

- 4.1 Improve capacity to manage crime.
- 4.2 Promote application of science in crime investigation.

**5. Promote Institutional Development, Governance and Management.**

- 5.1 Create a conducive legal and policy framework for provision of police services.
- 5.2 Strengthen the human resource capacity for effective policing.
- 5.3 Develop and implement mechanisms to ensure that UPF services are client friendly.
- 5.4 Acquire, develop and manage infrastructure and equipment for delivery of policing services.
- 5.5 Strengthen planning and resource mobilization for policing service.

UPF requires UGX 11.274 trillion for the implementation of the Strategic Policing Plan as summarized below:

S/N	Strategic Objective	Strategy	Amount (UGX. Bn)	% of Total
1	SO1: Ensure safety of persons and security of property.	SO1.1: Build an effective territorial policing system.	1,216.69	
		SO1.2: Build capacity of the Force to promote road safety.	40.715	
		SO1.3: Build capacity of the Force to prevent and manage emergencies.	133.83	
		SO1.4: Secure general public, VIPs and vital installations	32.372	
<b>Sub Total: Functional Area 1</b>			<b>1,423,610</b>	<b>12.7%</b>
2	SO2: Preservation of Law and Order.	SO2.1: Enhance enforcement and maintenance of law and order.	84.671	
		SO2.2: Promote citizens' participation in maintenance of Law and Order.	111.92	
<b>Sub Total: Functional Area 2</b>			<b>196.591</b>	<b>1.7%</b>
3	SO3: Strengthen Intelligence and Community Policing for Crime Prevention.	SO3.1: Strengthen intelligence for proactive policing.	52.395	
		SO3.2: Promote community awareness and collaborative engagement in fighting crime.	17.669	
<b>Sub Total: Functional Area 3</b>			<b>70.064</b>	<b>0.6%</b>
4	SO4: Build capacity to effectively investigate crime.	SO4.1 Improve capacity to manage crime.	497.02	
		SO4.2 Promote application of science in crime investigation.	95.113	
<b>Sub Total: Functional Area 4</b>			<b>592,133</b>	<b>5.3%</b>
5	Promote Institutional Development, Governance and Management	SO5.1: Create a conducive legal and policy framework for provision of police services.	3	
		SO5.2: Strengthen the human resource capacity for effective policing.	3,935.17	
		SO5.3: Develop and implement mechanisms to ensure that UPF services are client friendly.	17.613	
		SO5.4: Acquire, develop and manage infrastructure and equipment for delivery of police services.	5,001.38	
		SO5.5: Strengthen planning and resource mobilization for policing service.	34.35	
<b>Sub Total: Functional Area 5</b>			<b>8,991.52</b>	<b>79.8%</b>
<b>Grand Total</b>			<b>11,273.918</b>	

Institutional arrangements for implementation of this plan have been laid down specifying the roles of the various internal and external stakeholders. It also spells out which activities will be conducted and when.

The plan also spells out the arrangements necessary for communication with key stakeholders in addition to identifying the risks likely to hinder its successful implementation and proposed mitigation measures. The Monitoring and Evaluation arrangements for the Plan have also been spelt out.

Lastly, the proposed flagship projects necessary for the delivery of planned results have been developed and a summary of their profiles included in this plan.

# Chapter 1

# Introduction

## 1.1 Background

Police in Uganda was established in 1899 as the Uganda Armed Constabulary with the purpose of suppressing uprisings against the colonial Government. The Police later became a fully-fledged institution on May 25, 1906, and has since undergone several changes, reforms and metamorphosed to the Force that it is today. The current Uganda Police Force (UPF) was established and mandated under the 1995 Constitution of the Republic of Uganda, and the Police Act of 2006 as amended. The UPF is an Agency of the Ministry of Internal Affairs and has been a member of the JLOS under the Government SWAP.

Uganda's development aspirations are enshrined in the Vision 2040, actualized through five-year development plans that articulate the policy framework and strategies for all sectors and institutions in the national economy. Implementation of the National Development Plan (NDP) II 2015/16 – 2019/20, the JLOS Investment Plan IV (2017/18–2019/20) and the resultant UPF Strategic Policing Plan (2015/16-2019/20) ended in June 2020. Thus, new macro policy frameworks for development and financing the country's policing programmes and activities for the next five years came into place.

This strategic plan has been prepared to guide UPF's policing operations for the next five years within the framework of the NDP III. The plan aims at securing communities better in order to facilitate production and improved quality of life to be pursued under the theme of improving the capacity and wellbeing of the officer and harnessing use of technology in policing.

The plan envisages realization of the following impact results by the end of the implementation period;

- i) Reduced prevalence of crime,
- ii) Enhanced safety of the general public,
- iii) Increased observance of law and order,
- iv) Increased public satisfaction in policing services.

These form part of the building blocks towards realization of the overall **goal** of the NDP III which is **to increase household income and improve the quality of life of Ugandans.**

## 1.2 Legal Framework of UPF

The 1995 Constitution of the Republic of Uganda, as amended, under Article 211(1) stipulates, "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 spelt out under Article 212 of the Constitution. They 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 the Constitution and with the population generally.

Section 4 of the Police Act CAP 303 (as amended) expounds on the functions of the Uganda Police Force as follows:

- (i) To protect life, property and other rights of the individual;
- (ii) To maintain security within Uganda;
- (iii) To ensure public safety and order;
- (iv) To prevent and detect crime in society; and
- (v) Subject to Section 9, to perform the services of a military force;
- (vi) To perform any other functions assigned to it under this Act.

The Uganda Police Force mandate also comes from other laws and statutory instruments. These include; the Traffic and Road Safety Act, the Criminal Procedure Code Act, Public Order Management Act and Public Service Standing Orders, among others.

### 1.3 Governance and Organizational structure

Article 211(3) of the Constitution requires that the UPF be nationalistic, patriotic, professional, competent, productive; and its members be citizens of Uganda of good character. The command of the Force as provided for under Article 213 of the Constitution and emphasized under Section 5 of the Police Act lies with the Inspector General of Police (IGP) assisted by the Deputy Inspector General of Police (DIGP). The same Article and Section empower the President and the Minister for Internal Affairs respectively to give directions to the IGP on matters of policy. In addition, Parliament is empowered under Article 214 to make laws that provide for the organization and administration of the UPF.

Section 2 of the Police Act CAP 303 (as amended) provides for the composition of the Uganda Police Force as follows: -

- » The regular Uganda Police Force;
- » The Uganda Police Reserve;
- » Special Police Constables; and
- » Any other person appointed as a member under the Act.

#### 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.

Section 6 of the Police Act empowers the Inspector General of Police to make Standing Orders in respect to the organization, discipline and general administration of the UPF while Section 7 provides for the command of the Force within regions and districts.

Sections 8 and 9 of the Act establish the Police Authority and provide for its functions respectively.<sup>1</sup> The Act also establishes a Police Council whose roles, among others, are to ensure standards in recruitments, promotions, training, supplies and equipment; to enforce discipline; formulate and ensure implementation of policies; ensure efficient organization and administration of the Force; and ensure that the UPF is of a national character.

As at June 30, 2020, UPF organizational structure consisted of 17 Directorates and 10 specialized

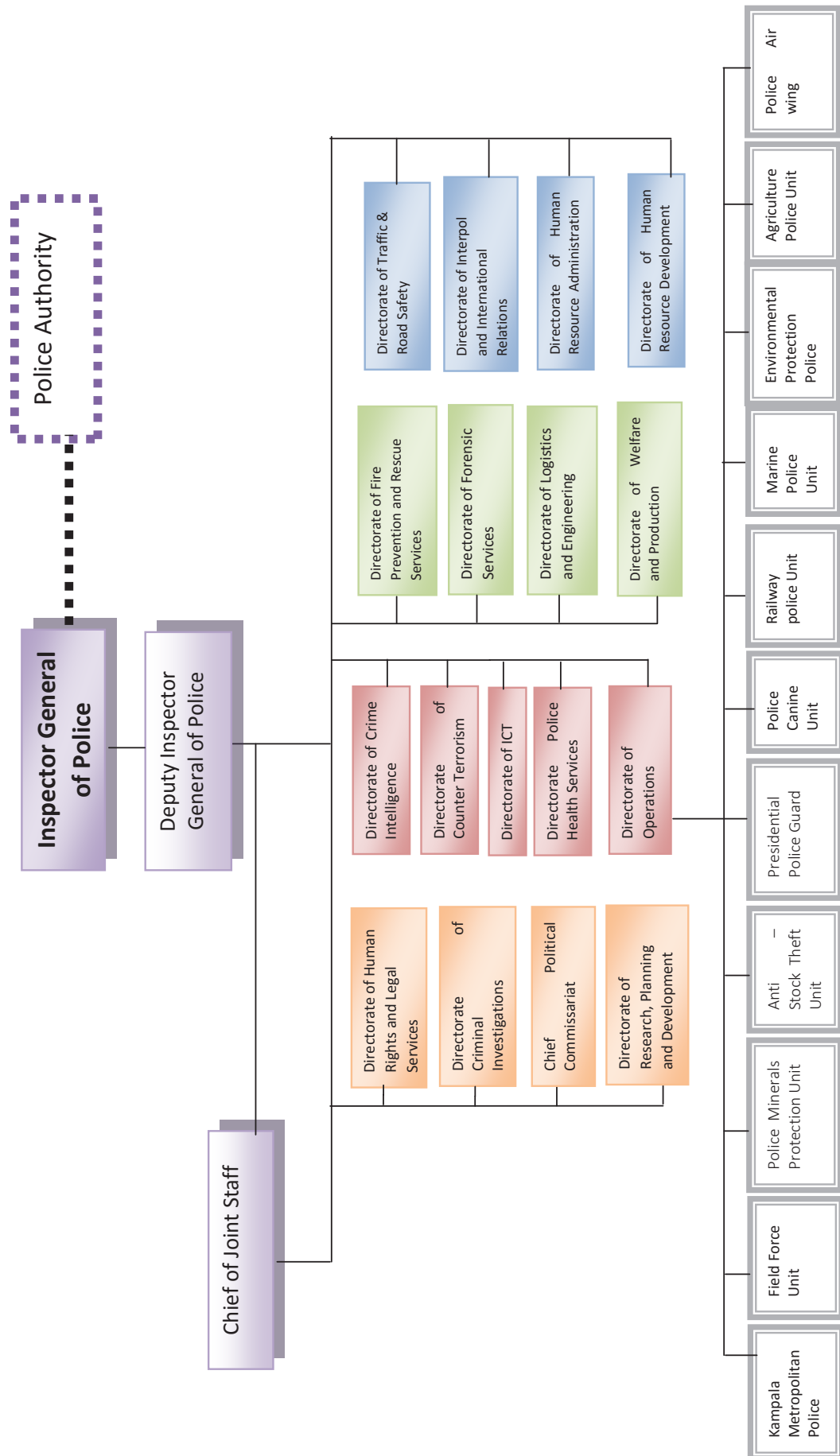
<sup>1</sup> Functions of the Police Authority are outlined in Box 1

Units. In addition, the Force has 157 districts/divisions organized under 28 regions with the Kampala Metropolitan area having a distinct command structure that is responsive to the policing demands of the capital city and its surroundings.

A restructuring and reorganization exercise is ongoing however, and the office of the Chief of Joint Staff (CJS) has been created. Units performing similar functions have been merged, and command and control reorganized. Figure 1 gives the graphical representation of the operational organizational structure in operation as at 30th June 2020.

The UPF is an agency of the Ministry of Internal Affairs (MoIA) and has been a member of the Justice Law and Order Sector under the Government of Uganda sector – wide approach to planning.

**Figure 1: Macro Organizational Structure of the UPF**



## 1.4 The Guiding Policy and Planning Frameworks

### 1.4.1. Uganda Vision 2040

The country's vision is "A transformed Ugandan society from a peasant to a modern and prosperous country by 2040". It stipulates that Ugandans aspire to live and work in a peaceful, secure, harmonious and stable country and at peace with their neighbors, where the rule of law prevails and respect for fundamental human rights is observed. In addition, it emphasizes that Ugandans want a corruption free nation with strong democratic structures and systems; and to be empowered to be in charge of their own destiny.

The Vision 2040 envisages the consolidation, development and promotion of the prevailing peace and security as one of the national aspirations. It also notes that a secure, stable, orderly, peaceful and harmonious environment where rule of law, due process and respect of human rights prevails in the country. This is a key pre-condition for investment, trade, economic growth and development and the realization of national aspirations. Policing services are a central component of the national framework for the creation of such an environment.

### 1.4.2. The National Development Plan III

The National Development Plan 2020/21- 2024/25 is the third in a series of six development plans that will guide the nation in delivering the aspirations of Uganda Vision 2040. It builds on the progress made and lessons learnt during the implementation of NDP I and II.

The **goal** of the NDP III is **to increase household income and improve the quality of life of Ugandans** through the following development objectives:

- i) Enhance value addition in key growth opportunities;
- ii) Strengthen the private sector to create jobs;
- iii) Consolidate and increase the stock and quality of productive infrastructure;
- iv) Enhance the productivity and social wellbeing of the population; and
- v) Strengthen the role of the state in guiding and facilitating development.

Implementation of NDP III is through the following twenty **programmes**:

1. Agro-Industrialization;
2. Mineral-based Industrialization;
3. Petroleum Development;
4. Tourism Development;
5. Water, Climate Change, Natural Resources, and Environment Management;
6. Private Sector Development;
7. Manufacturing;
8. Digital Transformation;
9. Integrated Transport Infrastructure and Services;
10. Sustainable Energy Development;
11. Sustainable Urban and Housing Development;
12. Human Capital Development;
13. Community Mobilization and Mindset Change;
14. Innovation, Technology Development and Transfer;
15. Regional Development;
- 16. Governance and Security;**
17. Public Sector Transformation; and
18. Development Plan Implementation;
- 19. Administration of Justice;**
20. Legislature.



Whereas the Uganda Police Force has an important role to play in the delivery of all the objectives, programmes and projects of the NDP III, its key contribution will mainly be through the **Governance and Security** and **Administration of Justice programmes**:

#### **a) Governance and Security Programme**

Under this Programme, it is acknowledged that:

- » Efficient political and economic strands promote social order.
- » A stable, predictable and secure political environment, which involves protecting gains against internal instability and external aggression, is a prerequisite for socio-economic development.
- » Society fabric at individual, household, community and national levels must be at peace for any development to take place.
- » That rule of law is the foundation of a free society that places limits on government authority such that all citizens of that society and members of all social classes are equally subject to a common set of laws and by implication, are not subject to government action that is unsupported by the law.

The Programme further defines good governance to include constitutional democracy, protection of human rights, rule of law, political and electoral processes, transparency and accountability, government effectiveness and regulatory quality and security.

The goal of the Programme is to improve adherence to the rule of law and capacity to contain prevailing and emerging security threats. The following are the planned results of the Governance and Security Programme over the next five years:

- i) Peaceful and stable country.
- ii) Corruption free, transparent and accountable system.
- iii) Improved Legislative process and Policy Implementation.
- iv) Increased access to justice.
- v) Free and Fair Democratic process.

The objectives of the Programme are to:

- i) Strengthen the capacity of security agencies to address emerging security threats;
- ii) Strengthen policy, legal, regulatory and institutional frameworks for effective governance and security;
- iii) Strengthen people centered security, legislation, justice, law, and order service delivery systems;
- iv) Reform and strengthen JLOS business processes to facilitate private sector development;
- v) Strengthen transparency, accountability and anti-corruption systems;
- vi) Strengthen citizen participation in democratic processes;
- vii) Strengthen compliance and implementation of the Uganda Bill of Rights; and
- viii) Enhance refugee protection and migration management.

#### **b) Administration of Justice Programme**

Administration of Justice contributes directly to structural transformation of an economy by promoting the rule of law through effective regulation of economic activity, clarification and affirmation of rights, and strengthening laws, regulations and institutional frameworks. It is the process by which

the legal system of Government is executed to provide justice for all.

However, there remains limited access to justice occasioned by: (i) existence of weak and outdated laws; (ii) inadequate number and skills of the human resource; (iii) high volume and sophistication of crime; (iv) limited use of technology; (v) inadequate institutional infrastructure; (vi) corruption; (vii) limited awareness of the Administration of Justice services; (viii) and high cost of accessing justice.

The goal of the Administration of Justice Programme is to strengthen access to justice for all. Its key objectives are the following:

- 1) Strengthen people centered justice service delivery system;
- 2) Reform and strengthen justice business processes;
- 3) Strengthen the fight against corruption;
- 4) Strengthen legal, regulatory and institutional frameworks for effective and efficient delivery of justice.

The key results to be achieved under the programme over the five years of the NDP III are:

- i) increased public trust in the justice system;
- ii) reduced per capita cost of access to justice services;
- iii) reduced lead times in delivery of justice services;
- iv) increased presence of justice delivery service points;
- v) increase in the index of Judicial independence above 3.8 (global); and
- vi) improve the corruption perception index from 0.26 to 0.35.

The NDP III identifies key bottlenecks to the country's progression that are relevant to policing. These have to be addressed by this SPP and are highlighted below:

- a) Existence of isolated incidents that threaten people's lives and property owing to the many unresolved conflicts in the Great Lakes Region, that have a potential for spillover due to the transnational nature of the communities and conflicts involved;
- b) Kidnaps and high profile murders whose investigations had not been concluded;
- c) Increased sophistication, technology based and syndicated crime;
- d) Case backlog and delays in the delivery of justice;
- e) Limited access to services of actors in the criminal justice system;
- f) Lack of a national policy on crime prevention;
- g) Inadequate appreciation of multi-party democracy leading to friction amongst political actors;
- h) Frequent accusations of human rights violations;
- i) Erosion of public confidence in law enforcement agencies;
- j) Inadequate knowledge within the public domain and citizenry;
- k) Low capacity in public service and prevalence of corruption;
- l) Uncoordinated approaches to plan implementation with government institutions continuing to operate in silos;
- m) Slow project implementation; and
- n) Inadequate risk management and mitigation measures.

The UPF Strategic Policing Plan intends to implement those aspects of the NDP III that are relevant to policing. The linkage of this Strategic Policing Plan to the NDP III is highlighted in the matrix below;

### c) Linkage of the UPF Strategic Plan to the NDP III

In the matrix below key UPF interventions are mapped against NDP III objectives and interventions under both the Governance and Security and the Administration of Justice programmes.

**Table 1: Mapping of the UPF Strategic policing plan to NDP III**

NDP Programme Objective	NDP Programme Interventions	Key UPF Interventions
<b>Programme: Governance &amp; Security</b>		
<b>Objective 1:</b> Strengthen the capacity of security agencies to address emerging security threats.	Improve the capacity and capability of security sector through training and equipping personnel.	<ul style="list-style-type: none"> <li>» Strengthen the human resource capacity for effective policing.</li> <li>» Acquire, develop and manage infrastructure and equipment for delivery of police services.</li> </ul>
	Strengthen capacity to handle emerging sophisticated crimes such as cyber-crimes.	<ul style="list-style-type: none"> <li>» Build an effective territorial policing system.</li> <li>» Improve capacity to manage crime.</li> <li>» Promote application of science in crime investigation.</li> <li>» Strengthen Intelligence for Proactive Policing.</li> <li>» Promote community awareness and collaborative engagement in fighting crime.</li> <li>» Enhance collaborative mechanisms in the fight against transnational crime.</li> </ul>
	Enhance the welfare and housing of security sector personnel.	<ul style="list-style-type: none"> <li>» Improve staff welfare.</li> <li>» Acquire, develop and manage infrastructure and equipment for delivery of police services.</li> </ul>
	Strengthen research and development to address emerging security threats.	<ul style="list-style-type: none"> <li>» Undertake research to inform approaches to contemporary policing.</li> </ul>
	Rollout CCTV surveillance project.	<ul style="list-style-type: none"> <li>» Complete implementation of the CCTV project.</li> <li>» Make adequate provisions for operation and maintenance of the CCTV system.</li> <li>» Train CCTV operators, analysts and technician.</li> <li>» Integrate use of CCTV in everyday policing activities.</li> </ul>
	Strengthen border control and security.	<ul style="list-style-type: none"> <li>» Build an effective territorial policing system.</li> <li>» Enhance collaborative mechanisms in the fight against transnational crime.</li> <li>» Deploy additional personnel and equipment to secure borders and fight transnational crime.</li> </ul>
	Strengthen counter terrorism;	<ul style="list-style-type: none"> <li>» Strengthen intelligence and collaborative linkages with stakeholders in the fight against terrorism.</li> <li>» Promote community awareness and collaborative engagement in fighting terrorism.</li> <li>» Enhance capacity to secure the general public, National projects, VIPs and Vital Installations against terrorism.</li> <li>» Build capacity to effectively investigate crime.</li> </ul>

NDP Programme Objective	NDP Programme Interventions	Key UPF Interventions
	Strengthen conflict early warning and response mechanisms;	<ul style="list-style-type: none"> <li>» Strengthen Intelligence for Proactive Policing.</li> <li>» Promote citizens' roles and responsibility for prevention and resolution of conflict.</li> <li>» Strengthen collaboration with state and non-state actors to promote observance of law and order.</li> </ul>
	Strengthen prevention of Trafficking in Persons;	<ul style="list-style-type: none"> <li>» Enhance collaborative mechanisms in the fight against transnational crime.</li> <li>» Strengthen Intelligence for Proactive Policing.</li> <li>» Build capacity to effectively investigate crime.</li> <li>» Promote community awareness and collaborative engagement in fighting crime.</li> </ul>
	Strengthen the control and management of small arms and light weapons.	<ul style="list-style-type: none"> <li>» Strengthen intelligence for proactive policing.</li> <li>» Strengthen operations aimed at disarmament and anti-stock theft.</li> <li>» Streamline the operations of Private Security Organizations (PSOs).</li> <li>» Enhance regulation of firearms in possession of the public.</li> <li>» Establishment of a comprehensive database of firearms in the country.</li> </ul>
<b>Objective 3:</b> Strengthen people centered delivery of security, justice, law and order services.	Develop appropriate infrastructure for legislation, security, justice, law, and order; Parliament.	<ul style="list-style-type: none"> <li>» Acquire, develop and manage infrastructure and equipment for delivery of policing services.</li> </ul>
	Promote equitable access to justice through legal aid services; a. Strengthen family justice. b. Promote child friendly justice procedures.	<ul style="list-style-type: none"> <li>» Develop and implement mechanisms to ensure UPF services are customer friendly.</li> <li>» Expedient investigation of all cases including cases involving SGBV, family, children and other vulnerable persons.</li> <li>» Enhance the coverage of territorial policing in sub-counties.</li> </ul>
	Enhance crime prevention & strengthen community policing.	<ul style="list-style-type: none"> <li>» Build an effective territorial policing system.</li> <li>» Promote community awareness and collaborative engagement in fighting crime.</li> <li>» Promote citizens' participation in maintenance of law and order</li> <li>» Strengthen intelligence for proactive policing.</li> </ul>
	Strengthen response to crime.	<ul style="list-style-type: none"> <li>» Improve capacity to manage crime.</li> <li>» Promote application of science in crime investigation.</li> <li>» Build an effective territorial policing system.</li> <li>» Promote community awareness and collaborative engagement in fighting crime.</li> </ul>

NDP Programme Objective	NDP Programme Interventions	Key UPF Interventions
<b>Objective 5:</b> Strengthen transparency, accountability and anti-corruption systems sector development.	Strengthen the prevention, detection and elimination of corruption.	<ul style="list-style-type: none"> <li>» Implementation of the UPF Anti-corruption Strategy.</li> <li>» Sensitization of the public on police processes, procedures and their rights.</li> <li>» Simplification and automation of police processes to reduce physical interaction.</li> <li>» Dissemination and popularization of the client charter to the police officers and public.</li> <li>» Develop service standards for all UPF branches.</li> </ul>
	Mainstream Anti-Corruption initiative (Transparency, Accountability and Anti-Corruption- TAAC) initiative in all MDA Plans, Projects/Programmes and budgets.	<ul style="list-style-type: none"> <li>» Implementation of the UPF anti-corruption strategy.</li> <li>» Strengthen institutional capacity for human rights-based approach to law and order enforcement.</li> <li>» Promote citizens' participation in maintenance of law and order.</li> </ul>
<b>Objective 7:</b> Strengthen compliance with the Uganda Bill of Rights.	Improve access to improved water, sanitation and hygiene in detention facilities.	<ul style="list-style-type: none"> <li>» Improve sanitation and hygiene conditions at all police establishments (including elimination of the use of "bucket system").</li> </ul>
<b>Programme: Administration of Justice</b>		
Strengthen people centered justice service delivery system.	Increase access to physical and functional justice service points.	<ul style="list-style-type: none"> <li>» Enhance the coverage of territorial policing in sub-counties.</li> <li>» Construction of residential and office accommodation in conformity with environmental, gender and equity considerations.</li> <li>» Strengthen the human resource capacity for effective policing.</li> <li>» Develop and implement mechanisms to ensure UPF services are customer friendly.</li> </ul>
Reform and strengthen justice business processes.	Reduce case backlog	<ul style="list-style-type: none"> <li>» Automation of investigation processes</li> <li>» Expedient investigation of all cases</li> <li>» Develop and implement service delivery standards.</li> <li>» Strengthen the human resource capacity of the Investigators</li> <li>» Enhance management of investigations.</li> <li>» Provide equipment for the investigation of crime.</li> <li>» Strengthen collaboration and co-ordination with actors in the criminal justice system.</li> </ul>
Strengthen the fight against corruption.	Fight corruption	<ul style="list-style-type: none"> <li>» Implementation of the UPF anti-corruption strategy.</li> <li>» Improve customer care and accountability to the rights holders.</li> <li>» Sensitization of the public on police processes, procedures and their rights.</li> <li>» Simplification and Automation of police processes to reduce physical interaction.</li> <li>» Enforce discipline within the police rank and file.</li> <li>» Dissemination and popularization of the client charter to the police officers and public.</li> <li>» Develop service standards for all UPF branches.</li> </ul>

NDP Programme Objective	NDP Programme Interventions	Key UPF Interventions
Strengthen legal, regulatory and institutional frameworks for effective and efficient delivery of justice.	Develop an efficient and effective administration of justice system.	<ul style="list-style-type: none"> <li>» Create a conducive legal and policy framework for provision of policing services.</li> <li>» Develop appropriate policies and SOPs for policing services.</li> <li>» Strengthen collaboration and co-ordination with actors in the criminal justice system.</li> </ul>

### 1.4.3 MIA Development Plan 2020/21 – 2024/25

The Ministry of Internal Affairs major mandate is to guarantee Uganda’s internal security, ensure law and order, peace and stability as well as citizenship identification, protection and preservation. It provides overall political and policy direction to the Force in addition to taking the lead in the mobilization of resources for implementation of the Strategic Policing Plan. MIA is accountable to Cabinet and Parliament for the delivery of the policing mandate. In so doing, the Ministry supervises, monitors and evaluates implementation of the plan, requiring the UPF to account for performance and resources utilized.

The Ministry has three-core functions i.e.

- i) Enhancement of Internal Security;
- ii) Keeping Law and Order; and
- iii) Citizenship Identification, Preservation and Protection

During the next five years, the Ministry’s goal will be **to ensure adherence to the rule of law; peace and stability** which will be actualized through the following Strategic Development Objectives: -

- 1) Enhance safety and internal security;
- 2) Deliver human rights-based law and order services;
- 3) Secure, preserve & protect Uganda’s Citizenship and Identity; and
- 4) Strengthen institutional development, governance and policy formulation.

During this planning period, the UPF has designed strategies to contribute towards the delivery of the above objectives and overall attainment of the Ministry’s overall vision of, **a peaceful, secure and stable Uganda.**

### 1.4.4 Regional and International frameworks

#### (a) The International Criminal Police Organization (INTERPOL)

This Inter-governmental organization brings together 194-member countries with the purpose of helping police forces to work together and make the world a safer place. INTERPOL provides a mechanism for coordination of the different players in maintaining global security and enables police forces to work directly with their counterparts, even where countries do not have diplomatic relations.

INTERPOL services include i) provision of access to and sharing of data on crimes and criminals; ii) offer a range of technical and operational support covering training, investigations (forensics, analysis, and assistance in locating fugitives around the world) and general support to national efforts in combating crimes across the three priority areas of terrorism, cybercrime and organized crime; iii)

coordination of networks of police and experts in different crime areas to share experiences and ideas; and iv) undertake research and development in international crime and trends.

INTERPOL works through Regional Bureaus and National Central Bureaus. The Regional Bureau for Eastern Africa is the Secretariat of the East African Police Chiefs Cooperation (EAPCCO) that is headquartered in Nairobi Kenya.

EAPCCO is an organization constituted of 14-member countries from the eastern Africa region established to build strong regional network of Police to counter terrorism and violent extremism.

The organization aspires to promote and support comprehensive responses to counter support for, radicalization and recruitment into terrorist organizations. It strengthens the legal framework, builds the technical and operational capacities of law enforcement officials and public prosecutors and enhances regional and international cooperation to prevent and counter terrorism.

Uganda is a member of the EAPCCO and is committed to strengthening cooperation through deploying and maintaining a focal officer at the EAPCCO Counter Terrorism Centre of Excellence (CTCoE). Uganda also shares information, experiences and best practices, coordinates planning and action, with member states as well as assisting with investigation and prosecution of terrorism cases and cross-border crime.

Uganda will continue to utilize INTERPOL frameworks to undertake cross-border policing, fight international organized crime and avail its resources to support international policing.

#### **(b) United Nations (UN)**

Under Article 2 Paragraph 5 and Article 43 Paragraph 1 of the United Nations Charter, member states are called upon to give the United Nations every assistance in any action it takes in accordance with the Charter for the maintenance of international peace and security. The Government of Uganda is a signatory to the United Nations Charter and has accordingly made available its resources for the use of the UN including deployment of police officers to South Sudan under the auspices of the United Nations Mission to South Sudan (UNMISS) and to Somalia under the United Nations Support Office in Somalia.

In addition, UPF with assistance from various UN agencies (UNDP, UNHCR, UNWOMEN, UNICEF, UNU and UNODC) is implementing several initiatives to improve policing in Uganda

Uganda is also working with various Agencies of the United Nations to support policing in the country. These agencies include the United Nations Development Programme (UNDP) that provides support in development of the Crime Records Management System and the UPF Anti-Corruption Strategy; the United Nations High Commissioner for Refugees (UNHCR) that provides support in refugee protection; the United Nations office for Gender and Women (UNWOMEN) that supports gender responsive policing and efforts to end violence against women and girls; the United Nations International Children's Education Fund (UNICEF) that provides support in capacity building in management of child related cases, fighting GBV and Violence Against Children, development and dissemination of the child diversion guidelines. United Nations University (UNU) that has supported capacity building for managers in the Force through collaboration in the provision of management trainings; United Nations Office for Drugs and Crime (UNODC) that has provided support in fighting drug trafficking. However, opportunities still abound for additional support and cooperation with the above agencies and others. These opportunities need to be harnessed.

Furthermore, Uganda is a signatory to the United Nations Sustainable Development Goals (SDGs) also known as “the 2030 Agenda”. The 2030 Agenda whose slogan is “**leaving no one behind**” is a universal call to action to end poverty, protect the planet and ensure that all people enjoy peace and prosperity by 2030. It consists of seventeen goals and attendant targets<sup>2</sup>.

Uganda has since adapted and integrated **SDGs** in its national development planning framework<sup>3</sup> and has undertaken to integrate these into sub-national plans. Whereas all the seventeen SDGs are interdependent, integrated and mutually reinforcing, the UPF most actively participates in the pursuit of **Goal 16** that aims at “promoting peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels”.

UPF is also a key producer of data for reporting on Uganda’s performance in attaining the SDGs. Key indicators that the Force has to generate data for include (i) Traffic fatalities; (ii) Homicides; and (iii) Proportion of population who feel safe walking alone at night in the city or their locality.

Besides the 2030 Agenda, African countries have committed to implement the African Union Agenda 2063, which is both a vision and a plan to build a more prosperous Africa in 50 years. The 2030 Agenda for Sustainable Development acknowledges the importance of the AU Agenda 2063 and considers it an integral part of it.

Therefore, the UPF intends to undertake initiatives that support the realization of an equal, more prosperous, more peaceful and more just country and the world at large as well as generate information for tracking the performance of SDGs.

### **(c) African Union (AU)**

Article 3 of the AU Constitutive Act provides for the promotion of peace, security, and stability on the continent. Uganda is a member of the AU and is expected to avail its resources to the African Union in pursuit of the above cause.

The protocol that establishes the Peace and Security Council (PSC), which is the AU’s standing organ responsible for the prevention, management and resolution of conflicts, creates the African Peace and Security Architecture (APSA). The African Peace and Security Architecture is built around structures, objectives, principles and values, as well as decision-making processes relating to the prevention, management and resolution of crises and conflicts, post-conflict reconstruction and development on the continent.

The PSC, which is the main pillar of the APSA, is supported in the discharge of its mandate, by various structures, namely: the AU Commission, the Panel of the Wise, the Continental Early Warning System (CEWS), the African Standby Force (ASF) and the Peace Fund.

The PSC also operates through Regional Economic Communities/Regional Mechanisms for Conflict Prevention, Management and Resolution (RECs/RMs). Uganda is a member of the following RECs/RMs: i) The East African Community (EAC); ii) the Inter – Governmental Authority on Development (IGAD); and iii) the Eastern African Standby Brigade Coordination Mechanism (EASBRICOM).

UPF will continue to participate in programmes organized by the RECs/RMs such as joint trainings, rehearsals, exercises and operations, exchange of crime intelligence, enhanced border surveillance, collective use of scientific crime management assets and combating cross border crimes. The Force

<sup>2</sup> Visit <https://sdgs.un.org/> for more information.

<sup>3</sup> Starting with NDP II



will also continue contributing towards the Uganda Rapid Deployment Capability, which is an undertaking of the East African Standby Force (EASF) a component of the African Standby Force (ASF).

Uganda is also a member of the **African Union Mechanism for Police Cooperation (AFRIPOL)**, which is a framework for police cooperation on the African continent under the auspices of the African Union. It seeks to promote coordination, harmonization of police methods, exchange and extension of best practices, as well as the strengthening of police capabilities. This is aimed at fighting terrorism and organized transnational crime, particularly illicit trafficking in drugs, light arms, munitions, migrants and persons, maritime piracy, cybercrime, counterfeit medicines, natural resource crimes, serious disturbances of public order, and social peace.

UPF, which is one of the founder members of AFRIPOL, continues to promote and work through the mechanism to realize the goal of the cooperation, which is **to ensure peace, security, safety, and stability on the African Continent**.

## **1.5 Purpose of the plan**

This strategic policing plan provides the road map that will guide UPF over the next five years towards fulfilling its legal and policy mandate, towards achievement of Vision 2040. The Plan will form the basis for annual planning, performance assessment and resource mobilization and allocation.

## **1.6 Process of Developing the Strategic Policing Plan**

The development of this plan was an in-house process by a taskforce coordinated by the Directorate of Research, Planning and Development, utilizing capacity developed and experiences gained in the preparation of previous plans. A Consultant supported the process.

The strategic plan was formulated through a consultative process. Planning meetings were conducted internally within the Police structure and externally with key stakeholders. The NPA provided technical support.

This plan was also informed by findings of the mid-term evaluation of the UPF Strategic Policing Plan 2015/16–2019/20 that was undertaken in financial year 2019/20.

## **1.7 The Structure of the UPF Strategic Policing Plan**

The Strategic Plan is structured as follows:

Chapter 1: Introduction

Chapter 2: The Situation Analysis of Policing in Uganda

Chapter 3: The Future of UPF – Strategic Direction for the Next 5 Years

Chapter 4: Financing Framework and Strategy

Chapter 5: Institutional Framework for Implementing the Plan

Chapter 6: Communication and Feedback Arrangements

Chapter 7: Risk Management

Chapter 8: Monitoring and Evaluation

Chapter 9: Project Profiles.

# Chapter 2

## Situational Analysis of Policing in Uganda

### 2.1 Performance of the previous Strategic Policing Plan

Over the previous five years, UPF implemented the Strategic Policing Plan 2015/16-2019/20 whose overall goal was “**providing modern policing services that ensure security and public safety for socio-economic transformation and development in Uganda and the Eastern African region**”. An evaluation of the implementation of the plan revealed that over all, the Force delivered 47% of the planned results by end of the implementation period, while 12% of planned results were partially achieved. It should be noted however that formal implementation of the plan commenced in February 2018, two years after its development.

#### 2.1.1 Impact Results

The plan had four impact results upon which the Force performed as here below:

- i) Crime rate reduced from 742 in 2014 to 551 by end of 2020 (*see footnote 9*).
- ii) Emergency response improved to an average of 15 minutes from the time a call is made in the city and municipalities
- iii) All terrorist threats were successfully neutralized
- iv) The 135 major public disorders were successfully contained.

The UPF status and performance in the last five years under the four functional areas is analyzed below:

#### 2.1.2 Protection of Life and Property

Under this functional area, the UPF implemented strategies for territorial policing, prevention of emergencies and delivery of rescue services, promotion of traffic and road safety, provision of maritime policing services, protection of VIPs & vital installations/establishments and countering terrorism. The status and performance are highlighted below:

##### a) Territorial policing

The UPF has invested in ensuring that the people in Uganda and their property are safe. The UPF has infrastructure in all districts of the country while 1,387 out of 1,737 sub-counties and divisions have at least a Police post. By June 2020, the Force had 28 policing regions, 157 districts/divisions, 1,552 stations and 1,663 posts distributed in all districts across the country. The UPF also supervises the operations of 253 PSOs in the country with a total personnel strength of 44,000. These provide services that include security consultancy, equipment, guard, escort and investigation to both individuals and institutions and thus complement UPF's efforts. In addition, 13,500 Local Defense Units (LDUs) personnel were recruited and deployed by UPDF to reinforce the UPF.

The present concept of operation of the Force is to establish at least a police station in each sub county. This entails consolidation of all police establishments within a sub county into one standard station out of which the police shall be operating in what has been termed as the “**sub county model**”.

The challenge though remains the inadequacy of personnel and equipment to effectively operate and manage all the police units. It is not uncommon to find a post manned by about three personnel (01 PC and 02 SPCs), which makes it practically impossible to effectively run the requisite two shifts leading to a compromise of service delivery and security of personnel and institutional assets. Additionally, infrastructure to house police facilities is inadequate. As a stop gap measure, UPF rents premises from which it operates in many locations which puts a lot of strain on the meagre institutional budget. More often than not, most of the above facilities are unsightly and in a dilapidated state.

There is also increasing economic activity, urbanization and creation of new administrative units such as new districts, municipalities, town councils, sub-counties and the anticipated 10 new cities, which create an increase in demand for policing services. The Force has expanded to meet emerging policing demands by establishing presence in 19 new districts that were established during the last five years in addition to creation of Specialized Units to police specific sectors of the economy such as Minerals, Agriculture, Utilities, Tourism, Oil and Gas, Environment, etc.

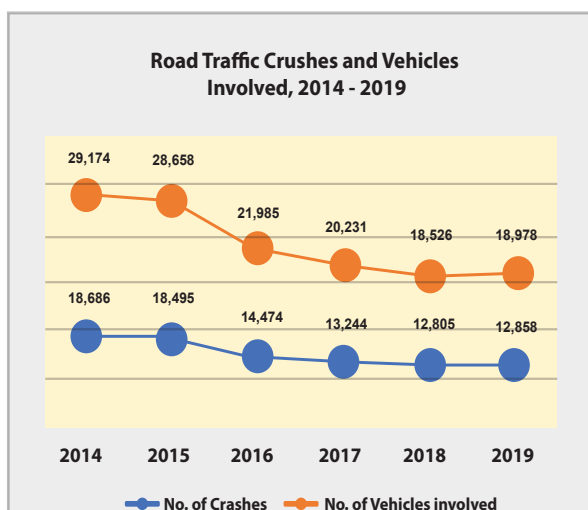
Going forward, the Force needs to address the issue of inadequate human resource and equipment. Partnerships with Private Security Organizations should be strengthened to complement the Force.

**b) Traffic and Road Safety:**

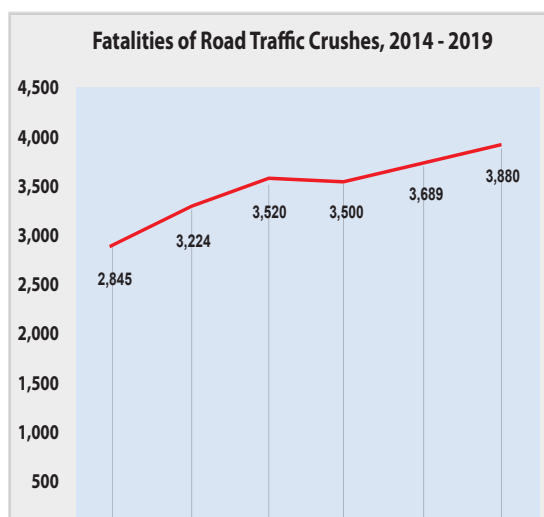
This is another of the key functions of the UPF. Currently, the Force has a strength of 1,861 personnel, equipped with 40 speed guns, 42 breathalyzers, 120 permit readers and 500 EPS gadgets deployed for enforcement of orderliness and safety on the roads. The Force has also adopted the use of ICT platforms such as CCTV and automated EPS in the enforcement of traffic laws and regulations. The UPF has continued to implement road safety interventions including sensitization of road users through the “Twedeko” and “Speak Up” campaigns in addition to enforcement measures such as “fika salaama” whose results have been promising as highlighted below.

For the last five years, road traffic crashes reduced from 18,686 to 12,858 while the number of vehicles involved reduced from 29,174 to 18,978 in 2014 and 2019 respectively. The target to reduce the number of vehicles involved in traffic crashes to 20,000 by the year 2020 was surpassed. More worrying however is that while the road crashes have been reducing over the years as shown in Figure 2, the number of fatalities has been increasing (figure 3) leading to an increase in the accident severity index from 15 to 30<sup>4</sup>. The majority of the casualties, who numbered 14,690 in 2019 were pedestrians (36%), motorcyclists (27%) and passengers (26%).

**Figure 2: Traffic crashes and Vehicle involvement**



**Figure 3: Annual Road Traffic Fatalities**



<sup>4</sup> The Accident Severity Index measures the seriousness of an accident. It is defined as the number of persons killed per 100 crashes.

Additionally, close to three in every five crashes occurred as a result of human factors and shortcomings such as reckless or careless driving/riding while the others were accounted for by poor road condition, design, and poor vehicle condition.

The poorly regulated boda-boda industry is a major source of disorder on the road especially in the urban centres and a great contributor to the accident situation.

Lastly, the Force is also faced with the challenge of inadequate personnel who are poorly skilled and resourced to perform duties of enforcing traffic laws and regulations.

The foregoing calls for a review of the measures in place for the promotion of road safety to ensure their effectiveness which may include more vigilance, responsibility and involvement by all stakeholders.

### c) Fire Prevention and Rescue Services:

UPF has 44 fire stations located in 29 districts, of which 11 are found in Kampala Metropolitan Policing Area, while 33 are in municipalities and major towns across the country. This still leaves some areas of KMP and many other parts of the country underserved in terms of access to Fire and Rescue Services. The under coverage poses a big challenge of responding to fire outside the district hosting the Fire Station but within its area of responsibility. Some of the fire stations serve more than eight districts, and only have a fire truck and or a water tanker, with simple office spaces that do not meet the standard for a fire station.

The table below shows the span of control of each of the fire stations.

**Table 2: Span of control of the current fire stations**

S/No.	Region	Station	District (s) covered & Distance from Fire Station	No. of trucks
1.	West Nile/North West Nile	Arua	Arua (0 km), Nebbi (76), Zombo (74), Pakwach (130), Maracha (35), Koboko (65), Yumbe (40), Moyo (152), Oraba border Post (73)	02
2.	Aswa	Kitgum	Kitgum (0 km), Lamwo (120), Pader (15), Agago (45)	02
3.	Aswa	Gulu	Gulu (0 km), Amuru (70), Oyam (67), Kamdini (65), Karuma (75), Adjumani (120), Bibia (94), 'Nwoya (61)	02
4.	North Kyoga	Lira	Lira (0 km), Alebtong (51), Dokolo (58), Otuke (82), Kole (17), Oyam (66), Apac (61)	02
5.	East Kyoga	Soroti	Soroti (0 km), Amolatar (124), Kaberamaido (73), Serere (27), Kumi (49), Bukedea (69), Ngora (46), Amuria (36), Katakwi (52)	02
6.	Kiira /North Busoga	Jinja	Jinja (0 km), Buyende (88), Mayuge (38), Kamuli (63), Kaliro (72)	04
7.	Busoga East	Iganga	Iganga (0 km), Luuka (26), Namutumba (37), Bugiri (34), Namayingo (87)	02
8.	Elgon & Sipi	Mbale	Mbale, (0 km), Sironko, (16), Bulambuli (56), Bududa (35), Manafwa (32), Pallisa (65), Kapchorwa (67), Kween (87), Bukwo (132)	02
9.	Bukedi	Busia	Busia & border post (4 km), Majanji (33), Busitema (32)	02
10.	Bukedi	Malaba	Malaba Border Post and Town (1 km)	01
11.	Bukedi	Tororo	Tororo (0 km), Kibuku (81), Butaleja (52), Pallisa (104), Budaka (77)	01

S/No.	Region	Station	District (s) covered & Distance from Fire Station	No. of trucks
12.	Mt. Moroto	Moroto	Moroto (0 km), Kotido (107), Napak (42), Kaabongo (186), Nakapiripirit (94), Amudat (118), Abim (139)	02
13.	Albertine	Hoima	Hoima (0 km), Kibaale (99), Buliisa (91), Kyankwanzi (72), Kiboga (79), Kagadi (92)	02
14.	Albertine	Masindi	Masindi (0 km), Kiryandongo (48), Part of Murchision falls (135), Kigumba (192)	02
15.	Savanna	Luwero	Luwero (0 km), Nakaseke (75), Nakasongola (54), Wobulenzi (14), Bombo (34), Migyera (25)	02
16.	Ssezibwa	Lugazi	Lugazi (0 km), Buikwe (11), Njeru (27), Buvuma (91)	02
17.	Greater Masaka	Masaka	Masaka (0 km), Kyotera (46), Rakai (66), Lukaya (26), Lyantonde (74), Lwengo (50), Bukomansimbi (30), Sembabule (53), Kalungu (34), Mutukula (91), Kalangala (60)	02
18.	Rwizi	Mbarara	Mbarara (0 km), Isingiro (42), Kiruhura (76), Ibanda (72), Buhweju (67)	02
19.	Greater Bushenyi	Bushenyi	Bushenyi (0 km), Ishaka (14), Mitooma (30), Buhweju 945), Rubirizi (37), Sheema (26), Katunguru (44)	02
20.	Kigezi	Rukungiri	Rukungiri (0 km), Kanungu (44), Rwashameire (31)	01
21.	Rwizi	Ntungamo	Ntungamo (0 km), Mirama Hill (35)	01
22.	Kigezi	Kabale	Kabale (0 km), Katuna (25), Bwindi (66)	02
23.	Rwenzori West	Fort Portal	Kabarole (0 km), Kyenjojo (46), Kamwenge (64), Bundibugyo (85), Ntoroko (78)	02
24.	Kigezi	Kisoro	Kisoro (0 km), Kyanika (9), Bunagana (14)	01
25.	Rwenzori	Kasese	Kasese (0 km), Mpondwe (55), Bwera (55), Queen Elizabeth 945), Hima (24)	02
26.	Wamala	Mityana	Mityana (0 km), Kassanda (33), Bujuuko (41), Kiganda (45)	01
27.	Wamala	Mubende	Mubende (0 km), Kibaale (165), Kakumiro (32), Kassanda (82), Kyegegwa (43)	02
28.	Katonga	Buwama	Buwama (0 km), Nkozi (15), Mpigi (32), Butambala (15), Kisozi (69) Gomba (63)	01
29.	KMP/ South	Entebbe	Entebbe Municipality (0 km), Kisubi (15), AbiataAbabiri (9), Nakauka (27), Kasenyi (14) Kigungu (9)	02
30.	KMP/ Central	Industrial Area	Kampala Central Division (6 km)	01
31.	KMP / East	Kitintale	Kampala – Nakawa Division (9 km)	01
32.	KMP / East	Bweyogerere	Kampala – Nakawa, Wakiso district (14), Mukono (22)	01
33.	KMP/East	Ntinda	Kampala – Nakawa Division (0 km), Kampala – Kawempe – Division (9)	01
34.	KMP/North	Kawempe	Kawempe (0 km), Maganjo (2), Nabweru (5), Matugga (10), Bwaise (4.5), Mpererwe (3)	02
35.	KMP/ North	Nansana	Wakiso (8), Kakiri (18), Kampala – Kawempe Division (8), Nansana (0)	01
36.	KMP/ South	Nateete	Rubaga Division (3), Wakiso (18)	01
37.	KMP/ South	Kajjansi	Wakiso (36), Bwebajja (4), Kajjansi, (0 km) Lweza (6), Kampala – Makindye (18), Lubowa (5)	01

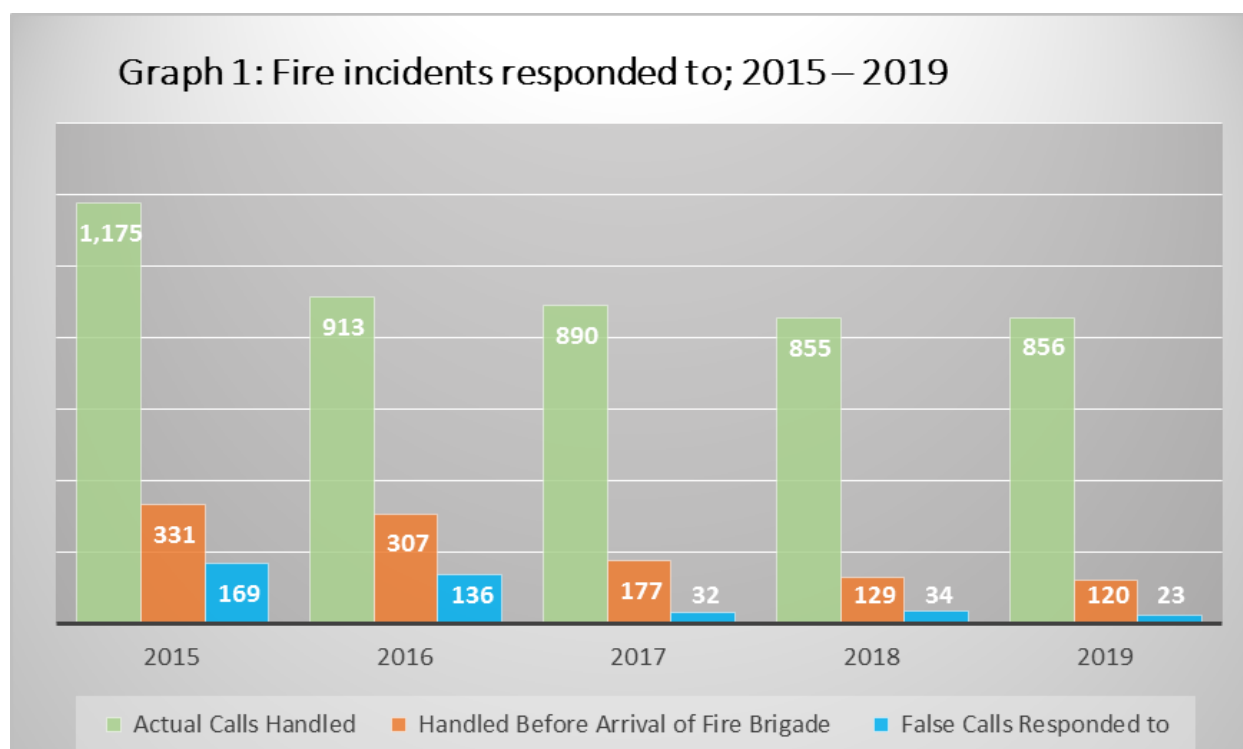
S/No.	Region	Station	District (s) covered & Distance from Fire Station	No. of trucks
38.	KMP/ Central	Clock Tower (Fire Brigade HQs)	Kampala Metropolitan Area (22 KM), Major up-country operations	10
39.	KMP/ East	Mukono	Mukono (0 km), Mbalala (17), Katosi (24), Seeta (16), Mpoma (10), Nakifuma (28), Kayunga (61)	02
40.	North Busoga	Kamuli	Kamuli and Kaliro	01
41.	Ssezibwa	Isimba	Isimba Hydro power Dam and surrounding areas	01
42.	Ssezibwa	Kayunga	Kayunga and the surrounding areas	01
43.	Aswa	Elegu	Elegu boarder and the surrounding areas	01
44.	KMP East	Kololo	Airfield, Acacia, Kamwokya, Old Port Bell Rd, Nakawa and other surroundings	01

UPF currently has 03 turntable ladders, 35 fire tenders, 23 water tankers and 04 water turrets. The Force also has 01 Rapid Intervention Vehicle (RIV), 01 Recovery Truck, 01 Command Van and 20 trolley extinguishers. The Force has a strength of 601 personnel trained in fire and rescue services, implying a Fireman to Population ratio of 1:69,191 as opposed to the international standard of 1:2,000.

The UPF has 19 functional ambulances deployed at 15 locations countrywide for provision of medical evacuation.

During the last five years, the actual fire emergencies reported to the UPF steadily reduced by 35% from 1,505 to 976 between 2015 and 2019 against a target of 500. The Force on average was able to respond to 900 fire incidents per year. While the average response time in urban centers with fire establishments was 15 minutes. A total of 1,455 emergency rescue operations were conducted, during which 561 lives were rescued and 383 bodies were recovered.

**Figure 4: Fire Incidents Registered; 2015 - 2019**



The reduction in incidents reported was a result of continuous public sensitization on prevention of fire and emergency incidents and engagement of local authorities in promotion of compliance to fire safety regulations. Additionally, five fire stations were established and more personnel recruited and trained which enhanced the capacity of the Force to respond.

However, the challenge remains inadequate capacity in terms of coverage, ability to undertake complicated rescues, incident management and investigations in addition to narrow roads and inadequate water hydrant points. Fire trucks and other equipment<sup>5</sup> are inadequate coupled with limited skills<sup>6</sup>.

On average, 17% of incidents are handled before arrival of the police which is an indication of delay. Further still, the country in the recent past, has witnessed increased occurrences of calamities such as landslides, floods and collapsed structures, for which UPF has limited capacity and preparedness to handle.

Additionally, the anticipated developments in the oil and gas industry will come with more sophisticated and challenging demands for emergency response that are likely to stretch the Force even further.

Lastly, there is an absence of clear laws mandating the UPF with the provision of firefighting and rescue services<sup>7</sup>, enforcement of laid down safety standards, regulating private firefighting service providers, establishing in-house fire departments, support licensing and collection of Non-Tax Revenue (NTR) from the firefighting and inspection activities.

In the next five years, UPF should invest in interventions to expand coverage of fire services, enhance the capacity of existing fire stations, pursue review and enactment of appropriate legislation and cultivate collaborative linkages with other stakeholders to improve services and response.

#### **d) Maritime Policing**

The Force has gradually developed marine policing capacity, to enhance the protection of lives and property while ensuring law and order on the country's water bodies. By June 2020, marine police establishments had increased from 18 to 27, distributed as follows; 17 on L. Victoria (Kigo, Ggaba, Bulago, Kasenyi, Entebbe-Baku, Kalangala, Kasensero, Nkose, Migingo, Lolwe, Sigulu, Hama-ways, Majanji, Lugala, Bwondha, Jinja, Buvuma), 04 on L. Kyoga (Bukungu, Kawongo, Zengebe and Kagwara), 04 on L. Albert (Butiaba, Sebagaro, Ntoroko and Panyamur), 01 on L. Edward (Katwe) and 01 detach on L. Wamala.

The marine personnel strength had grown to 287 in 2020, 52 of whom were divers, 30 coxswains, 25 Navigators, 15 mechanics, 03 engineers. Currently, UPF has marine equipment that includes 03 interceptor boats, 05 long distance patrol boats, 25 fiberglass boats, 03 firefighting boats, 10 tender boats, 25 outboard engines and 10 sets of diving equipment.

During the same period, the Unit handled 1,443 incidents during which 1,061 lives were rescued and 617 bodies recovered. The target of reducing fatalities on water bodies due to accidents was met as

<sup>5</sup> Earth-moving equipment, thermal scanners, inflatable boats, gas masks, cadaver dogs

<sup>6</sup> Fire engines and other equipment are very expensive, besides a lot of the specialized training required is only available abroad and is quite expensive.

<sup>7</sup> The mandate to fight fires is entrusted with Local Governments.

the fatalities decreased by 34%, from 94 in 2015 to 62 in 2020.

The coverage of marine policing services is still limited and requires establishment of additional detachments to cover all major water bodies. This shall require acquisition of additional equipment and deployment of more personnel. Furthermore, skilling the regular police, especially those with water bodies within their area of responsibility, in maritime policing and sensitization of communities on marine safety and legislation should reduce pressure on the marine police.

Other challenges that require attention include inadequately skilled personnel, uncharted routes, poor adherence to safety requirements by water transport users and a poorly regulated water transport sector.

#### **e) Police Air wing**

The Police Air Wing is equipped with 03 choppers and 01 fixed wing aircraft with capability for transport, search and rescue, firefighting, medivac and rapid response. The Unit also has 13 pilots, of which 02 are on secondment from UPDAF and 10 aircraft engineers. There are however inadequate skilled personnel to perform the required functions for the Unit and a high cost of operation and maintenance. Each aircraft requires at least two sets of crew owing to the operational nature of work expected of them. The personnel and aircraft require regular inspection, certification, licensing, insurance and retraining.

There are also no clear standard operating procedures for management of the unit. Aspects like who can use the aircraft, when and arrangements for meeting the operating costs are lacking.

Going forward there is need for additional personnel, skilling, advocate for additional funding and establishment of a mechanism for generation of NTR to waive part of the huge cost of operation and maintenance. There is also need to develop SOPs for operation of the unit.

#### **f) Counter Terrorism:**

Terrorism remains a big threat to Uganda and the East African region as a whole. The Force has a strength of 4,251 personnel trained in countering terrorism.<sup>8</sup> UPF has also acquired specialized vehicles and equipment including MARS vehicles, helium balloons, drones in addition to Canine for neutralizing terrorist threats. A counter terrorism training school has been established at Olilim, Katakwi District, though with insufficient infrastructure and equipment.

Furthermore, a programme to de-radicalize extremists is being implemented. The Force collaborates with National, Regional and International Agencies to counter, disrupt and suppress terror threats and activities.

Within the last five years, the UPF detected and defused 15 terror threats. This was achieved through strengthened intelligence, sensitization for popular vigilance, general and specialized training of personnel, acquisition of equipment and general proactive policing of events. Additionally, the Force continued to protect VIPs and vital installations across the country.

However, the country cannot lower its guard, terror threats are ever-present. Therefore, foundation security and border control should be strengthened, personnel deployed to perform counter terrorism functions should undergo further specialized training to keep pace with the ever-changing dynamics in the field and additional specialized machinery and equipment should be acquired.

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<sup>8</sup> CRT, CT Intelligence, CT Investigations, Airborne, CBRN, Bomb squad, VIPPU and K9



### 2.1.3 Preservation of Law and Order

Another key function of the UPF is to ensure that the laws of the country are observed and respected in addition to order prevailing.

Whereas it is every police officer's duty to enforce law and ensure order and it is the responsibility of every regular/territorial police commander to ensure law and order is maintained within his/her area of responsibility, UPF has a specialized force of 4,659 personnel devoted to performing duties of public order management in support of the regular police. In addition, over 500 personnel have been deployed to support enforcement of law and order in specialized fields such as environment, agriculture, railways, utilities and minerals. The Force has also acquired specialized equipment that include RCVs, APCs, anti-riot suits, arms and ammunitions to carry out this function. The Force has also established a school for specialized training in POM at Ikafe in Yumbe district.

During the last five years, UPF rejuvenated the 999-patrol system within the KMP area and conducted integrated highway patrols to augment response to distress calls. The Force provided security to ensure peaceful 2016 General elections and subsequent by-elections. Extension of the coverage of the 999-patrol system is still hindered by inadequate fleet and operational support.

UPF maintained order and public tranquility during public processions and gatherings, contained unlawful assemblies, violent protests and riots. The Force also developed guidelines for enforcement of POMA, which has been streamlined. This is aimed at promoting professionalism, human rights observance and accountability during law and order enforcement operations.

**Table 3: Summary of POM incidences handled between 2015 – 2019**

Types of Incidences	2015	2016	2017	2018	2019	TOTAL
Rout	09	10	04	13	14	50
Unlawful Assembly	00	00	01	02	06	09
Strike	08	05	04	01	03	21
Demonstration	07	01	02	01	02	13
Riot	19	09	08	06	00	42
<b>TOTAL</b>	<b>43</b>	<b>25</b>	<b>19</b>	<b>23</b>	<b>25</b>	<b>135</b>

The Force expanded coverage by establishing countrywide presence in 80% of the sub-counties and wards in rural and urban areas respectively which provides the skeletal structure/framework upon which enforcement of law and order can be based.

However, the Force's efforts to enforce law and order have often been strained by violent and militant conduct of the public especially politically charged youths. This is especially common when policing political mobilization activities, political party internal elections, general and by - elections. As pointed out in the NDP III, most of the unlawful assemblies and conflicts arise because of limited appreciation of multiparty democracy leading to friction among the various stakeholders.

In addition, the recent Court rulings nullifying Sections of laws appropriate for enforcement of law and order have reduced the tools available to the Force to perform this important function, constraining it in the process.

Further to this is the increasing population, leading to increased pressure on land and encroachment of wetlands, forests and game reserves which calls for additional efforts in enforcement of law and order. This puts enormous strain on personnel, financial and logistical resources of the Force.

Lastly, there is still a general concern of unprofessionalism exhibited by personnel of the Force during enforcement of public order, conduct of arrests, detention, and interrogation such as human rights violations, use of excessive force etc.

There is therefore need for additional skilling and equipping of personnel undertaking law and order functions in addition to the regular police officers. Civic education and de-radicalization of the general population, review of relevant legislation and dedication of additional resources should go a long way in improving on delivery of this function.

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

This is yet another core function of the UPF. The Force has over the years invested in measures to enhance prevention, detection and management of crime.

During the last five years, the Force, through implementation of its community policing ideology has been able to build partnerships to promote citizens' participation in security and popular vigilance thereby creating safer communities. The citizenry has embraced this approach and it is taking measures to enhance its safety and security. Individuals and private businesses have instituted their own security measures such as installation of CCTV cameras, deployment of guards and dogs and establishment of local security arrangements among others. The public has been sensitized to desist from and report occurrence of crime. The Force has also acquired Toll-free lines and installed front desk telephone lines in 604 stations/posts, which has eased reporting of crime and providing clients with feedback.

Effective community policing however, thrives on mutual trust and respect between the police and the public. This is being hampered by the errant behaviour exhibited by some of the officers, unrealistic public expectations and ignorance about criminal justice procedures by the community. There are repeated incidents of unprofessional conduct including corruption, mismanagement of case files, poor feedback and poor response to distress calls. This is compounded further by the logistical challenges, that the Force is experiencing, forcing personnel to seek support from members of the public. This is sometimes interpreted as a corrupt practice. It is now quite common for some politicians, government officials and members of the public to blame the police for virtually everything that goes wrong. In addition to the effort that UPF has made in addressing the above concerns that include public awareness and strengthening internal administrative and oversight mechanisms, the Force also needs to collaborate more with other stakeholders and secure sufficient resources to support policing.

The Force should as well redefine the practices, values and culture by which it wishes to be identified and ensure that these are inculcated in the training and daily practices/procedures. Furthermore, the Force needs to identify the most appropriate community policing model for uniform implementation across the country to avoid a multiplicity of approaches as is experienced now.

UPF developed capacity and carried out intelligence led operations that led to among others the busting and dismantling of over 30 criminal gangs and 21 criminal syndicates leading to the arrest and conviction of a majority of their members. Criminal hideouts have been exposed, suspected robbed/stolen property worth millions recovered and markets for such items disrupted. The intelligence capability is still low. More personnel who are appropriately skilled, equipped and resourced are required.

To support crime prevention and investigation, Government supported UPF in acquiring and establishing anti-crime infrastructure.

Phase I of the National CCTV project covering laying of optic cable and installation of cameras in the Kampala Metropolitan area, establishment of a National Command Centre at Naguru and monitoring centres at all Divisions in KMP was completed. Phase II of the project which involves rolling out to municipalities and major highways across the country has been implemented to a level of 31%. The project has already begun bearing fruit and has supported the investigation of 10,085 cases.



H.E Y. K Museveni takes a view of the City at the NCCC at Police Headquarters in Naguru. This was at the commissioning of the National Command & Control Centre in November, 2019.

H.E Y. K Museveni takes a view of the City at the NCCC at Police Headquarters in Naguru. This was at the commissioning of the National Command & Control Centre in November, 2019.

Other infrastructure includes, the Integrated Ballistics Information System (IBIS), the Automated Fingerprint Identification System (AFIS), the Data Monitoring System, DNA analysis equipment, cyber-crime analysis equipment, a telecommunication intelligence monitoring system, i-24/7 and Crime Records Management System (CRMS) among others. To support IBIS, an electronic register of all firearms in Uganda has been established. By end FY 2019/20, the UPF had profiled 84% of its firearms, 99% of the firearms belonging to the Uganda Prisons Service, 90.4% of firearms belonging to PSOs and 42.3% of arms belonging to licensed private individuals.

The Force however is faced with a challenge of maintaining this infrastructure, most of which requires expensive spares and equipment in addition to expensively trained technicians who are currently unavailable. Vandalism of installations as well as interoperability between established systems and integration with regular policing are other challenges.

UPF has also built capacity for application of science in crime investigations through training and equipping investigators. So far 315 Scene of Crime Officers, 07 DNA Analysts, 04 questioned document analyst, 02 questioned document experts, 01 Ballistics expert, 07 Ballistics analysts, 06 Cyber-crime experts and 14 medical doctors, 27 medical clinical officers and 20 registered midwives have been trained and deployed to various stations countrywide to aid investigations. The forensic

laboratory now has capacity to undertake biometric, ballistic, cyber and DNA analyses. Additionally, 114 SOCO kits were procured and deployed. Each district in the country has a SOCO. The number of experts however is still inadequate. They also need to undertake additional specialized training most of which is not available in country but has to be obtained expensively from abroad.

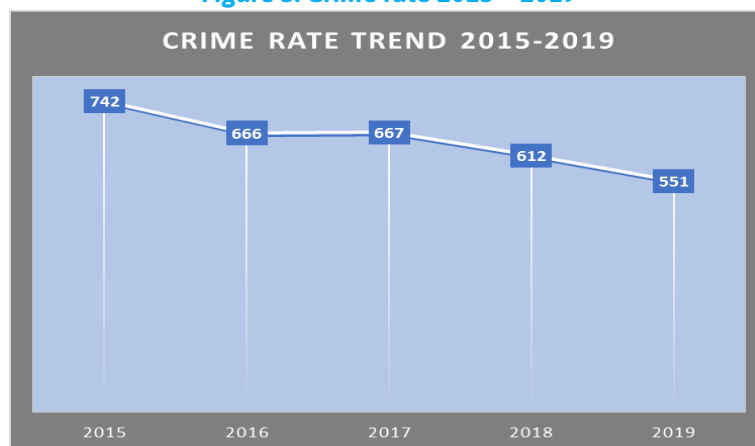
A canine breeding centre with capacity to produce 70 dogs per annum has been established at Nagalama in Mukono district. This has facilitated replacement of aged dogs and establishment of 16 new canine units leading to an expansion of services to 70 locations in 67 districts. The Unit currently has a strength of 197 personnel and 153 dogs used in detecting narcotics, explosives, crowd control and tracking criminals. The use of canine has aided the investigation of 53,160 cases leading to arrest of 31,522 suspects and recovery of 13,834 exhibits. Despite the above achievements, coverage and range of Canine services is still low.

There has been a sustained decline in the volume of crime reported from 257,770 in 2015 to 215,224 in 2019 resulting into a drop in the Annual Crime Rate from 742 to 551. The crime rate target of 200 was not met however, because of a change in the method of compilation during the implementation period.<sup>9</sup> The decline in reported crime has been a result of aforementioned investments and interventions though there remains a concern of isolated incidents of violent and organized crime such as kidnap for ransom, murders, assassinations, aggravated robberies and burglaries. In addition, cases originating from land disputes, domestic violence and motor vehicle theft have remained rampant. Furthermore, cases of cattle rustling/theft though not rampant are on the increase and are causing concern that Karamoja and neighbouring communities may return to the insecurity of years gone by.

Combating SGBV and VAWG remains one of the priorities of the Force. An additional 656 (316M, 340F) personnel were trained to manage such cases. Over the five years, 264,438 cases were reported of which 83,356 cases were resolved through counselling, 37,164 cases were referred while 12,532 were taken to court for determination.

On the international scene, the Force undertook investigation of 2,500 transnational crimes, screened over 270,000 Nationals seeking employment abroad and extended the i24/7 system to Entebbe International Airport. A total 1,115 police personnel (315 IPOs and 800 FPU) have been deployed on rotational basis on peace support missions in conflict prone countries of Somalia and S. Sudan to help stabilize them. The i24/7 system still needs to be extended to all gazette border points.

**Figure 5: Crime rate 2015 – 2019**



<sup>9</sup> Initially, Crime rate was computed based on criminal cases sieved out of the total cases registered. Since, the computation takes into account all the reported cases as the numerator in the computational formula.

Although the proportion of cases taken to court increased from 23% in 2015 to 35% in 2019, it remained way below the planned target of 75%. Out of the cases taken to court, the Force could only secure convictions in 30% (below the 50% target) while 17% resulted in dismissals or acquittals. From Table 3 below, one can see that for every case taken to court, the probability for acquittal or dismissal stands at an unacceptably high 36%. This low success rate in court can be attributed to both internal failures such as high caseload per detective, poor investigative skills, poor preservation and management of crime scenes, poor management of exhibits in addition to centralized forensic services as well as external factors beyond the Institution's control.

Additionally, case backlog remains a big challenge and continues to grow. Whereas case backlog was envisaged to reduce to 25%, it remained high at 37% by the end of the implementation period. This is despite the JLOS sector wide reduction to 18%. Also of concern is that consistently the number of cases that remain under inquiry (backlog) is higher than the number of cases taken to court every year. Furthermore, the compilation practice for crime data ignores the backlog that has been accumulated over the years meaning that the backlog situation is much bigger than portrayed.

The continued accumulation of backlog cases can partly be attributed to the low number of detectives (5,292)<sup>10</sup> leading to a high caseload of 1:45 (excluding carried over cases), inadequate facilitation for investigations (financial and logistical), inadequately skilled investigators as well as delays in submission of expert reports.<sup>11</sup>In addition, as already noted, the crime intelligence function is not sufficiently staffed, skilled and resourced to adequately support crime investigation.

**Table 4: Uganda's Crime Data 2015-2019**

Year	Crime Rate <sup>12</sup>	Cases reported	Taken to Court	Convicted	Acquitted	Dismissed	Pending before Court	Backlog (under inquiry by end of year)
2015	742	257,774	58,535	16,119	1,048	8,646	32,722	101,904
2016	666	243,988	60,462	17,477	1,184	9,457	32,344	95,270
2017	667	252,065	66,626	18,961	1,419	9,613	36,633	105,015
2018	612	238,746	73,035	22,263	1,248	11,121	38,411	90,763
2019	551	215,224	74,810	22,105	1,151	11,472	40,085	79,117

Source: UPF Annual Crime Reports, 2015 – 2019.

Furthermore, there are challenges relating to exhibit management during recovery, preservation, transportation, storage and tendering in as evidence in court. The available infrastructure does not provide for adequate storage and management of exhibits, resulting into failure to preserve them in their original form, which hinders presentation of credible evidence in court. This also leads to avoidable depreciation of property while in UPF's custody.

In addition, management of crime records is still wanting and the coverage and usage of the CRMS is low. Manual records are still kept in not so safe conditions. This poses challenges of preservation, retrieval, loss, timely and accurate compilation of reports and access among others.

<sup>10</sup> The ideal number should be 17,936 based on international standards.

<sup>11</sup> These include reports on forensic audits, questioned documents, DNA analysis, ballistics, PPDA, finger prints, post-mortem, sexual offences examination and others.

<sup>12</sup> Crime rate is the ratio of crimes in an area to the population of that area; expressed per 100,000 population per year. It is the measure of how many persons out of every 100,000 are victims of crime.

The shortcomings above call for a review of the crime management processes and enhancement of the capacity of investigators in order to improve the quantity and quality of investigations to attain more convictions in addition to reducing the number of cases that remain stuck within the system. The Force also needs to strengthen community policing and intelligence gathering capacity in order to prevent crime and aid investigations.

### **2.1.5 Institutional Development, Governance and Management**

Supportive legal and policy frameworks, infrastructure and equipment, as well as governance and management systems facilitate delivery of policing services. This section analyses the past performance and status of the supportive functions to policing.

Under this thematic area, the UPF implemented interventions aimed at creating a conducive and facilitating environment to support policing.

#### **a) Legal and Policy Environment for Policing Services**

The 1995 Constitution of the Republic of Uganda, as amended and the Police Act CAP 303, as amended together with many other legal instruments provide the legal framework for policing. The Government Standing Orders, Public Service Standing Orders and Police Standing Orders among others provide the policy framework for smooth running of the institution.

Since FY 2015/16, the Force has developed and reviewed Policies and Administrative tools for effective running of the Institution. Key among these are the Gender Policy, Human Rights policy, the Anti-Corruption Strategy, the Welfare Policy, Peace Support Operations policy, review of the training policy and Police Standing Orders. SOPs for both field Operations and National Command Centre have been developed in addition to reviewing 23 Police Forms and 03 Police Books in order to respond to contemporary data and management needs. Some of the policies currently under development include; policy on medical, fleet management and occupational safety guidelines.

However, there remains a challenge of inappropriate organizational structure characterized by wide spans of control, over segmentation, duplication of functions and overlapping mandates. The structure also underutilizes certain cadres, some of whom it does not allocate specific schedules of duties such as Deputy Directors. Due to its overblown nature, there is under facilitation of some Units in some instances. In addition, the forums available for generating and sharing information, ideas and challenges for improvement of the institution especially amongst peers are limited, for instance, DPCs and Heads of Departments being UPF's frontline managers and focal persons in implementing policies respectively do not have such fora.

In addition, there is a challenge of everchanging legislation brought about mainly by court judgments that have expunged sections of relevant laws that guide police officers in the day to day policing. For example, the judgment in HUMAN RIGHTS NETWORK UGANDA & 04 OTHERS Vs ATTORNEY GENERAL; Constitutional Petition No. 56/2013 under which Court declared S.32(2) of the Police Act unconstitutional and had the same nullified.

Furthermore, whereas possessing, processing, growing etc of cannabis is unlawful according to the Narcotic Drugs and Psychotropic Substances (Control) Act, some companies have been licensed by government to grow, process and export the same. This certainly creates a dilemma for the frontline police officer.

Lastly, there is also a challenge posed by the absence of policies and SOPs covering certain key aspects of policing, some of which have been highlighted earlier, such as regulation of private fire and emergency rescue service providers or usage of assets of the airwing.

As a way forward, UPF needs to cause a review of certain key legislations, conduct an extensive restructuring exercise in addition to developing and documenting relevant policies and SOPs and ensure that policies and SOPs are followed.

## **b) Information Communication Technology**

The Force has developed ICT platforms that include CCTV, AFIS, HRMIS, EPS system, CRMIS. An ICT innovation Centre at Kikandwa has also been established to support integration of ICT in the delivery of policing services. An upgrade of radio communication from analogue to DMR has been embarked on while Internet services have been extended to 76 police stations. The Force has also developed other applications/platforms to support policing which include Webmail, UPF MOBI and 999 SMS. Automation of the Express Penalty has led to a reduction in default boosting NTR collections in the process. The HRMIS has been developed and deployed to twelve specialized units and the eighteen divisions of KMP.

However, there is still a challenge of completing development and attaining full deployment of some systems such as the CRMS, Stores Management System and the fleet information management system. In addition, the benefits of the various systems are not fully appreciated, which is limiting their utilization and coverage in everyday policing. Development of these platforms as well has not been informed by an ICT policy, to guide their design, integration and usage internally and externally as well as operation and maintenance arrangements. Radios in many units are broken-down. The high cost of operation and maintenance of ICT infrastructure is also a challenge to the Force. Overreliance on private telecommunication service providers due to limited availability and use of the national ICT backbone is a burden and a risk to information security.

It is important for the various databases that the Force operates in isolation to be integrated into a central management information system to enable interface and harness their full potential. There is also a need to interface with other databases maintained by other MDAs such as Uganda Prisons Service, the Judiciary, National Identification and Registration Authority, Directorate of Citizenship and Immigration Control, Ministry of Works and Transport, Ministry of Health, etc.

## **c) Infrastructural Development**

Infrastructure is one of the key enablers for policing, for which investment has been and will continue to be made. The UPF infrastructure consists of residential and non-residential accommodation, training schools, ICT platforms, equipment, health facilities and land. Below is the status of these facilities in the UPF.

### » **Non-residential Accommodation**

Policing requires office facilities of varying nature at national, regional and station or unit level to perform its functions.

Over the last five years, UPF built office/administrative structures in the form police stations, training and specialized facilities. These include police stations at Budaka, Sironko, Lyantonde, Kabale, Kyenjojo, Omoro, Luuka, Namutumba, Serere, Kiruhura, Nateete, Mityana, Bududa,

Paidha, Nakaseke, Bulambuli, Motor Vehicle maintenance centres at Namanve, Soroti and Mbarara, Aircraft maintenance hangar at Kimaka in Jinja and a Central armoury at Nagalama in Mukono district. Through Police-Community relations, construction and renovation of police stations/posts has also been undertaken including renovation of Lugazi Police Station and construction of Kiwanga police post under Seeta Police Station in Mukono district. Office accommodation facilities are still inadequate and consequently the Force spends colossal sums (a total of UGX. 4,230,552,000 per annum) on rent of 321 premises. The shortage of office accommodation constrains effective provision of policing services. Most stations do not have adequate space for operations. For instance, there is absence of rooms that offer privacy for reporting of, interview and statement recording in sensitive cases. In addition, some stations do not have adequate space for storage of records, exhibits and arms. The yards used for storing exhibits such as M/Vs are open spaces, which greatly affect the integrity of these exhibits. The police headquarters is scattered in various locations including Naguru, Kololo, Bukoto, Namanve, Kibuli, Nateete, Industrial Area, Kigo, Nakivubo, Nsambya, Entebbe, Kikandwa and Lugogo which is not only costly but also makes coordination difficult. Many regional headquarters are in facilities provided by local governments. Most of the facilities are generally in a very sorry state.



The ICT R,D&I centre was constructed at Kikandwa and the newly renovated Lugazi Police Station

The table below provides the status of office accommodation at different levels of administration.<sup>13</sup>

**Table 5: Office Accommodation status of the UPF**

Policing Level	Institutionally Owned	Government owned premises	Rented premises	Community owned	TOTAL
National	13	2	2	0	17
Regional	18	6	2	2	28
District/ Division	118	9	15	15	157
Station	184	393	163	195	935
Post	148	326	258	595	1,327
<b>Total</b>	<b>481</b>	<b>736</b>	<b>440</b>	<b>807</b>	<b>2,464</b>

<sup>13</sup> Shortage of accommodation in the medium term is constituted by rented premises and Institutionally owned premises that require new structures.



» **Other facilities**

A number of training schools have been established to enhance skills for policing. These include; the Senior Command and Staff College at Bwebajja and Police Training Schools at Kabalye, Ikafe, Olilim and Kibuli. However, the major challenge is that training schools are not capacitated adequately to provide the required training. In addition, there are schools that are not established entirely such as schools for MDD, Canine, Fire, and Marine. All of this affects accreditation or recognition of the training provided.

The UPF presently has 94 health units countrywide. Most of the health units are located at police stations and are typically a one room establishment which is insufficient for the provision of the requisite services.

Currently, the UPF has one workshop for M/Vs while three more are under construction at Namanve, Soroti and Mbarara. In addition, an ICT maintenance workshop is operated at Naguru. The Force is in the advanced stages of establishing an aircraft maintenance hangar at Kimaka in Jinja district.

There is need for establishment of additional facilities such as training facilities, shooting ranges, marinas, maintenance facilities and equipment sheds (for fire trucks, RCVs, APCs, MARS, Ambulances etc).

» **Residential accommodation**

During the last five years, as part of the efforts to improve staff welfare, UPF constructed 420 apartments<sup>14</sup> at Naguru and 60 other accommodation units with support from GoU, PRDP and JLOS. Accommodation units have been constructed at Namutumba, Budaka, Lira, Buliisa, Kasese, Kole, Bulambuli, Sironko, Kalangala and Ngora. The Force now has a stock of 3,550 housing units accommodating 9,103 of the 43,052 entitled officers and rents some facilities in which officers are accommodated. These housing units all together can accommodate only 24% of entitled officers, which implies a shortage of 39,502 housing units.



Picture 2: Staff Accommodation blocks under construction at Naguru and Budaka.

The rest of the officers rent on their own, live-in community provided facilities, stay in temporary (“self-help”) shelters within the barracks or share small rooms in housing units, including relief houses (uniports and tents) which form of accommodation is not conducive for family life and predisposes children to sexual abuse and harassment.

The proportion of entitled staff accommodated has not changed since 2015 despite having been envisioned to rise to 65% by 2020. With the anticipated recruitment, the housing shortage will worsen.

<sup>14</sup> Completion is expected by December 2020

Worth also noting is that in-house construction undertaken is very expensive. For instance, the six-unit accommodation block at Budaka alone cost over 400 million shillings to complete. Furthermore, most of barracks are dilapidated with deplorable hygiene conditions.

The table below shows the residential housing requirements.

**Table 6: Projected UPF Housing Needs Based on Optimal Strength**

Year	Projected Population	Required Police Strength: Based on 1:500	Required Number of Housing Units	Available Housing Units	Total Housing Gap
2021	42,885,900	85,772	68,617	9,103	59,514
2022	44,212,800	88,426	70,740	9,103	61,637
2023	45,562,000	91,124	72,899	9,103	63,796
2024	46,930,900	93,862	75,089	9,103	65,986
2025	48,317,300	96,635	77,308	9,103	68,205
Projections are based on the following:					
1	Police personnel entitled to 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.				

There is still a need for deliberate efforts to address the accommodation problem which will greatly boost the welfare and motivation of the personnel.

» **Land**

UPF has 828 parcels of land of varying sizes and tenure, available for infrastructure development and production. 232 parcels of land have been surveyed and titled, 187 surveyed with deed plans while 409 (49.4%) parcels have not been titled. Most of the unsecured land is located in prime areas attractive to the business community and is at risk of encroachment and grabbing. UPF urgently needs to title all its land and develop and maintain an up-to-date land register.

**d) Transport and Specialized Equipment**

UPF has acquired and maintained additional equipment to fight crime and respond to emergencies. This equipment improves efficiency and enhances UPF's operational capabilities.

Over the last five years, the fleet has grown by 483 motor vehicles, equipment and plant; 2,504 motorcycles; 08 boats and 03 aircrafts.



A mobile command vehicle

The UPF fixed wing Aircraft

The total fleet now stands at 7,502 strong constituted of 805 pick-up trucks, 260 saloon cars, 71 station wagons, 31 ambulances, 8 buses, 18 Omnibuses, 75 specialised vehicles, 19 construction equipment, 20 hydrofoam machines, 100 tricycles, 5850 motorcycles, 53 boats, 3 helicopters, 1 fixed wing aircraft and 20 donkeys.

Of these 153 vehicles and 815 motorcycles are uneconomical to operate while a number of vehicles are grounded on account of absence of simple parts or spares. In addition, the requirement for operation, maintenance and repair of this fleet is enormous and greatly constrains the institutional budget. Furthermore, the Force does not possess a transport policy which should guide acquisition, allocation, utilisation, management and disposal of the vehicles/equipment. Lastly, though the fleet looks big, it is still inadequate given the policing demands and the concept of operations adopted by the force.

#### **e) Welfare**

The UPF has established various welfare schemes that include the duty-free shop, savings schemes with competitive interest rates (EXODUS and PSAL), and income generating projects such as the hatchery, apiary, goat rearing, poultry and bakery. The Force in addition provides medical care to its personnel and their immediate family members, decent burial for its fallen personnel and food to personnel in operations and hard to reach areas.

Through its savings schemes (Exodus SACCO and PSAL), the Force has extended credit/loan facilities to over 30,000 of its members at competitive interest rates (13% compared to the high rates by commercial banks) for personal development. The duty-free scheme which is currently operating 12 regional branches provided construction materials to over 9,000 officers at prices lower than the going market price. The Force has continued to provide medical services to its personnel, members of their families and the community at 94 health facilities in 67 districts. Additionally, the institution extends financial assistance to cater for officers' health care needs not provided fully by the UPF's or other Government health facilities.

UPF has 23 schools (12 Government aided, 11 privately owned) for children of police officers and neighboring communities, that have been established in barracks across the country.

Despite the above interventions, the welfare of personnel remains undesirable. They live in poor housing; the duty-free scheme has a limited range of products, low territorial coverage and provides non-competitive prices while the SACCO has suffered waves of management scandals in addition to failure to meet many of members' loan requirements. In addition, most of the investments in production ventures (hatchery, goat rearing, apiary bakery, maize production, etc) were not properly thought through and as a result have not yielded viable returns. The provision to cover medical and burial expenses is inadequate. It is not uncommon to find relatives of a fallen officer asked to meet the burial expenses with a promise to refund. Claims arising from such scenarios have accumulated and run years back.

These shortcomings have contributed to low morale, high attrition levels, corruption, absenteeism, disgruntlement, poor concentration at work and generally low productivity. The Force therefore needs to pay particular attention to the welfare needs of personnel going forward.

## f) Human Resource Capacity and Management

A competent human resource is central to providing a satisfactory policing service. UPF has improved the capacity and competence of its human resource through recruitment and training of new staff and conducting refresher and specialized (in service) training in addition to ensuring that personnel are healthy.

Since July 2015, the UPF recruited and trained 8,783 personnel (PPCs, L/AIPs, C/ASPs and pilots), thereby growing the Force strength from 44,601 personnel to 46,614 (37,899M, 8,715F) which translated into police to population ratio of 1:892.15 The targeted recruitment and training of an additional 42,786 personnel could not be met due to a ban on recruitment by Government. Important to note is that recruitments undertaken have not had their full effect on the strength due to a high attrition rate, which keeps chipping away at the numbers. The Force loses on average 1,000 personnel per year through attrition<sup>16</sup> (the biggest proportion being desertion, death and retirement) in addition to maintaining an un-deployable strength that averages 800 personnel (sick, leave, AWOL, suspension/ interdiction, left with 3 months or less to retirement, etc) per year.

Further to this, there is a latent shortfall created by low levels of professionalism, poor attitude and motivation of personnel besides deployment in areas not critical for delivery of mandate such as attachment of drivers, escorts and guards to other MDAs and private individuals.<sup>17</sup>

Relatedly, based on the current approved structure, UPF has a staffing shortfall of 23,209 personnel.

This however greatly understates the manpower gap since it is way below the number appropriate for meeting current policing requirement. The structure was approved years ago and a lot of the drivers of demand for policing services and hence numbers have since changed. The appropriate number of police officers required should be 83,167 (based on the internationally recommended police to population ratio of 1: 500) leading to a manpower gap of 36,553 personnel.

**Table 7: Police strength as per current Establishment**

S/N	RANK	SALARY SCALE	APP. STRUCTURE	MALE	FEMALE	CURR. IN POST	SHORTFALL
1	IGP		1	1		1	0
2	DIGP		1	1		1	0
3	AIGP	UISE	25	16	1	17	8
4	SCP	UISE	29	24	2	26	3
5	CP	UIS	98	35	4	39	59
6	ACP	UI	181	64	9	73	108
7	SSP	U2	654	124	22	146	508
8	SP	U3	1169	367	55	422	747
9	ASP	U4	2174	2136	701	2837	-663
10	IP	U5U	2,863	694	103	797	2,066
11	AIP	U5L	4,445	2,294	425	2,719	2708
13	SGT	U6L	8,285	2,911	672	3583	4,702

<sup>15</sup> The police - population ratio indicates the number of members of a community served by one police officer. The mid-year population projection for 2020 is 41,583,600

<sup>16</sup> Includes retirement, desertion, discharge, death, dismissal, resignation.

<sup>17</sup> Unprofessionalism and poor attitude are manifested through; lack of proactiveness, lack of pride in the job, low levels of Patriotism, lack of ownership/belonging, low accountability, low morale, corruption, leaking of information, speaking ill of the institution and disgruntlement.

S/N	RANK	SALARY SCALE	APP. STRUCTURE	MALE	FEMALE	CURR. IN POST	SHORTFALL
14	CPL	U7	8,661	5,006	1,124	6130	2531
15	PC	U7U	40,262	21,410	4806	26,216	14,046
17	SPC	U8	-	2,687	703	3,390	-
18	CIV		975	129	88	217	758
<b>GRAND TOTAL</b>			<b>69,823</b>	<b>37,899</b>	<b>8,715</b>	<b>46,614</b>	<b>23,209</b>
%age of structure						67%	33%

All, the above imply that police officers in Uganda bear a disproportionately high burden of delivering police services since they are overstretched and work longer hours.

With a projected midyear population of 48,317,300 in 2025, the appropriate strength will be 96,635 personnel requiring recruitment of an additional 55,021 personnel taking attrition into consideration. The Force relies on a performance management mechanism that is based on the public service appraisal system. This system however is not aligned to the attainment of the strategic policing plan aspirations. A customized system needs to be identified and implemented.

UPF has established training schools that provide basic, management and specialized training. The Police has a pool of 840 trainers who impart skills to transform newly recruited personnel into police officers as well as for professional career development. It has also developed in-house capacity to design training programmes, produce training material and conduct trainings.

During the last five years, over 11,000 in-service personnel were trained in various refresher and specialized courses.

Whereas the Force has several specialized training schools, not sufficient skills enhancement programmes were undertaken across all fields. In addition, refresher training is hardly undertaken while training institutions are not facilitated enough to provide the required skills enhancement.

According to the findings of the Training Needs Assessment of 2020, UPF had a total training need of 94,210. Projecting the training requirements to the year 2025 expands the training gap to 110,812 at the very least as described below;

**Table 8: Summary of UPF institutional training needs**

Competence Gap Description	No. of Training Needs
Career induction training	11,522
Specialized training	33,438
Refresher Training and Skills Enhancement in Contemporary Issues	13,604
Initial training	52,248
<b>TOTAL</b>	<b>110,812</b>

In addition, the training programmes are not accredited and are therefore not recognized outside the institution apart from the Masters in Peace, Governance and Security Programme offered by the PSC&SC.

Therefore, to effectively deliver on its mandate, UPF should recruit additional personnel into the service, undertake skills development, implement strategies to curtail attrition, build a professional workforce and invest in force multipliers<sup>18</sup> in order to match the growing demand for policing services in the country.

## g) Financial Performance, Planning, and M&E

### » Budget

Availability of financial resources, their rational allocation and efficient use are major determinants of service delivery. Funding for policing comes from Government under the Medium-Term Expenditure Framework (MTEF), projects funding, the sector-wide framework through JLOS basket funding, other MDAs, Development Partners, the Private Sector and the general public.

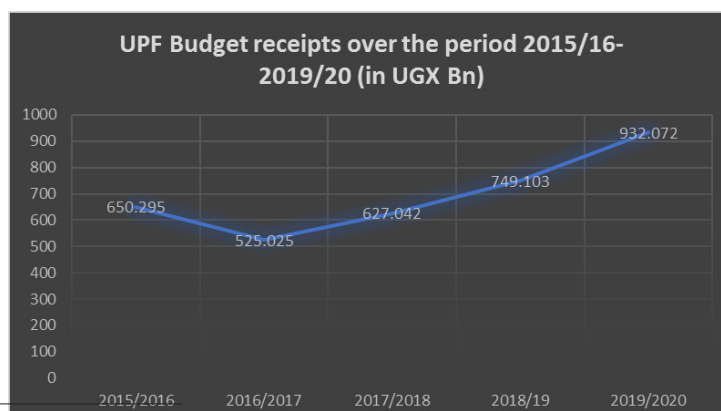
Over the five-year period, the UPF received UGX 3,517.18 billion representing 72.5% of the targeted UGX 4,851.65 billion funding for implementation of its first strategic plan. GoU remains the biggest funder (99%) of the UPF budget with a growth in MTEF funding of 43.3% from UGX. 650.295bn in FY 2015/16 to UGX 932.072bn in FY 2019/20 (see Table 9). The budget absorption over the same period stood at an average of 99.2%.

**Table 9: GoU Budget Releases to the UPF**

ITEM	2015/2016	2016/2017	2017/2018	2018/19	2019/2020
WAGE	212.3	230.125	228.436	286.54	286.54
NONWAGE	251.133	184.817	194.183	186.152	260.763
DEVT	174.786	108.646	196.049	245.368	248.715
ARREARS	12.076	1.437	8.374	31.043	17.122
EXT. FIN	0	0	0	0	119.27
<b>TOTAL</b>	<b>650.295</b>	<b>525.025</b>	<b>627.042</b>	<b>749.103</b>	<b>932.071</b>

Cumulatively, over the last ten years, the GoU funding for policing services gradually grew from UGX 241.80 bn in the FY 2010/11 to UGX 932.072 bn in FY 2019/20, an increase of 284%. The recurrent budget grew from UGX 192.12bn to 509.974 bn, while the development budget increased from UGX 49.68bn to UGX 314.975 bn during the same period. The growth in the financing has positively impacted on the provision of policing services through increased visibility and capability. The trend of MTEF funding is depicted in the figure below.

**Figure 6: GoU Funding to the UPF 2015/16 – 2019/20**



<sup>18</sup> Force multipliers include technology, machinery and equipment.

The growth in recurrent expenditure is largely attributed to the expansion in the wage bill due to an increase in strength and salary enhancements. The wage bill grew from UGX 122.77bn in FY 2010/11 to UGX 286.54bn in FY 2019/20. However, the non-wage recurrent remained a smaller component (28%) of the annual budget, which implies that the growth in numbers has not been matched with corresponding operational and logistical support.

As a result, the UPF is continuously faced with insufficient funding for operations leading to accumulation of arrears. In addition, the little resources that are received are partly utilized to meet contractual obligations while there is also a substantial degree of wastage especially in the areas of utilities, feeding, transport equipment and fuel utilization. This is also not helped by the culture of embarking on too many projects at the same time, which results in spreading the resources too thin to realize any impact.

Furthermore, management of finances in the UPF is characterized by over centralization with very limited resources sent to field Units to support policing leading to inefficiency in resource utilization and starving field units of the resources necessary for service delivery.

Needless to mention, the UPF competes with other MDAs for financial resources whether from GOU or Development Partners. In addition, it is expected that one of the effects of the COVID-19 Pandemic will be a reduction in Government tax revenues, which will adversely impact MTEF allocations to UPF. Development partners as well may cut back on the support to UPF.

#### » **Planning, Monitoring and Evaluation**

The UPF has built a reasonable capacity to develop plans and mobilize resources. It has embarked on undertaking annual performance reviews as a means of assessing progress and institutionalization of planning.

However, there is still a poor planning culture in the institution characterized by limited appreciation and participation by senior managers in plan development and execution, nonalignment of expenditure to planned interventions, limited prioritization, rationalization and cascading and integration of the plan in the Force's day-to-day activities. This culture is also exhibited by the failure to declare funding from different sources by Units and to combine/align efforts towards achievement of common results (the "silo" approach).

In addition, the M&E system in the UPF is not functioning optimally. It is characterized among others by inadequacies in Management Information Systems, absence of M&E plans/frameworks, poor skills set and a poor performance management system.

The Force therefore must ensure that available resources are allocated to priority of priorities and efficiently utilized for maximum benefits in addition to ensuring ongoing projects are completed before embarking on new ones. Cost saving measures such as installation of video conferencing facilities, automation and regulated consumption of utilities and establishment of alternative sources of water and electricity need to be aggressively undertaken. Initiatives must also be put in place to grow NTR collections and eliminate leakages.

Senior management needs to interest themselves and champion the ideals of the plan for it to succeed. In addition, the plan should be translated into the schedule of duties for units and personnel and cascaded up to the lowest levels of the Force. This will help to identify and attach performance to individuals, Units and the Institution. It should also be utilized to galvanize all resources and effort towards realization of the agreed objectives.

Partnerships should further be developed with relevant MDAs, the private sector, communities and the public generally to mobilize additional resources to support policing services.

### 2.1.6 Progress on Institutional Development projects

During the last five years, the Force has undertaken various projects. Table 10 presents a summary of the projects and progress made under each.

**Table 10: Status of UPF Development Projects**

S/N	Project Name	Project Objectives	Project Description	Progress since 2015/16 to 2019/20
1	Police enhancement; Peace, Recovery and Development Plan for Northern Uganda (PRDP)	To restore and consolidate Police operations in the conflict affected areas of the North, Teso, Karamoja and the neighbouring districts that hosted IDPs.	Provide Office and Residential accommodation, transport and machinery and ICT equipment and furniture geared towards enhancing working conditions and mobility in the Greater northern region.	<ul style="list-style-type: none"> <li>» Payment for contractual obligations on equipment procured to secure the 2016 general elections.</li> <li>» Completed construction of police stations at Budaka and Sironko and continued construction of Bukedea, Kween and Kole.</li> <li>» Constructed 6-unit accommodation blocks at Budaka, Ngora, Sironko and Kole with others on-going at Kween and Bukedea.</li> </ul>
2	Assistance to Uganda Police Force	To procure, survey, title and secure land for policing purposes and provide appropriate office and residential accommodation.	The project addresses issues of land, residential and non-residential buildings intended to improve working conditions, mobility, emergency capabilities and operational readiness for an efficient, effective, community oriented and modern police force.	<ul style="list-style-type: none"> <li>» Acquired 50 acres of land at Kikandwa.</li> <li>» Surveyed and titled various parcels of land.</li> <li>» Construction of</li> <li>» Hired consultancy services for the construction of a marina.</li> <li>» Constructed police stations at Luuka, Namutumba, Kalaki, Soroti Regional Headquarters, Lyantonde, Kabale.</li> <li>» Constructed equipment maintenance centres at Soroti, Mbarara, and Namanve and Kimaka – Jinja.</li> <li>» Procured furniture for various police stations</li> </ul>
3	Retooling the Uganda Police Force	To equip personnel with tools and equipment to meet operational and administrative needs in contemporary policing	The project addresses the needs for transport equipment; ICT based systems and specialized policing equipment for UPF to fulfil its constitutional mandate of protecting life and property, preventing and detecting crime as well as keeping law and order in the country.	<ul style="list-style-type: none"> <li>» Acquired transport equipment and machinery for policing.</li> </ul>



S/N	Project Name	Project Objectives	Project Description	Progress since 2015/16 to 2019/20
4	CCTV project			<ul style="list-style-type: none"> <li>» Completed Phase I of the project which includes laying of fibre optic cable and installation of cameras in the Kampala Metropolitan area, establishment of a National Command Centre at Naguru and monitoring centres at all Divisions in KMP was completed.</li> <li>» Phase II of the project which involves rolling out to municipalities and major highways across the country has been implemented to a level of 31%.</li> </ul>

### 2.1.7. Status of Cross Cutting Issues in Policing

#### a) Human Rights

One of the core functions of the UPF as provided for under Section 4 of the Police Act CAP 303 (as amended) is to protect life, property and other rights of the individual.

There has been continued concern by the public about purported human rights abuses by members of the Force in the course of performing duty. Most concerns relate to arrest, detention, maintenance of public order and interrogations. The main complaints have been use of excessive force, transporting persons under inhumane conditions, overcrowding in detention facilities, detention beyond 48 hours, non-separation of juvenile suspects from adults, male from female and torture.

In order to address the concerns, the Force established the Directorate of Human Rights and Legal Services (HR&LS) and the Professional Standards Unit (PSU) as one of the measures to promote the observance and adherence to human rights by police officers. Personnel from HR&LS and the PSU are deployed to every regional police headquarters to attend to human rights issues that emerge.

In the last five years, significant improvement has been made through training members of the Force in observance of human rights in addition to providing officers with guidelines for elimination of torture and enforcement of law and order; carrying out regular inspection of facilities to check overstay of suspects in detention and the hygiene conditions in the facilities as well as instituting measures to reduce the use of bucket toilets in detention facilities. The Force in a bid to encourage good performance, has also been recognizing units that have excelled in observance of human rights.

The above notwithstanding, challenges that require urgent attention still remain including adherence to the 48-hour rule, failure to provide adequate food to suspects especially in stations other than the district main stations and posts as well as prevalence of the soil bucket system which still stands at 10% during the day and 69% at night.

#### b) Infectious Diseases

##### » HIV & AIDS:

Police personnel remain among the most at risk populations (MARPs) for HIV infection due to the nature of their job. The deployment away from their families in addition to handling

injured individuals or being injured in the course of duty predisposes them to infection. Also, the deployment of those who are HIV positive may compromise their adherence to ART treatment.

The last HIV sero-demographic survey in UPF by SPEAR in 2012 indicated that HIV prevalence was at 11.5% against the national average of 7.3% by then. From interventions in place including SPEAR and HIWA USAID projects, there is evidence to suggest that this situation has greatly improved. The Force has established an HIV prevention, care and treatment program for the police officers, members of their families and communities surrounding police establishments. The Force has HIV testing services in 25 Police Health Centers in addition to 13 Anti-Retroviral Treatment centers across the country. Currently the Force is taking care of 2,501 PLWH at the 13 ART centers of whom 2,438 are on first line ART and 63 on second line ART. 92% (2,306) of the clients on ART program have a suppressed viral load. As a result of these interventions, HIV prevalence among members of the UPF has reduced.

The Force majorly faces challenges of limited funding to extend comprehensive HIV&AIDS prevention and care services to the countryside and inadequate infrastructure and equipment for diagnosis and monitoring of clients on ART. The Force will continue to prioritize programmes aimed at HIV prevention, treatment and support wellbeing of staff living with HIV&AIDS.

#### » **COVID-19 Pandemic**

Given UPF's mandate, it is at the forefront of enforcing compliance to COVID-19 prevention measures. This brings Police personnel into increased direct contact with the members of public and therefore heightens the risk of exposure to infection. The police arrests, detains, interrogates and transports individuals whose COVID-19 status is unknown.

Additionally, Police facilities such as stations, detention cells, Health Centers and barracks are points of high concentration of persons from all walks of life making them hotspots for infection and spread of the disease. The necessity to detain suspects in confined and shared spaces also increases the risk while police officers and their families living in large numbers in confined spaces worsens the situation.

The measures instituted to contain COVID-19 including lockdown led to increased occurrence of certain crimes such as domestic violence; which did not only affect the general population but also members of the Force.

This therefore, requires the Force to ensure that its personnel are fully protected from possible infection and its workplaces and residences are safe zones and not places of infection. The Force also needs to reign in crime that has emerged following implementation of measures to check COVID-19 such as domestic violence.

#### **c) Climate Change**

The effects of climate change are a major threat to life, property and livelihoods. Some activities in the course of policing negatively impact the environment and consequently the climate. The Force's processes involve a lot of paper work, printing and movement of persons from one place to another which have a negative bearing on environment. UPF operations rely heavily on fuels such as firewood and fossil fuels for its fleet all of which also negatively affect the environment. The construction activities for residential and office accommodation in addition to facilities are yet to integrate global warming mitigation measures. The impact of implements used by the Force such as tear gas on the environment is also yet to be established.

In addition, the Force is adopting the use of technology to supplement its numbers and improve operational efficiency and effectiveness. Such technologies include CCTV cameras, radio communication equipment, scanners, reagents and equipment used in forensic analysis, etc. whose impact on the environment is yet to be fully ascertained and taken stock of.

Uganda is now prone to droughts, floods and landslides which have resulted into loss of lives and property almost every year. These pose a major challenge for the UPF as one of the agencies charged with the provision of emergency rescue services. However, the Force is not effectively staffed and equipped to respond to these kinds of emergencies.

On a positive note though, the UPF has established specialized units such as the Environmental Protection Police Unit (EPPU), Agriculture Police and the Police Minerals Protection Unit (PMPU) to contribute to the enforcement of laws relating to environment protection in addition to ensuring orderly extraction of natural resources.

Overall, however, the UPF does not have a climate change and environment protection strategy to mitigate the negative effects of policing activities on the environment. The Force therefore needs to ensure that policing takes care of climate change and environment concerns and integrates mitigation measures in addition to continuing to support the country's efforts to protect the environment.

#### **d) Gender and Equity**

The sex composition in the Force remains skewed with 17% female of whom very few are in high positions of command. Besides, the Force still finds it difficult to attract enough women to work in the institution. This could be attributed to the general perception by the public that policing is masculine, failure by female applicants to compete favourably with their male counterparts as well as insufficiency of facilities in the Force to take care of female officers.

Also, most of the police facilities, workplaces and services are not favorable to persons with special needs. Some buildings for example do not have access ramps, breast feeding rooms and lack privacy for reporting and interviewing in matters related to SGBV. Police services have not been adequately gendered to cater for persons with special needs including the blind, deaf, dumb among others.

The Force however, has over the years put in place measures to enhance gender and equity. These include development and operationalization of the gender policy and child diversion guidelines in addition to establishment of the SGBV, refugee, women, family and children protection desks. The Force has also trained 30 officers in sign language and deployed them to facilitate communication with people with a hearing impairment. The Force in addition makes particular effort to ensure that at recruitment, personnel reflect national character and that there is affirmative action for females and underrepresented communities. Lastly, the UPF makes an effort to take services as close to communities as possible so as to ensure access by all.

Going forward, the UPF should see to it that the gaps identified above are plugged in order to promote policing that is gender and equity responsive.

#### **e) Corruption**

Corruption in the Force is both real and perceived as have been documented by several reports. The 1999 Judicial Commission of Inquiry into Corruption in the Uganda Police Force chaired by Justice Julia Ssebutinde unearthed acts of corruption to which various recommendations were made. The Inspectorate General of Government's National Integrity Surveys (NIS, II (2003), and NIS III

(2008) indicated that UPF was among the most corrupt Government departments in Uganda with a perception rating of 66% and 88.2% respectively. The IGG's 2nd Annual Report on Corruption Trends in Uganda Using Data Tracking Mechanism (Nov. 2011) indicated that bribery had worsened in the UPF. Transparency International's Global Corruption Barometer (GCB) 2010 also ranked the UPF among the leading corrupt government institutions in Uganda. In the UBOS National Service Delivery Survey of 2016, 75% of the respondents reported that Police was the most corrupt public institution.

Corruption in the UPF is manifested through various forms which include; i) payment for police bond which is supposed to be free, ii) unnecessary demands for facilitation from the public to do police work, iii) bribery for any service rendered, iv) syndicate within the justice system to influence the course of justice v) insider dealings in procurement of goods and services, vi) collusion with criminals, vii) criminalization or settlement of civil disputes which are beyond police mandate in exchange for payments/gratifications among others.

Corruption tendencies in the Police thrive on the existence of factors such as; broad discretionary powers, red tape/bureaucracy in the justice system, limited knowledge of laws and rights by members of the public, poor welfare for police personnel, inadequate facilitation for official work, non-adherence to existing standards and policies, undue influence in executing police duties and breakdown of societal morals and ethics.<sup>19</sup>

In addition, the Force has a duty to fight corruption through investigation of complaints. However, it still faces challenges of inadequate capacity manifested through low number of detectives who are poorly facilitated and lack adequate training especially in areas such as e-government systems, cybercrime and handwriting analysis.<sup>20</sup>

In order to address the above situation and pursuant to the country's stand of **"zero tolerance to corruption"**, the Force developed and is implementing the UPF Anti-Corruption Strategy 2017/18-2021/22; established the Professional Standards Unit, is developing a client charter, and sensitizing members of the public to desist from and report corrupt transactions. The Force also contributes towards the country's efforts to fight against corruption through investigating corruption cases and availing its personnel to support other Government anti-corruption Agencies.

#### **f) Disaster Preparedness**

Disasters are now a regular occurrence in the country and pose a threat to life and property. Disasters in recent times have taken the form of floods, landslides, collapsed structures, fires, locust invasion etc. UPF is mandated to preserve life and property and as a result provides rescue services when disasters strike. The UPF bears a disproportionately high burden in disaster management owing to the very poor capacity of other entities that are mandated to provide this service.

The UPF is developing capacity to respond to disaster such as fire, marine incidents, floods, accidents and other emergencies using aircrafts, boats, ambulances, fire engines, divers etc. It also collaborates with other stakeholders in disaster management under the auspices of Office of the Prime Minister (OPM).

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<sup>19</sup> UPF ANTI - CORRUPTION STRATEGY 2017/18-2021/22

<sup>20</sup> National Anti-corruption strategy 2019/20 – 2023/24

Despite these efforts, the UPF experiences serious constraints when responding to disasters. These constraints include inadequate numbers and skills of personnel, inadequate and obsolete/rundown equipment as well as logistical and operational support for rescue services.

More investments and collaboration will be required in these areas where the Force still has challenges.

## 2.2 A SWOT Analysis of the UPF

A SWOT analysis of the Force has been conducted showing the Strengths to be built upon, the Weaknesses that need to be addressed, Opportunities to be exploited and the Threats to be mitigated. This analysis has been done based on the Key Result Areas of (i) Protection of Life and Property, (ii) Preservation of Law and Order, (iii) Prevention and Detection of Crime and (iv) Institutional Development, Governance and Management as summarized in Table 11. A detailed analysis has been presented in Matrix attached as Annex 1.

**Table 11: Summary of the SWOT Analysis of the UPF**

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>» There has been continuous growth in police strength from about 41,000 in 2015 to 46,600 in 2019 with an additional 5,000 personnel earmarked for recruitment by end of 2020.</li> <li>» Constitutional and legal mandate for provision of policing services.</li> <li>» Established countrywide presence and infrastructure for policing services in at least 80% of the sub-counties in the country.</li> <li>» Existence of an internal disciplinary mechanism to enforce professionalism.</li> <li>» The Force continues to attract large numbers of professionals during recruitment.</li> <li>» The structure of the Force has expanded to address new policing challenges and accommodate career growth.</li> <li>» Acquisition of additional fleet and specialized equipment.</li> <li>» Acquired capacity to undertake basic forensic investigations.</li> </ul>	<ul style="list-style-type: none"> <li>» Inadequate skilled and specialized personnel for contemporary policing.</li> <li>» Inadequate and poor residential and office accommodation for effective delivery of policing services.</li> <li>» Inadequate welfare for personnel.</li> <li>» Limited capacity and preparedness for natural calamity.</li> <li>» Poor public image.</li> <li>» Low levels of automation of policing systems and processes.</li> <li>» Inadequate investigative capacity of the police.</li> <li>» Slow response to distress calls.</li> </ul>
Opportunities	Threats

<ul style="list-style-type: none"> <li>» Increased demand for policing services.</li> <li>» Existence of a functional Local Council System which facilitates delivery of police services.</li> <li>» There is political will to support provision of security.</li> <li>» Existence of other security agencies with whom police can co-operate in execution of mandate.</li> <li>» Existence of public goodwill which police can tap into.</li> <li>» Willingness of development partners to support police.</li> <li>» Existence of private actors such as PSOs, Private Fire Service Providers, etc. who augment police efforts.</li> <li>» Existence of regional and international collaboration frameworks e.g. Bilateral relationships, Interpol, EAPCCO, IGAD etc. committed to securing the region.</li> </ul>	<ul style="list-style-type: none"> <li>» Ever changing nature of crime</li> <li>» High population growth rate which outnumbers the growth in police strength.</li> <li>» High attrition rate of the Force's human resource.</li> <li>» Porous borders.</li> <li>» Increasing number of LG administrative units</li> <li>» Politically charged population prone to cause public disorders.</li> <li>» Overlapping mandate of fighting crime and insecurity leading to conflict with sister security agencies.</li> <li>» High influx of refugees posing economic and social threats.</li> </ul>
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## 2.3 Emerging issues and implications for Policing

Based on the review of the UPF's performance in implementing the first strategic policing plan vis-a-vis the situation prevailing in the country, regionally and globally in as far as the UPF mandate is concerned, a number of issues have been identified for attention. These include: -

- 1) Limited coverage of territorial policing services characterized by long distances that members of the community/police have to move in order to access/provide services, limited range of services at the establishments, very low staffing in addition to inadequate and generally poor/dilapidated facilities;
- 2) Inadequate personnel given the ever-growing population, political/administrative and social-economic developments in the country;
- 3) Poorly skilled personnel;
- 4) Inadequate and inappropriate staff accommodation characterized by shared accommodation, dilapidated and unsightly infrastructure such as housing units that still bear asbestos roofs, broken down sewers and drainage channels among others;
- 5) Poor staff welfare including remuneration, housing, medical care, burial, child education and opportunities for personal development;
- 6) The need to sustain and strengthen community policing initiatives among other crime prevention measures as a means of keeping crime in check;
- 7) The need to build capacity in crime intelligence to facilitate disruption and dismantling of criminal networks in addition to aiding inquiries to generate efficiencies;
- 8) Existence of isolated incidents of violent crime including kidnaps and high profile murders whose investigations have not been concluded in addition to cattle theft/rustling which is re-emerging in Karamoja and surrounding communities;
- 9) Increased sophistication, technology-based and syndicated crime requiring the continued building of specialized capacities in the integration of science in investigations;
- 10) Low conviction rates, growing case backlog and delays in completion of investigations as a result of a limited application of science in investigations, few detectives who are also inadequately skilled, insufficient facilitation among others;

- 11) High detective caseload due to a particularly low number of detectives;
- 12) Poor management of exhibits, case files and crime records which affects the quality and integrity of evidence presented before court in addition to causing delays;
- 13) The need to sustain and strengthen measures put in place to ensure road safety with a view to especially reduce the casualties;
- 14) The need to sustain measures put in place to counter terrorism;
- 15) Slow response to emergencies especially owing to a limited coverage/spread across the country in addition to aged equipment in addition to non-responsiveness of key stakeholders;
- 16) Limited range of emergency services provided by the Force;
- 17) Lack of a national policy on and regulation of provision of emergency rescue services;
- 18) The need to review the various laws enabling UPF operations including the POMA and the law on narcotics and psychotropic substances;
- 19) The need to develop and document standard operating procedures covering all operations of the Force;
- 20) High cost operating and maintaining assets acquired;
- 21) Risk of losing UPF land to encroachment;
- 22) Low levels of automation leading to highly bureaucratic and inefficient procedures, systems and processes;
- 23) Persistent reports of human rights violations;
- 24) Consistently high corruption perception of the Force.
- 25) High prevalence of acts of indiscipline amongst members of the Force;
- 26) Low levels of public satisfaction and confidence in policing;
- 27) Inadequate knowledge within the public domain and citizenry about procedures, services and responsibility centres;
- 28) There is a need to deepen the integration of crosscutting issues including gender and equity considerations in the day-to-day operations of the Force. Effort should be addressed at reaching out to the underserved, marginalized and communities with special needs;
- 29) Re-engineer UPF processes, services and facilities to ensure that they are responsive to customer requirements;
- 30) The need to develop a robust planning infrastructure that takes care of changes in the environment such as creation of new cities and other administrative units, coordinated plan implementation, an effective monitoring and evaluation function coupled with efficient resource utilization;
- 31) Limited integration of performance management in the day-to-day processes and practices of the Force;
- 32) The need to re-organize the institution so as to operate a lean, streamlined and efficient structure;
- 33) The need to develop a business continuity plan to ensure that even when disasters such as COVID-19 strike, the operations of the Force shall not be adversely affected;

This Strategic Policing Plan therefore makes recommendations aimed at addressing the key policing bottlenecks identified above in the sections that follow.

# Chapter 3

## The Future of UPF - Strategic Direction for the Next 5 Years

During the next five-year period (2020/21 – 2024/25), the Force will be guided by the following;

### 3.1 Vision, Mission, Core Values and Customer Service Principles

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#### Vision

A professional and people centered police for a safe and secure society.

#### Mission

To secure life and property in partnership with the public in a committed and professional manner in order to promote sustainable development.

#### Core Values of the Force

- » Discipline
- » Professionalism
- » Community oriented
- » Nationalistic
- » Patriotism
- » Integrity

#### Customer Service Principles

- » Professionalism
- » Responsiveness
- » Quality service
- » Confidentiality
- » Transparency
- » Accessibility
- » Courtesy
- » Redress

### 3.2 Strategic Focus Areas

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- (i) Protection of Life and Property;
- (ii) Preservation of Law and Order;
- (iii) Prevention and Detection of Crime; and
- (iv) Institutional Development, Governance and Management.

### 3.3 Goal, Theme and Strategic Objectives

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#### Goal

To secure communities better in order to facilitate production and improved quality of life.



## Theme

Improve the capacity and wellbeing of the officer and harness use of technology to secure communities.

### Strategic Objectives and Strategies

#### **SO1: Ensure safety of persons and security of property.**

- SO1.1: Build an effective territorial policing system.
- SO1.2: Build capacity of the Force to promote road safety.
- SO1.3: Build capacity of the Force to prevent and manage emergencies.
- SO1.4: Secure the general public, VIPs and vital installations.

#### **SO2: Promote Preservation of Law and Public Order.**

- SO2.1: Enhance enforcement and maintenance of law and order.
- SO2.2: Promote citizens' participation in maintenance of law and order

#### **SO3: Strengthen Intelligence and Community Policing for Crime Prevention**

- SO3.1: Strengthen Intelligence for Proactive Policing.
- SO3.2: Promote community awareness and collaborative engagement in fighting crime.

#### **SO4: Build capacity to effectively investigate crime**

- SO4.1: Improve capacity to manage crime.
- SO4.2: Promote application of science in crime investigation.

#### **SO5: Promote Institutional Development, Governance and Management**

- SO5.1: Create a conducive legal and policy framework for provision of police services.
- SO5.2: Strengthen the human resource capacity for effective policing.
- SO5.3: Develop and implement mechanisms to ensure that UPF services are customer friendly.
- SO5.4: Acquire, develop and manage infrastructure and equipment for delivery of policing services.

#### **SO5.5: Strengthen Planning and Resource mobilization for policing service.**

## 3.4 Summary of objectives, interventions and outputs

The strategies and actions aligned to each Strategic Objective are defined under each functional area in the subsequent sections.

### 3.4.1 Functional Area 1: Protection of Life and Property

The protection of life and property for all people in Uganda is a cardinal role of UPF and is central to the realization of the NDP III goal of increased household incomes and improved quality of life. It is incumbent upon the UPF to implement measures for prevention and response to emergencies as well as carryout lifesaving rescue missions. In delivery of this mandate, the UPF will implement strategies for strengthening territorial policing, promotion of traffic and road safety and provision of emergency rescue services. In addition, it will put in place mechanisms to neutralize terror threats, protection of national projects, VIPs, vital installations and the general public.

The following strategies and interventions will be implemented.

**SO1: Ensure safety of persons and security of property.**

Strategy	Strategic Intervention	Strategic Action
Build an effective territorial policing system.	Enhance the coverage of territorial policing in sub-counties.	Develop a policy defining minimum requirement for a standard police station.
		Conduct a situational assessment of the sub-county police stations.
		Prepare a comprehensive plan for implementation of the “sub-county” model
		Phased implementation of sub county policing model stations.
	Strengthen existing mechanisms in territorial policing.	Review and Implement the safe city policing model for provision of policing services in the new cities.
		Expand coverage of the 999-patrol system and the Integrated Highway Patrols.
		Strengthen operations aimed at disarmament and anti-stock theft.
		Reinvigorate radio communication countrywide and ensure its interoperability.
Build capacity of the Force to promote road safety.	Intensify enforcement of Traffic Laws and Regulations	Enforce discipline on the roads.
		Enforce compliance to standards in driving schools.
		Investigation of road traffic crashes
		Develop a computer-based theory driving examination system.
		Roll out the Road Crash Database
		Collaborate with key stakeholders to promote road safety (UNRA, MOWT, Local authorities, etc.).
	Promote positive behavioral change among road users	Conduct road safety awareness campaigns, especially targeting vulnerable communities (Schools, Markets, Towns along Highways, etc.).
		Sensitization of motorists on road safety measures <sup>21</sup> (Taxi, Bus, and Lorry, boda-boda)
	Increase human & non-human capacity for promotion of road safety.	Deploy additional personnel into traffic policing.
		Induct personnel on traffic policing
		Enhance skills of traffic personnel.
		Equip traffic personnel with tools of trade.

21 Road safety measures are defined as:

Strategy	Strategic Intervention	Strategic Action	
Build capacity of the Force to prevent and manage emergencies	Enhance capacity of the Force to provide emergency rescue services <sup>22</sup>	Deploy additional personnel into Emergency and Rescue services.	
		Expand coverage of Emergency and Rescue services	
		Enhance specialized skills in Emergency and Rescue.	
		Provide basic training for frontline personnel in fire prevention and suppression	
		Provide basic training for personnel deployed around water bodies in rescue and enforcement of maritime laws	
		Provide additional equipment for Emergency and Rescue services.	
		Develop SOPs, policies and guidelines to streamline provision of Emergency & Rescue services.	
		Develop capacity to utilize canine in rescue.	
	Intensify measures to prevent emergencies.	Pursue establishment of mechanisms for regulation control and coordination of emergency and Rescue service providers.	Conducting of awareness campaigns about safety on water bodies.
			Intensify public sensitization on fire prevention and safety measures <sup>23</sup>
			Pursue establishment of mechanisms for regulation, control and coordination of emergency and rescue services providers. <sup>24</sup>
	Strengthen enforcement of laws and regulations on promotion of safety.	Pursue establishment of mechanisms for regulation, control and coordination of emergency and rescue services providers. <sup>24</sup>	Bolster inspection of public and commercial establishments <sup>25</sup> for compliance to fire safety standards.
			Enhance enforcement of maritime safety standards.
			Effectively investigate emergency incidents.
	Secure general public, national projects, VIPs and vital installations	Detect and neutralize terror threats	Train personnel in counter terrorism.
Acquire specialized equipment.			
Strengthen intelligence and collaborative linkages with stakeholders in the fight against terrorism			
Streamline the operations of Private Security Organizations (PSOs)		Pursue establishment of mechanisms for regulation, control and coordination of emergency and rescue services providers. <sup>24</sup>	Develop and maintain a comprehensive database of PSOs. <sup>26</sup>
			Regulate operations of PSOs including training standards and SOPs.
			Intensify supervision and inspection of PSOs operations.

<sup>22</sup> Covers; Fire, Marines, Medical, air wing, 999 patrol

<sup>23</sup> Targeting schools, markets, shopping malls, timber yards, hospitals, fuel depots, communities in oil mining areas

<sup>24</sup> Local Governments, MOW, Private sector, UIA.

<sup>25</sup> Lightening arresters...

<sup>26</sup> Personnel profiles, Firearms, Scope of operations, etc

Strategy	Strategic Intervention	Strategic Action
	Enhance regulation of Fire Arms in the public's possession.	Establishment of a comprehensive database of individuals who possess private firearms.
		Ensure private firearm holders are trained in safe handling of firearms.
		Review procedure for acquisition and renewal of private firearms Licenses. <sup>27</sup>
	Strengthen security for National projects, VIPs, Vital Installations, public functions, events and festivities.	Provide security to national projects, all entitled VIPs, installations and public events.
		Train personnel in VIP, vital installations and public events security management
		Review the procedure for provision of Police guards and escorts
		Develop and enforce SOPs for securing public places, functions and festivals

### 3.4.2 Functional Area 2: Preservation of Law and Order

Law and order is the cornerstone for public tranquility and hence better quality of life. Under this functional area, the focus will be on measures for ensuring observance of human rights and exhibition of a high-level of professionalism during public order management and law enforcement in the country. The UPF will also 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 that they understand their civic responsibility in the observance of law and public order.

Below are the strategies and interventions for this functional area:

#### SO2: Promote Preservation of Law and Public Order.

Strategy	Strategic Intervention	Strategic Action
Enhance enforcement and maintenance of law and order	Strengthen institutional capacity for human rights-based approach to law and order enforcement	Promote human rights-based approaches in maintenance of law and order
		Equip Anti-Riot personnel with basic Anti-Riot gear
		Procure specialized POM equipment
		Train general duty police in POM
		Gather intelligence to prevent public disorders
		Professionally manage public disorders and civil disturbances
		Undertake a study on the underlying dynamics and causes of violence and lawlessness to inform approaches to enforcement
		Develop and implement SOPs for law and order enforcement
	Support enforcement of law and order in other sectors of the economy	Strengthen enforcement of law and order in other sectors, MDAs and Local Governments.

<sup>27</sup> Vetting process needs to be thorough and standardized; Firearms holders need to be reassessed before renewal of license.

Strategy	Strategic Intervention	Strategic Action
Promote citizens' participation in maintenance of law and order	Promote citizens' roles and responsibility for maintenance of law and order	Sensitize the public on observance and participation in maintenance of law and order
		Utilize community social, cultural and leadership structures to promote observance of law and order
		Exploit alternative dispute resolution mechanisms to avert public disorders.
	Strengthen collaboration with state and non-state actors to promote observance of law and order.	Engage key stakeholders to strengthen existing laws for maintenance of public order.
		Strengthen coordination and collaboration with other security agencies to handle public disorders
	Strengthen observance of law and order before, during and after General elections and Bye-elections	Implement the 2021 Elections policing plan
		Investigate electoral and political offences
		Prepare plan for policing of 2026 General elections

### 3.4.3 Functional Area 3: Crime Prevention and Detection

Under this functional area, the UPF will ensure measures are undertaken for the prevention, detection and investigation of crime in the country. The Force 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 functional area:

#### SO3: Strengthen Intelligence and Community Policing for Crime Prevention.

Strategy	Strategic Intervention	Strategic Action
Strengthen Intelligence for Proactive Policing.	Develop human capacity for generation of crime intelligence <sup>28</sup>	Deploy additional personnel for crime intelligence
		Induct all crime intelligence personnel
		Provide specialized training for crime intelligence personnel
		Establishment and management of information sources.
	Invest in crime intelligence management, surveillance, equipment and infrastructure.	Review SOPs on management of intelligence.
		Procure specialized equipment to support Intelligence.
Promote community awareness and collaborative engagement in fighting crime	Intensify implementation of community policing initiatives	Collaborate with key stakeholders in management of Intelligence. <sup>29</sup>
		Complete development, disseminate and popularize the appropriate community policing model for Uganda.
		Implement the appropriate community policing model.
		Train personnel in community policing methodologies
		Provide equipment and materials to support community policing.

<sup>28</sup> Including Terrorism intelligence

<sup>29</sup> ISO, CMI, NIRA, ESO, DCIC, UPS, Min of Security, etc.

#### SO4: Build capacity to effectively investigate crime.

Strategy	Strategic Intervention	Strategic Action
Improve capacity to manage crime	Strengthen the human resource capacity of the Investigators. <sup>30</sup>	Assess detectives for competencies.
		Deploy additional personnel in investigative Units.
		Provide induction training to detectives
		Provide specialized training to detectives.
	Enhance management of investigations.	Develop and review SOPs for management of investigations.
		Strengthen the management of crime data and records.
		Improve accessibility and supply of Police Forms and Books.
		Expedient investigation of all cases including cases involving SGBV, family, children and other vulnerable persons.
		Document best practice and lessons learnt in investigations.
	Provide equipment for the investigation of crime.	Equip all police stations with a package of essential investigative aids. <sup>31</sup>
		Provide transport equipment to support investigations.
	Improve exhibit management	Development and dissemination of SOPs for exhibits management.
		Train officers in charge of exhibits.
		Develop a computerized exhibit management system.
		Establishment of storage space and sheds for exhibits.
	Strengthen collaboration and co-ordination with actors in the criminal justice system	Participate in joint reviews and training with institutions in the criminal justice system.
		Participate in district chain link committee.
		Enhancement of case conferencing to facilitate prosecution-led investigations.
	Enhance collaborative mechanisms in the fight against transnational crime.	Participate in Regional and International mechanisms aimed at curbing transnational crime.
		Provide requisite infrastructure and equipment to fight transnational crime.
		Enhancement of skills of personnel handling transnational crimes.
		Increase deployment of personnel to fight transnational crime.
		Integration of information systems between UPF and other stakeholders.
		Vet and screen persons for good conduct.

<sup>30</sup> Quality and Quantity including SGBV, CT, and other specialized investigators.

<sup>31</sup> The Package includes voice recorders, cameras, SGBV kit, cordoning tape, exhibit preservation kits, hand cuffs, metal detectors, etc.

Strategy	Strategic Intervention	Strategic Action
Promote application of science in crime investigation	Enhance the forensic capability for scientific investigations.	Provide SOCO kits for all stations.
		Equip the forensics laboratory.
		Specialized training of forensic personnel.
		Establishing regional forensic centres.
		Maintaining and updating of forensics databases.
		Review SOPs and guidelines for forensics management.
		Strengthen UPF capacity to provide medico-legal services.
	Strengthen the capacity of K9 to offer services countrywide.	Extend canine services countrywide.
		Establish regional canine clinics.
		Provide specialized skills training for Dog handlers
		Expand scope of canine services.
	Harness the use of ICT platforms to aid investigation.	Develop and roll out information management systems.
		Complete implementation of the CCTV project including adequate provisions for operation and maintenance, training of commanders, operators, analysts and technician and integration of CCTV use in everyday policing activities.
		Integrate UPF Information Management Systems with systems of relevant stakeholders.
		Train investigators in ICT.
		Provide ICT equipment and accessories to aid investigations.

### 3.4.4 Functional Area 4: Promote Institutional Development, Governance and Management

This functional area focuses on legal and policy reforms, systems, procedures, human resource, equipment and infrastructure development necessary for enhancing delivery of policing services in the country. It aims at creating a conducive and facilitating environment to support the delivery of policing services.

The following are the objectives and strategies under this functional area:

#### SO5: Promote Institutional Development, Governance and Management.

Strategy	Strategic Intervention	Strategic Action
Create a conducive legal and policy framework for provision of police services	Review relevant legislation to address gaps.	Propose amendments to relevant legislations.
		Complete review of the Police Standing Orders, disseminate and popularize them.
	Develop appropriate policies and SOPs for policing services. <sup>32</sup>	Review existing policies.
		Develop new policies and guidelines
		Review Police Forms and Books
		Develop relevant SOPs to streamline policing.

<sup>32</sup> Including Personnel establishment, standards for police station,

Strategy	Strategic Intervention	Strategic Action
Strengthen the human resource capacity for effective policing.	Review and streamline human resource management practices.	Mainstream gender and equity in policing.
		Automation of key human resource management functions including oversight and inspection.
		Develop schedules of duty for all positions in the UPF.
		Develop a 5-year comprehensive Human Resource Management Plan
		Review the UPF organizational structure to streamline and align it to the strategic policing plan.
		Strengthen the performance management system.
		Timely payment of staff salaries, pensions and gratuities.
	Improve personnel capacity	Recruitment of additional personnel into the UPF. Carry out training needs assessment. Implement the recommendations of the TNA.
		Conduct continuous training (initial, refresher specialized and others).
	Professional character development	Conduct ideological training.
		Orientation of new duty bearers (coaching & mentoring).
		Strengthen “rectification campaign”.
	Improve staff welfare	Undertake a study to establish an appropriate mechanism for the education of Children and Orphans of Police personnel.
		Conduct a study on the welfare needs UPF officers.
		Expand the range of products and coverage of duty-free stores.
		Extend health services to all police districts and specialized units.
		Improve access to funds to address major medical conditions and workman’s compensation.
		Support asset acquisition and financing.
		Establish police hospital.
		Empowerment of police officers through income generating activities.
		Improve officers’ welfare in retirement.
		Establish coordination mechanisms for retired officers.
		Establish rehabilitation and counselling services to address trauma.
		Promote wellness programmes for police personnel. <sup>33</sup>
		Provide incentives, food and other essential logistics to personnel in operations and challenging deployments.

<sup>33</sup> Through sports and fitness



Strategy	Strategic Intervention	Strategic Action		
Develop and implement mechanisms to ensure UPF services are customer friendly.	Improve customer care and accountability to the rights holders.	Support orphans of fallen officers, widow(er)s, and persons living with HIV/AIDS in the institution.		
		Provide decent burial of fallen officers and immediate family.		
		Dissemination and popularization of the client charter to the police officers and public.		
		Develop service standards for all UPF branches.		
		Redesigning of the front office (charge office) at police stations to deliver client friendly services.		
		Provision of services responsive to requirements of children, women and persons with special needs. <sup>34</sup>		
		Creation of special interview rooms at police stations for private and confidential interaction.		
		Train and deploy customer friendly officers at the front desk at all police stations.		
		Enhance complaints management, feedback and accountability mechanisms. <sup>35</sup>		
	Strengthening the role of PRO in providing information and accountability.			
	Fight corruption within the Force.	Implementation of the UPF Anti-corruption Strategy	Simplification and Automation of police processes to reduce physical interaction.	
			Sensitization of the public on police processes, procedures and their rights.	
			Ensure functional disciplinary courts in all units.	
	Enforce discipline within the police rank and file	Expediently handle disciplinary cases.	Timely implementation of disciplinary court outcomes.	
			Undertake Corporate Social Responsibility	Promote games, sports and MDD to endear UPF to the public.
				Promote observance of human rights during policing.
	Sensitization of police officers in human rights-based approaches in delivery of policing services			
	Implement UPF anti-torture guidelines			
	Investigate and prosecute perpetrators of human rights violations			
	Roll out the suspect profiling system to all Units			
	Improve hygiene conditions in detection facilities			

<sup>34</sup> Including day care centres and breast-feeding rooms

<sup>35</sup> E.g Expand PSU to all regions, train PSU personnel

Strategy	Strategic Intervention	Strategic Action
Acquire, develop and manage infrastructure and equipment for delivery of police services.	Provide appropriate residential and fully furnished office accommodation.	Develop an infrastructure master plan
		Develop and harmonize building designs for police facilities.
		Construction of residential and office accommodation in conformity with environmental, gender and equity considerations.
		Renovation of existing dilapidated structures <sup>36</sup>
		Improve sanitation and hygiene conditions at all police establishments (including barracks).
		Undertake regular maintenance of UPF structures and facilities.
		Equipping and furnishing of police establishments including armories to all Units. <sup>37</sup>
	Enhance the use of ICT in policing.	Enhancing coverage of radio communication and call centres to all units across the country.
		Enhancement of ICT skills and use of ICT platforms.
		Equip all police units with computers and accessories.
		Investment in ICT Innovations, Research and Development.
		Integrate various UPF systems to facilitate efficiency and effectiveness.
		Routine maintenance of ICT infrastructure and equipment.
		Implement the UPF ICT policy.
		Roll out video conferencing facilities to the national and all regional headquarters.
	Acquire and secure UPF land.	Automation of UPF processes
		Procure additional land for UPF.
		Legalize ownership of UPF land
		Establish a UPF Land Board.
		Complete development of the land management policy
	Develop infrastructure in UPF training schools	Profile all parcels of UPF land and update the police land register.
		Prepare master plans for the development of existing Police Training schools and colleges.
		Complete development of the CID training school.
	Acquire and maintain equipment for policing	Establish a peace support and mission service training school.
		Establish maintenance centres.
		Provide equipment and spares to maintenance centres.
		Recruit and train mechanics/technicians.
		Undertake a 5-year equipment needs assessment.
Development of a fleet management information system.		
Implementation of a fleet management policy.		

<sup>36</sup> Replace asbestos roofs.

<sup>37</sup> Must be gender responsive

Strategy	Strategic Intervention	Strategic Action
Strengthen Planning, Research and Resource mobilization for policing service.	Institutionalization of Planning, Budgeting, Monitoring and Evaluation.	Synchronize implementation of work plans with the strategic plan.
		Development of planning calendar.
		Dissemination and popularization of the strategic plan.
		Undertake data quality audits.
		Undertake research to inform approaches to contemporary policing.
		Implement the M&E Plan.
		Develop a UPF business continuity plan.
		Institutionalize risk management and analysis in planning.
	Invigorate resource mobilization and management	Prepare the third strategic policing plan (FY2025/26-FY2029/30)
		Lobby Government, Development Partners and Public for additional resources.
		Increase NTR collections and minimize leakages.
		Identify and implement cost minimization measures.
		Undertake expenditure tracking.
		Development of an assets register.
		Enhance internal controls on utilization of resources.
		Decentralize resource allocation and management.
	Strengthen administrative records management systems	Tap into other NPD III programmes for resources to facilitate the participation of UPF in the programmes.
		Establish registries at all police units
		Train records officers in registry management practices.
		Automation and digitization of records and registry management
		Establish a central repository for data/statistics to support decision-making.
		Establishment of UPF heritage and resource center.
	Establishment of UPF courier service.	

# Chapter 4

## Financing Framework and Strategy

### 4.1. Financial Requirements for Implementation of the Strategic Policing Plan

The UPF requires UGX 11.24 trillion for the implementation of this strategic policing plan as summarized in Table 12 by objective and financial year;

### 4.2. Resource Mobilization Strategy

The UPF will mobilize resources to finance implementation of the Strategic Policing Plan from multiple sources as highlighted below. The Force will ensure that all resources mobilized (whatever the source) are fully and optimally utilized for strategic plan implementation.

#### (a) Government of Uganda Funding

The Government of Uganda will finance the biggest proportion of the UPF plan. Annually GoU through the Medium-Term Expenditure Framework (MTEF) allocates resources to UPF under the Governance & Security programme which is its mother programme and the Administration of Justice Programme to which it is a key contributor. The Force also intends to mobilize resources from other programmes under the NDP III in whose implementation, the UPF is a key stakeholder. These include (i) Agro-Industrialization; (ii) Mineral-based Industrialization; (iii) Petroleum Development; (iv) Tourism Development; (v) Water, Climate Change, Natural Resources, and Environment Management; and (vi) Integrated Transport Infrastructure and Services. The Force will also pursue the use of internally generated revenue such as payments for police services and fines among others to fund the implementation of the Plan as Appropriation in Aid.

#### (b) Off – budget support

The Force will also develop proposals to mobilize resources from development partners. The UPF will under the different objectives come up with project proposals for financing and sell these ideas to potential funders. Some of these partners will include UN Agencies, bi – lateral and multi – lateral partners.

**Table 12: Summary of Financial Resource Requirement (UGX. Bn)**

Strategic Objective	Strategy	2020/21	2021/22	2022/23	2023/24	2024/25	Total	% of Total
SO1: Ensure safety of persons and security of property.	SO1.1: Build an effective territorial policing system.	179.795	211.567	243.339	275.110	306.882	1,216.693	
	SO1.2: Build capacity of the Force to promote road safety.	6.017	7.080	8.143	9.206	10.269	40.715	
	SO1.3: Build capacity of the Force to prevent and manage emergencies.	19.777	23.271	26.766	30.261	33.755	133.830	
	SO1.4: Secure General Public, VIPs and Vital Installations	4.784	5.629	6.474	7.320	8.165	32.372	
<b>Sub Total: Functional Area 1</b>		<b>210.372</b>	<b>247.547</b>	<b>284.722</b>	<b>321.897</b>	<b>359.072</b>	<b>1,423.610</b>	<b>12.7%</b>
SO2: Preservation of Law and Order	SO2.1: Enhance enforcement and maintenance of law and order	12.512	14.723	16.934	19.145	21.356	84.671	
	SO2.2: Promote Citizens participation in maintenance of Law and Order.	16.539	19.461	22.384	25.307	28.229	111.920	
<b>Sub Total: Functional Area 2</b>		<b>29.051</b>	<b>34.185</b>	<b>39.318</b>	<b>44.452</b>	<b>49.585</b>	<b>196.591</b>	<b>1.7%</b>
SO3: Strengthen Intelligence and Community Policing for Crime Prevention	SO3.1: Strengthen Intelligence for proactive policing	7.743	9.111	10.479	11.847	13.215	52.395	
	SO3.2: Promote community awareness and collaborative engagement in fighting crime	2.611	3.072	3.534	3.995	4.457	17.669	
<b>Sub Total: Functional Area 3</b>		<b>10.354</b>	<b>12.183</b>	<b>14.013</b>	<b>15.842</b>	<b>17.672</b>	<b>70.064</b>	<b>0.6%</b>
SO4: Build capacity to effectively investigate crime.	SO4.1 Improve capacity to manage crime.	73.446	86.425	99.404	112.383	125.362	497.020	
	SO4.2 Promote application of science in crime investigation.	14.055	16.539	19.023	21.506	23.990	95.113	
<b>Sub Total: Functional Area 4</b>		<b>87.502</b>	<b>102.964</b>	<b>118.427</b>	<b>133.889</b>	<b>149.352</b>	<b>592.133</b>	<b>5.3%</b>
Promote Institutional Dev't, Governance and Mgt	SO5.1: Create a conducive legal and policy framework for provision of police services	0.443	0.522	0.600	0.678	0.757	3.000	
	SO5.2: Strengthen the human resource capacity for effective policing	581.514	684.274	787.034	889.794	992.554	3,935.170	
	SO5.3: Develop and implement mechanisms to ensure UPF services are customer friendly	2.603	3.063	3.523	3.983	4.442	17.613	
	SO5.4: Acquire, develop and manage infrastructure and equipment for delivery of police services	739.072	869.674	1,000.276	1,130.878	1,261.480	5,001.380	
	SO5.5: Strengthen Planning and Resource mobilization for policing service.	5.076	5.973	6.870	7.767	8.664	34.350	
<b>Sub Total: Functional Area 5</b>		<b>1,328.709</b>	<b>1,563,506</b>	<b>1,798,303</b>	<b>2,033,100</b>	<b>2,267,896</b>	<b>8,991,520</b>	<b>79.8%</b>
<b>Grand Total</b>		<b>1,665,987</b>	<b>1,960,385</b>	<b>2,254,782</b>	<b>2,549,180</b>	<b>2,843,577</b>	<b>11,273,918</b>	

### (c) Public Private Partnerships (PPPs)

The UPF will also take advantage of the Public Private Partnerships framework to mobilize resources from members of the general public to finance projects of mutual interest. This will mainly be in areas of infrastructure development.

### (d) Partnerships with Local Governments

The UPF will also work in partnership with Local Authorities to finance some of the planned activities in the strategic plan that directly benefit the local populations under their jurisdictions. The territorial police commanders (RPCs, DPCs, etc) shall mobilize communities to support (financial or logistical) policing in their localities.

## 4.3. Major Cost Drivers

The following cost drivers will directly influence the Force's expenditure and ultimately the cost of implementation of the plan;

- a) Staff salaries and wages.
- b) Feeding in operations.
- c) Construction of office and residential accommodation.
- d) Maintenance and renovation of buildings
- e) Training of personnel.
- f) Utilities.
- g) Acquisition of transport and specialized equipment.
- h) Fleet operations and maintenance.
- i) Acquisition, Operation and Maintenance of ICT equipment and infrastructure including the CCTV camera system.
- j) Inland travel.

**Table 13: Plan Financing Framework (UGX. Bn) by source**

Sources of Financing	FY 2020/2021	FY 2021/2022	FY 2022/2023	FY 2023/2024	FY 2024/2025	Total	(%) Share by source of financing
GoU	1,483.53	1,765.36	1,861.69	1,939.12	1,969.81	<b>9,019.51</b>	80.0%
A.I.A	92.72	110.34	116.36	121.20	123.11	<b>563.72</b>	5.0%
Development Partners	148.35	176.54	186.17	193.91	196.98	<b>901.95</b>	8.0%
Off Budget Contribution	129.81	154.47	162.90	169.67	172.36	<b>789.21</b>	7.0%
<b>Total</b>	<b>1,854.42</b>	<b>2,206.70</b>	<b>2,327.11</b>	<b>2,423.90</b>	<b>2,462.27</b>	<b>11,274.39</b>	

**Table 14: Budget Summary, MTEF projections and funding gap**

A summary of the budget requirement for implementation of the plan has been presented in the table below;

Amount in Billions		Required Budget				
		2020/21	2021/22	2022/23	2023/24	2024/25
Recurrent	Wage	397.6	467.9	538.1	608.4	678.7
	Non-wage	405.5	413.0	411.9	418.4	418.5
Development	GoU	1,051.3	1,325.8	1,377.1	1,397.1	1,365.1
<b>Grand Total</b>		<b>1,854.4</b>	<b>2,206.7</b>	<b>2,327.1</b>	<b>2,423.9</b>	<b>2,462.3</b>
Amount in Billions		MTEF Projections				
		2020/21	2021/22	2022/23	2023/24	2024/25
Recurrent	Wage	314.556	314.392	314.392	314.392	314.392
	Non-wage	259.756	311.708	374.049	418.4	418.5
Development	GoU	231.763	231.763	231.763	231.763	231.763
	Ext Fin.	41.431	-	-	-	-
<b>Grand Total</b>		<b>847.506</b>	<b>857.863</b>	<b>920.204</b>	<b>964.542</b>	<b>964.642</b>
Amount in Billions		Funding Gap				
		2020/21	2021/22	2022/23	2023/24	2024/25
Recurrent	Wage	83.063	153.490	223.754	294.017	364.281
	Non-wage	145.782	101.276	37.805	-	-
Development	GoU	778.065	1,094.071	1,145.344	1,165.344	1,133.344
<b>Grand Total</b>		<b>1,006.910</b>	<b>1,348.837</b>	<b>1,406.903</b>	<b>1,459.362</b>	<b>1,497.625</b>

Given the budget projections over the next five years, the Force will face a funding gap of 6.7 trillion shillings if it is to effectively implement the planned undertakings. There is need to strengthen resource mobilization including lobbying Government and development partners, increasing NTR collections as well as rallying the public to support policing initiatives in order to raise the required resources.

# Chapter 5

## Institutional Frameworks for Implementing the Plan

UPF intends to utilize existing Government arrangements for planning and budgeting in addition to institutional structures for effective implementation of the plan. Implementation of this plan shall require full participation of both internal and external stakeholders. These range from political actors, Government technocrats, civic leaders, civil society actors to the various police commanders and officers. The plan will be implemented through the following structures;

### **5.1. Institutional Structures and their Roles**

The UPF has governance and management structures that provide policy direction and leadership for delivery of 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, Directors, Heads of Departments and Regional Police Commanders and District Police Commanders and Officers in Charge. Each of these management tiers 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 and take lead in the mobilization of resources for the implementation of the plan. MoIA will be accountable to the cabinet and Parliament for ensuring efficient and effective use of resources during plan implementation. In doing so, the Ministry will supervise, monitor and evaluate the implementation of the plan and put the Force to account for performance and resource use.

The Ministry of Internal Affairs will assess UPF performance through semi-annual and annual reviews and consider priorities for the next period. The Ministry's Top Management meetings on a weekly basis will also provide an opportunity to the Force to discuss priorities and performance.

#### **5.1.2. The Police Authority**

The Police Authority plays an oversight role over the UPF and is mandated to ensure that a facilitative environment for the UPF to operate and strategic policing plan implementation exists. 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 shall ensure implementation of the strategic policing plan and the delivery of results. The Council shall oversee the implementation of this plan through its committees. It shall put all the Directorates to account for the performance based on the targets under their mandates during plan implementation. Directorates shall on a quarterly basis present proposed workplans aimed at implementing the strategic policing plan for review and approval and thereafter present performance reports as accountability.



The council will also develop policies and SOPs relevant for smooth implementation of the plan.

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

The IGP shall provide overall leadership and policy direction within the Force for the strategic policing plan implementation and shall set targets that will be the basis for assessing the performance of the Directorates. The IGP shall submit periodic reports to the Police Authority indicating progress made towards the realization of the results and performance targets laid out in the strategic policing plan. IGP will also provide leadership to the Force for the mobilization of resources for plan implementation in addition to communicating key messages to stakeholders.

#### **5.1.5. The Directors**

The Directors shall be accountable for the respective results set out for their specialized areas in the strategic plan and as assigned by the IGP. The Directors will supervise and set performance targets aligned to the strategic policing plan for departments under their charge. The set targets will be the basis for the performance assessment of the Departments. Every Directorate will produce a quarterly progress report and give accountability for the progress made towards achieving the targets laid out in the plan. The Directors will ensure that annual work plans and budgets are developed for the strategic plan implementation.

The Directorate of Research, Planning and Development will coordinate and compile annual policing plans accompanied by budgets to implement the strategic policing plan in addition to overall performance reports on behalf of the Force. The Directorate shall also coordinate development assistance, projects, M&E and the process of mid and end – term evaluation of the plan.

#### **5.1.6 Heads of Department**

The Heads of Department form the hands-on implementation stage of the strategic policing plan. They link the technical capabilities in the units and sections with the strategic policing plan aspiration and strategic directives. The Heads of Department shall be accountable to their respective Directors. The Department of Finance and Office Support Services shall spearhead the effort to timely avail financial resources for implementation of the plan. The Department shall also put in place measures to eliminate pilferage and ensure efficient utilization of financial resources, timeliness and value for money in procurement of goods and services required for implementation of the plan.

#### **5.1.7 Regional Police Commanders**

The Regional Police Commanders (RPCs) will be accountable for ensuring that all Police districts/divisions in their Area of Responsibility (AOR) implement interventions laid out in the strategic plan. The RPCs will supervise, monitor and evaluate the districts/divisions and ensure that they attain all their planned outputs. RPCs will produce a quarterly progress report to account for the strategic plan implementation in their regions. The RPCs will ensure that districts/divisions develop annual work plans and budgets to support implementation of strategic plan actions at their levels, consolidate and submit the same to police headquarters.

### **5.1.8 The District Police Commanders**

The Police Stations at district and lower levels will be the unit of focus for the strategic plan implementation. The DPCs will ensure that planned activities and/or projects within their AOR are executed to standard and in accordance to the terms of reference. In addition, the DPCs will mobilize resources (financial or otherwise) to support policing and ensure optimal utilization of all resources availed to the unit. Furthermore, the DPC just like other unit commanders has the responsibility of protecting and preserving institutional assets placed under their charge. They should also identify and communicate issues within their areas of responsibility that need to be addressed so as to realize plan ideals.

## **5.2. Roles of External Stakeholders**

In addition to the existing institutional arrangements discussed above, implementation of this plan shall require full participation of key stakeholders external to the Force. Their roles are highlighted as follows;

### **5.2.1. Parliament**

In line with the traditional role of the Legislature, the Parliament of Uganda shall scrutinize and consider any proposed amendments in the law that the UPF deems necessary for the delivery of plan objectives, scrutinize and appropriate funds for plan implementation, assess performance in addition to ensuring accountability for funds extended to implement the activities in the plan.

### **5.2.2. Ministry of Finance, Planning and Economic Development**

The Ministry shall ensure timely availability of financial resources for plan implementation. MoFPED will also assess compliance of proposed projects for implementing the strategic policing plan for approval and inclusion in the Integrated Bank of projects.

### **5.2.3. Office of the Prime Minister**

OPM is mandated with the responsibility of coordinating Government business. It will therefore lead the process of coordinating plan interventions that require participation by other MDAs (emergence response, refugee protection, DINU, PRDP, NUSAF, etc) in addition to tracking performance. The Office will also coordinate integration and reporting on the SDGs relevant to policing.

### **5.2.4. National Planning Authority (NPA)**

NPA is mandated to coordinate development planning in the country, and accordingly its role is to ensure that this plan is aligned to the aspirations of the National Development Plan III and Vision 40. NPA also has a duty to develop the planning function in the UPF.

### **5.2.5. Equal Opportunities Commission**

The Commission ensures that UPF addresses issues of gender and equity while implementing the Strategic Policing Plan. This is done through scrutiny of both plans and performance reports of the institution before issuance of the Certificate of Equity. The commission also undertakes field

inspections to ascertain whether initiatives undertaken by the UPF address the identified gender and equity concerns.

### **5.2.6. Governance structures of the NDP III Programmes**

The Government of Uganda is implementing NDP III through the programmatic approach where all action necessary to deliver a certain Programme is planned for, financed and executed in a coordinated manner. For this purpose, Government has been structured along twenty programmes. The governance structures put in place to run each of the various programmes include a leadership committee, a technical committee, Programme and sub-programme working groups in addition to a secretariat.

UPF is mothered in the Governance and Security programme which brings together 32 MDAs but also contributes in a very significant manner to the Administration of Justice programme. It shall have to actively participate in the various governance structures to agree on common priorities, interventions to be undertaken at institutional level, financing and assessment for performance.

### **5.2.7. Judiciary**

Strategic Objective 4 of this plan aims at fostering effective investigations with a view of presenting matters before courts of law for final disposition. The Judiciary shall therefore play a key role of resolving disputes presented before it as quickly as possible. Additionally, court sessions at which many of the cases awaiting adjudication are handled is a process driven by the judiciary.

### **5.2.8. Office, of Directorate of Public Prosecution (ODPP)**

The ODDP is mandated to, among others, direct the police while undertaking investigations and to prosecute criminal matters before courts of law. These place the Office at the centre of ensuring quality and speedy inquiries and prosecutions thereafter. Effective implementation of this plan shall therefore rely, to some extent, on the ODPP playing their role satisfactorily.

### **5.2.9. Local Governments**

Through the decentralization programme, the Uganda government gave powers to local governments especially at district and sub county levels to spearhead and supervise public funded activities and make localized regulations. In so doing, local governments will continue to support plan implementation through resource allocation, community mobilization and creation of bye-laws and ordinances. The UPF community policing model is structured around the LC system.

Local Governments are mandated to provide fire and rescue services. Due to their limited capacity, the UPF shall continue to work closely with them to provide these services in addition to making an input into the physical planning process.

UPF shall also utilize the structures established under the Parish Development Model to implement a number of its initiatives. This may include gathering information on level of satisfaction with service delivery as closest to the users as possible.

### 5.2.10. Partnership and collaboration

In implementation of this plan, UPF shall partner with national and international players including Development Partners whose interests are in line with its mandate. Internationally, the Force has partnership with UNDP to enhance rule of law and access to justice; UNICEF to ensure child friendly policing; UN Women in combating Violence against Women and Girls among others. UPF will use Interpol and other international policing mechanisms to address trans-national crime, share information on crime and improve capabilities.

Nationally, this partnership and collaboration is mainly through Civil Society Organisations (CSOs) like Center for Domestic Violence Prevention (CEDOVIP), ACTV, HURINET etc. Other partnerships and collaborations have come through other MDAs in form of infrastructural development and training including the recently concluded affiliations of Police Senior Command and Staff College (PSCSC) Bwebajja to Makerere University and Uganda Management Institute (UMI). UPF will collaborate with other security agencies to address security and law and order concerns. The Force will also work collaboratively with MDAs such as NEMA, Ministry of Water and Environment, NFA, Ministry of Energy and Mineral Development, Ministry of Works and Housing, Ministry of Agriculture, Fisheries and Animal Industry and Uganda Railways among others to support law enforcement within their areas of specialization.

### 5.2.11. Private sector and the general public

Policing greatly depends on public goodwill and cooperation. Communities and private individuals have often partnered with the UPF to implement certain initiatives ranging from establishment of police posts and stations to formation of community security groups, among others. The Force will bank on these good relations to mobilize resources from private actors and communities to support implementation of the planned interventions.

## 5.3. Sustainability Arrangements

Most of the objectives and approaches highlighted in this strategic plan are long-term and may even continue beyond the five years of the plan. Their sustainability therefore is hinged on the fact that:

- » UPF is a Government institution that plays a critical role in the country, and shall therefore continue to attract funding from Government.
- » Improved service delivery and satisfaction of members of the public in policing services will ensure sustained demand for UPF services.
- » Wide dissemination and popularization of the strategic policing plan amongst key stakeholders shall enhance ownership and guarantee implementation.
- » The institution also ensures sustainability through cost saving measures like construction of boreholes, solar installations, automation, etc.
- » Through investing in research and innovations into better policing methodologies like ICT, Community policing, etc.
- » Reviewing and development of SOPs for various services and processes.
- » Community policing and crime prevention to reduce on expenditure.
- » Training of personnel to operate and maintain the various facilities acquired.

- » Explore avenues through which the UPF can raise more NTR from its services.
- » Integration of science in policing will help make UPF more efficient.
- » Automation of systems and processes should also improve efficiency.
- » Continuous recruitment for purposes of addressing both wastage and injection of fresh blood and ideas.
- » Putting in place risk management infrastructure and developing a business continuity plan.

#### **5.4. Implementation Matrix**

The matrix below (table 15) presents the strategic actions to be undertaken under each respective strategy and objective. It defines the time frame and the expected results or deliverables arising from the implementation of each planned strategic action. The framework also spells out the implementing unit, estimated cost and funding source. The strategic action and targets will form the basis for the annual work-plans and budgets for each implementation unit. The lead implementing unit for each strategic action will be accountable for delivery of the planned results while the other units will play a supportive role.

**Table 15: Strategic Plan Costed Implementation Matrix**

Strategic Intervention	Strategic Action / Activity	Expected Result / Deliverable	Implementing unit	Time Frame (Years)					Total Activity Cost ('000,000)	Funding Source	Remarks	
				2020/21	2021/22	2022/23	2023/24	2024/25				
<b>SO1: Ensure safety of persons and security of property</b>												
<b>Strategy 1.1: Build an effective territorial policing system</b>												
<b>SO1.1.1</b> Enhance the coverage of territorial policing in sub-counties.	<b>SO1.1.1.1:</b> Develop a policy defining minimum requirement for a standard police station.	Policy document defining minimum requirement for a standard police station	<b>D/R,P&amp;D</b> D/OPS	X					40	GOU		
	<b>SO1.1.1.2:</b> Conduct a situational assessment of the sub-county police stations.	A status report on sub-county Police Stations	<b>D/R,P&amp;D</b> D/OPS	X					100	GOU		
	<b>SO1.1.1.3:</b> Prepare a comprehensive plan for implementation of the "sub-county" model	A plan for operationalization of the sub-county territorial policing	<b>D/R,P&amp;D</b> D/OPS,	X					80	GOU		
	<b>SO1.1.1.5:</b> Roll out implementation (phased) of the plan for the sub-county policing model.	One standard police station established in at least 50% of the sub-counties.	<b>D/OPS</b> D/L&E, D/HRA, D/ICT		X	X	X	X		1,050,000	GOU	

Strategic Intervention	Strategic Action / Activity	Expected Result / Deliverable	Implementing unit	Time Frame (Years)					Total Activity Cost ('000,000)	Funding Source	Remarks
				2020/21	2021/22	2022/23	2023/24	2024/25			
<b>SO1.1.2</b> Strengthen existing mechanisms in territorial policing	<b>SO1.1.2.1:</b> Review and implement the safe city policing model for provision of policing services in the new cities	Comprehensive plan developed/reviewed for policing in safe city project. Effective policing services provided in the new cities based on the safe city plan.	D/OPS D/RPD	X					60	GOU	
	<b>SO1.1.2.2:</b> Expand coverage of the 999-patrol system and the Integrated Highway Patrols.	999 Patrol System extended to all new cities. Integrated Highway Patrols established in 30 additional locations	D/OPS D/HRA D/L&E D/ICT Com/FFU	X	X	X	X	X	18,000	GOU	
	<b>SO1.1.2.3:</b> Strengthen operations aimed at disarmament and anti-stock theft.	Disarmament and anti-stock theft operations conducted in Karamoja and other prone areas.	D/OPS D/L&E D/ICT CPC D/HRA Comd/K-9	X	X	X	X	X	37,473.1	GOU	
	<b>SO1.1.2.4:</b> Reinvalidate radio communication nationwide and ensure its interoperability.	To be implemented along with SO5.4.2.1 using the same budget.		X	X	X	X	X	See activity SO5.4.2.1	GOU	
<b>Subtotal: Strategy 1.1</b>									<b>1,216,688.1</b>		

Strategic Intervention	Strategic Action / Activity	Expected Result / Deliverable	Implementing unit	Time Frame (Years)					Total Activity Cost ('000,000)	Funding Source	Remarks
				2020/21	2021/22	2022/23	2023/24	2024/25			
<b>Strategy 1.2: Build capacity of the Force to promote road safety</b>											
<b>SO1.2.1</b> Intensify enforcement of Traffic Laws and Regulations	<b>SO1.2.1.1:</b> Enforce discipline on the roads.	Road safety operations conducted	<b>D/T&amp;RS</b>	X	X	X	X	X	9,000	GOU	
	<b>SO1.2.1.2:</b> Enforce compliance to standards in driving schools.	All driving schools inspected for compliance.	<b>D/T&amp;RS</b>	X	X	X	X	X	600	GOU	
	<b>SO1.2.1.3:</b> Investigation of road traffic crashes	All road traffic crashes investigated to conclusion.	<b>D/T&amp;RS</b>	X	X	X	X	X	9,000	GOU	
	<b>SO1.2.1.4:</b> Develop a computer-based theory driving examination system.	A functional computerized theory examination system.	<b>D/T&amp;RS</b> D/ICT	X					537	GOU	
	<b>SO1.2.1.5:</b> Roll out the Road Crash Database	Road Crash Database rolled out to all districts.	<b>D/T&amp;RS</b> D/ICT	X	X				1,400	GOU	
	<b>SO1.2.1.6:</b> Collaborate with key stakeholders to promote road safety (UNRA, MOWT, Local authorities, etc.)	Mutual strategies for promotion of road safety developed and implemented.	<b>D/T&amp;RS</b>	X	X	X	X	X	250	GOU	



Strategic Intervention	Strategic Action / Activity	Expected Result / Deliverable	Implementing unit	Time Frame (Years)					Total Activity Cost ('000,000)	Funding Source	Remarks
				2020/21	2021/22	2022/23	2023/24	2024/25			
SO1.2.2 Promotion of positive behavioral change among road users	SO1.2.2.1: Conduct road safety awareness campaigns targeting vulnerable communities (Schools, Markets, Towns along Highways, etc.).	Vulnerable communities sensitized about road safety.	D/T&RS	X	X	X	X	X	5,000	GOU	
	SO1.2.2.2: Sensitization of motorists on road safety measures <sup>38</sup> (Taxi, Bus, and Lorry, boda-boda)	Key stakeholders in transport sector sensitized on road safety measures.	D/T&RS CPC	X	X	X	X	X	1,000	GOU	
	SO1.2.3.1: Deploy additional personnel into traffic policing.	Personnel deployed into traffic policing based on establishment gap.	D/T&RS D/HRA	X	X	X	X	X	500	GOU	
	SO1.2.3.2: Induct personnel on traffic policing	All personnel deployed in traffic inducted.	D/T&RS D/HRD	X	X	X	X	X	1,080	GOU	
SO1.2.3 Increase human & non-human capacity for promotion of road safety.	SO1.2.3.3: Enhance skills of traffic personnel.	Traffic personnel trained in Vehicle Inspection, accident investigation, incident management, ICT, first aid, etc.	D/T&RS D/HRD	X	X	X	X	X	548	GOU	
	SO1.2.3.4: Equip traffic personnel with tools of trade.	Provide equipment including transport, communication, Speed guns, ANPR, Breath-analyzers, Safety wear & equipment, First Aid kits).	D/T&RS D/L&E D/ICT	X	X	X	X	X	11,800	GOU	
<b>Subtotal: Strategy 1.2</b>									<b>40,715</b>		

<sup>38</sup> Road safety measures are defined as:

Strategic Intervention	Strategic Action / Activity	Expected Result / Deliverable	Implementing unit	Time Frame (Years)					Total Activity Cost ('000,000)	Funding Source	Remarks
				2020/21	2021/22	2022/23	2023/24	2024/25			
<b>Strategy 1.3: Build Capacity of the Force to prevent and manage emergencies</b>											
<b>SO1.3.1</b> Enhance capacity of the Force to provide emergency rescue services <sup>39</sup>	<b>SO1.3.1.1</b> Deploy additional personnel into Emergency and Rescue services.	Additional personnel deployed into Fire, Marine, Airwing, Ambulance.	<b>D/HRA</b> D/F&RS D/PHS, D/OPS	X	X	X	X	X	5,850	GOU	
	<b>SO1.3.1.2:</b> Expand coverage of Emergency and Rescue services	Coverage of Fire, Marine, Ambulance expanded.	<b>D/HRA</b> D/F&RS D/PHS, D/OPS	X	X	X	X	X	33,300	GOU	
	<b>SO1.3.1.3:</b> Enhance specialized skills in Emergency and Rescue.	Personnel Skilled in Firefighting, incident management, incident investigation, Diving, Medical Evacuation, Rescue, etc.	<b>D/HRD</b> D/F&RS D/PHS, D/OPS	X	X	X	X	X	2,800	GOU	
	<b>SO1.3.1.4:</b> Provide basic training for frontline personnel in fire prevention and suppression	Personnel in all stations provided with basic skill in fire prevention and suppression.	<b>D/HRD</b> D/F&RS D/OPS	X	X	X	X	X	2,940	GOU	
	<b>SO1.3.1.5:</b> Provide basic training for personnel deployed around water	Personnel deployed around water bodies provided with basic skill in rescue and maritime policing.	<b>D/HRD</b> D/OPS	X	X	X	X	X	1,400	GOU	
	<b>SO1.3.1.6:</b> Provide additional equipment for Emergency and Rescue services.	Acquire portable fire extinguishers, trolley extinguishers, tenders, water tankers, boats thermo-scanners, etc.	<b>D/F&amp;RS</b> D/OPS D/L&E	X	X	X	X	X	61,800	GOU	

<sup>39</sup> Covers; Fire, Marines, Medical, air wing, 999 patrol

Strategic Intervention	Strategic Action / Activity	Expected Result / Deliverable	Implementing unit	Time Frame (Years)					Total Activity Cost ('000,000)	Funding Source	Remarks
				2020/21	2021/22	2022/23	2023/24	2024/25			
SO1.3.2 Intensify measures to prevent emergencies.	SO1.3.1.7: Develop SOPs, policies and guidelines to streamline provision of Emergency & Rescue services.	SOPs, policies and guidelines for provision of emergency rescue developed	D/F&RS D/OPS D/R,P&D	X					300	GOU	
	SO1.3.1.8: Develop capacity to utilize canine in search and rescue.	Dogs and Handlers trained in search and rescue	D/OPS D/HRD	X	X	X	X	X	1,740	GOU	
	SO1.3.2.1: Conducting of awareness campaigns about safety on water bodies	All communities on landing site and islands sensitized	D/OPS CPC	X	X	X	X	X	1,000	GOU	
	SO1.3.2.2: Intensify public sensitization on fire prevention and safety measures <sup>40</sup> .	All vulnerable communities sensitized on fire and safety measures	D/F&RS CPC	X	X	X	X	X	7,000	GOU	
	SO1.3.2.3: Collaboration and engagement with key stakeholders <sup>41</sup> .	Rescue equipment acquired, Infrastructure and joint mechanisms with Key Stakeholders established.	D/F&RS D/OPS CPC D/R,P&D D/HR&LS	X	X	X	X	X	700	GOU	

<sup>40</sup> Targeting schools, markets, shopping malls, timber yards, hospitals, fuel depots, communities in oil mining areas

<sup>41</sup> Local Governments, MOW, Private sector, UIA, etc.

Strategic Intervention	Strategic Action / Activity	Expected Result / Deliverable	Implementing unit	Time Frame (Years)					Total Activity Cost ('000,000)	Funding Source	Remarks
				2020/21	2021/22	2022/23	2023/24	2024/25			
<b>SO1.3.3</b> Strengthen enforcement of laws and regulations on promotion of public safety.	<b>SO1.3.3.1:</b> Bolster inspection of public and commercial establishments <sup>42</sup> for compliance to safety standards.	All public and commercial establishments inspect inspected for compliance to safety standards	<b>D/F&amp;RS</b> D/OPS	X	X	X	X	X	1,000	GOU	
	<b>SO1.3.3.2:</b> Enhance enforcement of maritime safety standards	Marine safety operations and inspection conducted	<b>D/OPS</b>	X	X	X	X	X	4,000	GOU	
	<b>SO1.3.3.3:</b> Effectively investigate incidents of fire and emergencies to establish causes.	All Fire and Emergency incidents investigated to conclusion.	<b>D/F&amp;RS</b> <b>D/CID</b> D/OPS	X	X	X	X	X	10,000	GOU	
<b>Subtotal: Strategy 1.3</b>											
<b>Strategy 1.4: Secure the General Public, VIPs and Vital Installations</b>											
<b>SO1.4.1</b> Detect and neutralize terror threats	<b>SO1.4.1.1:</b> Train personnel in counter terrorism	Personnel devoted to counter terrorism duties trained	<b>D/HRD</b> D/CT D/HRA	X	X	X	X	X	3,144	GOU	
	<b>SO1.4.1.2:</b> Acquire specialized equipment for counter terrorism	Specialized counter-terrorism equipment acquired.	<b>D/CT</b> D/L&E	X	X	X	X	X	9,000	GOU	
	<b>SO1.4.1.3:</b> Strengthen intelligence and collaborative linkages with stakeholders in the fight against terrorism.	Intelligence and collaborative linkages with stakeholders in the fight against terrorism strengthened	<b>D/CT</b> D/L&E	X	X	X	X	X	6,000	GOU	

<sup>42</sup> Lightening arresters

Strategic Intervention	Strategic Action / Activity	Expected Result / Deliverable	Implementing unit	Time Frame (Years)					Total Activity Cost ('000,000)	Funding Source	Remarks
				2020/21	2021/22	2022/23	2023/24	2024/25			
<b>SO1.4.2</b> Streamline the operations of Private Security Organizations (PSOs)	<b>SO1.4.2.1:</b> Develop and maintain a comprehensive database of PSOs. <sup>43</sup>	A functional database for PSOs developed	D/OPS D/ICT	X					600	GOU	
	<b>SO1.4.2.3:</b> Regulate operations of PSOs including training standards and SOPs.	Regular maintenance of database of PSO	D/OPS	X	X	X	X	X	300	GOU	
	<b>SO1.4.2.4:</b> Intensify supervision and inspection of PSOs operations.	All PSOs assessed annually on compliance with regulations and SOPs	D/OPS	X	X	X	X	X	633	GOU	
	<b>SO1.4.3.1</b> Establishment of a comprehensive database of individuals handling private firearms.	Operations of all PSOs supervised and inspected by territorial commanders.	D/OPS D/ICT	X	X	X	X	X	600	GOU	
<b>SO1.4.3</b> Enhance regulation of Fire Arms in possession of the Public	<b>SO1.4.3.2</b> Ensure private firearm holders are trained in safe handling of firearms.	Database of all individuals with private firearms established	D/OPS D/HRD	X					600	GOU	
	<b>SO1.4.3.3</b> Review of acquisition and renewal of private firearms Licenses. <sup>44</sup>	All private firearm holders appropriately trained	D/OPS D/CI	X	X	X	X	X	100	GOU	
		Robust acquisition and renewal procedures established.	D/OPS D/CI	X					150	GOU	

<sup>43</sup> Personnel profiles, Firearms, Scope of operations, etc

<sup>44</sup> Vetting process needs to be thorough and standardized; Firearms holders need to be reassessed before renewal of license.

Strategic Intervention	Strategic Action / Activity	Expected Result / Deliverable	Implementing unit	Time Frame (Years)					Total Activity Cost ('000,000)	Funding Source	Remarks
				2020/21	2021/22	2022/23	2023/24	2024/25			
SO1.4.4 Strengthen security for National projects, Vital Installations, public functions, events and festivities.	<b>SO1.4.4.1:</b> Provide security to National projects, all deserving VIPs, installations and public events.	National projects, VIPs, Vital Installations and public events secured according to threat assessment.	D/OPS D/CT D/CI	X	X	X	X	X	2,400	GOU	
	<b>SO1.4.4.2:</b> Enhance capacity for provision of VIPs, Vital Installations and public functions	Personnel trained in VIP, Vital Installations and public events security	D/HRD D/OPS D/CT	X	X	X	X	X	4,800	GOU	
	<b>SO1.4.4.3:</b> Review procedures to streamline the provision of Police guards and escorts.	Equipment <sup>45</sup> for security of VIPs, Vital installations and public events acquired.	D/OPS D/CT D/L&E	X	X	X	X	X	3,200	GOU	
	<b>SO1.4.4.4:</b> Develop, document, disseminate and enforce guidelines for securing public places, functions and festivals.	Policy guidelines on provision of Police Guards and Escorts produced and implemented.	D/OPS D/CT D/R,P&D	X					95	GOU	
	<b>SO1.4.4.5:</b> Continuous engagement and collaboration with stakeholders to secure VIPs, vital installations and public events.	SOPs for securing at public places, public functions and festivals produced, disseminated and implemented	D/OPS D/CT D/R,P&D	X	X	X	X	X	350	GOU	
<b>Subtotal: Strategy 1.4</b>		Joint Operations undertaken with stakeholders to secure VIPs, Vital Installations, Public Events and Festivals	D/OPS D/CT D/CI D/T&RS D/F&RS Com/FFU Com/KMP	X	X	X	X	X	400	GOU	
<b>Subtotal: Strategic Objective 1</b>									<b>32,372</b>	<b>1,423,605.1</b>	

<sup>45</sup> Lead cars and motorcycles, Metal detectors, walk through scanners, drones, surveillance equipment, firearms, body armor, etc.

Strategic Intervention	Strategic Action / Activity	Expected Result / Deliverable	Implementing unit	Time Frame (Years)					Total Activity Cost ('000,000)	Funding Source	Remarks
				2020/21	2021/22	2022/23	2023/24	2024/25			
<b>S02: Promote Preservation of Law and Public Order</b>											
<b>Strategy 2.1: Enhance enforcement and maintenance of law and order</b>											
<b>S02.1.1</b> Strengthen institutional capacity for human rights-based approach to law and order enforcement	<b>S02.1.1.1:</b> Promote human rights-based approaches in POM	POM actions and procedures fully compliant to human rights standards	D/OPS D/HR&LS Com/FFU Com/KMP	X	X	X	X	X	2,000	GOU	
	<b>S02.1.1.2:</b> Equipment enhancements for human rights based approached to POM.	POM equipment compliant with human rights standards acquired.	D/HR&LS D/L&E Com/FFU	X	X	X	X	X	50,000	GOU	
	<b>S02.1.1.3:</b> Strengthen capacity of territorial police in POM.	Regular police trained in POM	D/OPS D/HRD	X	X	X	X	X	5,000	GOU	
	<b>S02.1.1.4:</b> Introduce the use of horses in POM	All police stations provided with basic POM equipment	D/L&E D/OPS	X	X	X	X	X	10,000	GOU	
	<b>S02.1.1.5:</b> Intelligence gathering to diffuse public disorders	A horse mounted police unit established	D/OPS D/HRD Com/FFU	X	X	X	X	X	943	GOU	
	<b>S02.1.1.6:</b> Peaceful management of public disorders and civil disturbances while observing human rights	Potential public disorders prevented	D/CI	X	X	X	X	X	2,000	GOU	
		All public disorders handled professionally.	Com/FFU D/OPS	X	X	X	X	X	2,000	GOU	

Strategic Intervention	Strategic Action / Activity	Expected Result / Deliverable	Implementing unit	Time Frame (Years)					Total Activity Cost ('000,000)	Funding Source	Remarks
				2020/21	2021/22	2022/23	2023/24	2024/25			
	<b>S02.1.1.7:</b> Document best practices in public order management.	Best practices in public order management documented annually	<b>Com/FFU</b> D/OPS D/R,P&D	X	X	X	X	X	868	GOU	
	<b>S02.1.1.8:</b> Undertake a study on the underlying dynamics and causes of violence and lawlessness to inform approaches to enforcement.	Underlying dynamics and causes of violence and lawlessness documented.	<b>D/R,P&amp;D</b> D/OPS Com/FFU	X					200	GOU	
	<b>S02.1.1.9:</b> Develop and implement SOPs for law and order enforcement	SOPs developed and implemented.	<b>D/OPS</b> D/R,P&D D/HR&LS Com/FFU	X					3,380	GOU	
	<b>S02.1.1.10:</b> Implement the human rights policy	Provisions in the Human Rights policy mainstreamed in day to day Policing.	<b>D/OPS</b> D/R,P&D D/HR&LS D/CID D/L&E Com/FFU	X	X	X	X	X	4,280	GOU	
	<b>S02.1.1.11:</b> Support enforcement of law and order in other sectors of the economy	Enforcement of law and order in other Sectors, MDAs and Local Governments.	<b>D/OPS</b> D/CT	X	X	X	X	X	4,000	GOU	
<b>Subtotal: Strategy 2.1</b>									<b>84,671</b>		
<b>Strategy 2.2: Promote Citizens participation in maintenance of Law and Order</b>											
<b>S02.2.1:</b> Promote citizens' roles and responsibility for maintenance of law and order	<b>S02.2.1.1:</b> Sensitization of the public on observance and participation in maintenance of Law and Order.	Members of the public sensitized on the observance & participation in maintenance of law and order	<b>D/CPC</b> D/OPS	X	X	X	X	X	7,350.4	GOU	



Strategic Intervention	Strategic Action / Activity	Expected Result / Deliverable	Implementing unit	Time Frame (Years)					Total Activity Cost ('000,000)	Funding Source	Remarks
				2020/21	2021/22	2022/23	2023/24	2024/25			
	<b>SO2.2.1.2</b> Harness community structures to promote observance of law and order.	Local, religious and opinion leaders engaged in the promotion of law and order.	<b>D/CPC</b> D/OPS	X	X	X	X	X	8,070	GOU	
	<b>SO2.2.1.2</b> Strengthening public engagement to diffuse public tensions and civil disobedience	Potentially problematic members of the Public engaged.	<b>D/CPC</b> D/OPS D/CI	X	X	X	X	X	7,000	GOU	
	<b>SO2.1.2.3</b> Exploit alternative dispute resolution mechanisms to diffuse public disorders including engagement of opinion leaders.	Alternative dispute resolution mechanism utilized in diffusing public disorders.	<b>D/CPC</b> D/OPS D/CI	X	X	X	X	X	5,000	GOU	
<b>SO2.2.2:</b> Strengthen collaboration with state actors and non-state actors to promote law and order	<b>SO2.2.2.1:</b> Engage key stakeholders to strengthen existing laws for maintenance of public order.	Proposals for strengthening POM Laws submitted to relevant Key stakeholders.	<b>D/HR&amp;LS</b>	X	X	X	X	X	300	GOU	
	<b>SO2.2.2.1:</b> Coordination and collaboration with other security agencies to handle public disorders	Other Security agencies engaged in the handling of public disorders	<b>D/OPS</b> D/CI Com/FFU Com/KMP	X	X	X	X	X	1,000	GOU	
<b>SO2.2.3.</b> Strengthen observance of law and order before, during and after General and Bye-elections	<b>SO2.2.3.1:</b> Prepare plan for policing of General elections 2026	Plan for policing 2026 General Elections prepared.	<b>D/OPS</b> D/R,P&D				X		200	GOU	

Strategic Intervention	Strategic Action / Activity	Expected Result / Deliverable	Implementing unit	Time Frame (Years)					Total Activity Cost ('000,000)	Funding Source	Remarks
				2020/21	2021/22	2022/23	2023/24	2024/25			
	<b>SO2.2.3.2:</b> Implement Elections policing plan.	Refresher and specialized trainings conducted	D/HRD D/OPS	X			X	X	20,000	GOU	
		Specialized equipment and machinery acquired.	D/L&E D/OPS	X			X	X	60,000	GOU	
	<b>SO2.2.3.3:</b> Investigate electoral and political offences	All electoral and political offences reported investigated	D/CID	X	X	X	X	X	3,000	GOU	
<b>Subtotal: Strategy 2.2</b>									<b>111,920.4</b>		
<b>Subtotal: Strategic Objective 2</b>									<b>196,591.4</b>		
<b>SO3: Strengthen Intelligence and Community Policing for Crime Prevention</b>											
<b>Strategy 3.1: Strengthen Intelligence for proactive policing</b>											
<b>SO3.1.1:</b> Develop human capacity for generation of crime intelligence <sup>46</sup>	<b>SO3.1.1.1:</b> Deploy additional personnel for crime intelligence	Personnel deployed into crime intelligence based on establishment gap.	D/HRA D/CI	X	X	X	X	X	1,135.3	GoU	
	<b>SO3.1.1.2:</b> Induct all crime intelligence personnel	All crime intelligence personnel inducted	D/HRD D/CI	X	X	X	X	X	7,935	GoU	
	<b>SO3.1.1.3:</b> Provide specialized training for crime intelligence personnel	Specialized training provided for Crime intelligence personnel.	D/HRD D/CI	X	X	X	X	X	12,900	GoU	
	<b>SO3.1.1.4:</b> Establishment and management of information sources.	Relevant intelligence gathered	D/CI	X	X	X	X	X	4,025	GoU	

<sup>46</sup> Including Terrorism intelligence

Strategic Intervention	Strategic Action / Activity	Expected Result / Deliverable	Implementing unit	Time Frame (Years)					Total Activity Cost ('000,000)	Funding Source	Remarks
				2020/21	2021/22	2022/23	2023/24	2024/25			
SO3.1.2: Invest in crime intelligence management, surveillance, equipment and infrastructure	SO3.1.2.1: Review SOPs on management of intelligence.	Robust SOPs for management of crime intelligence put in place	D/CI	X					200	GoU	
	SO3.1.2.2: Procure specialized equipment to support Intelligence.	Equipment required for crime intelligence identified and procured	D/CI	X	X	X	X	X	25,000	GoU	
	SO3.1.2.3: Collaborate with key stakeholders in management of Intelligence. <sup>47</sup>	Synergies in management of intelligence harnessed	D/CI	X	X	X	X	X	1,200	GoU	
<b>Subtotal: Strategy 3.1</b>											
<b>Strategy 3.2: Promote community awareness and collaborative engagement in fighting crime</b>											
SO3.2.1: Intensify implementation of community policing initiatives	SO3.2.1.1: Complete development, disseminate and popularize the appropriate community policing model for Uganda.	An appropriate community policing model for Uganda developed	D/R,P&D CPC	X					300	GoU	
	SO3.2.1.2: Implement the appropriate community policing model.	All Police Stations implement the appropriate community policing model for Uganda	CPC D/OPS	X	X	X	X	X	9,921.8	GoU/ DINU	
	SO3.2.1.3: Train personnel in community policing methodologies	Police personnel trained on appropriate community policing methodologies	D/HRD CPC D/OPS	X	X	X	X	X	824.6	GoU/ DINU	

<sup>47</sup> ISO, CMI, NIRA, ESO, DCIC, UPS, Min of Security ...

Strategic Intervention	Strategic Action / Activity	Expected Result / Deliverable	Implementing unit	Time Frame (Years)					Total Activity Cost ('000,000)	Funding Source	Remarks
				2020/21	2021/22	2022/23	2023/24	2024/25			
	<b>SO3:2.1.4:</b> Provide equipment and materials to support community policing.	community policing function fully supported and facilitated	<b>CPC</b> D/L&E	X	X	X	X	X	6,622.3	GoU/ DINU	
<b>Subtotal: Strategy 3.2</b>									<b>17,668.7</b>		
<b>Subtotal: Strategic Objective 3</b>									<b>70,064</b>		
<b>SO4: Build capacity to effectively investigate crime</b>											
<b>Strategy 4.1: Improve capacity to manage crime</b>											
<b>SO4:1.1:</b> Strengthen the human resource capacity of the Investigators. <sup>48</sup>	<b>SO4:1.1.1:</b> Deploy additional personnel in investigative Units upon assessment for competency.	Detectives regularly appraised and competent ones retained. Additional personnel deployed in investigative Units.	D/CID <b>D/HRA</b> D/CI D/FS CPC Comd K-9	X	X	X	X	X	322.43	GoU	
	<b>SO4:1.1.2:</b> Provide specialized training to detectives	Detectives' skills enhanced to match changing trends in crime	<b>D/HRD</b> D/CID	X	X	X	X	X	18,711	GoU	
	<b>SO4:1.1.3:</b> Provide induction training to detectives	All detectives inducted	<b>D/HRD</b> D/CID	X	X	X	X	X	2,160	GoU	

<sup>48</sup> Quality and Quantity including (CFPU) SGBV, CT

Strategic Intervention	Strategic Action / Activity	Expected Result / Deliverable	Implementing unit	Time Frame (Years)					Total Activity Cost ('000,000)	Funding Source	Remarks
				2020/21	2021/22	2022/23	2023/24	2024/25			
SO4:1.2: Enhance management of investigations	SO4:1.2.1: Review SOPs for management of investigations.	Robust SOPs for management of investigations developed.	D/CID D/R,P&D	X					70	GoU	
	SO4:1.2.2: Strengthen the management of crime data and information.	Complete development and fully deploy the CRMS	D/CID D/ICT	X	X	X	X		9,976.6	GoU	
		Review and standardize data collection tools and protocols	D/R,P&D D/CID	X					199	GoU	
		Relevant police forms uploaded to the UPF website.	D/ICT	X					10	GoU	
		Police Forms and Books supplied to all Units.	D/L&E	X	X	X	X	X	10,000	GoU	
	SO4:1.2.4: Expedient investigation of all cases including cases involving SGBV, family, children and other vulnerable persons.	Reduce case backlog to 10%	D/CID	X	X	X	X		420,000	GoU	
	SO4:1.2.5: Establish a lessons-learnt unit.	Good practices documented and shared to improved quality of investigations and success rates.	D/CID	X					1,546	GoU	

Strategic Intervention	Strategic Action / Activity	Expected Result / Deliverable	Implementing unit	Time Frame (Years)					Total Activity Cost ('000,000)	Funding Source	Remarks
				2020/21	2021/22	2022/23	2023/24	2024/25			
<b>SO4:1.3.</b> Provide equipment for the investigation of crime.	<b>SO4:1.3.1:</b> Equip all police stations with a package of essential investigative aids. <sup>49</sup>	All Stations provided with appropriate kit for investigation	D/CID <b>D/L&amp;E</b>	X	X	X	X	X	2,244	GoU	
	<b>SO4:1.3.2:</b> Provide transport equipment to support investigation.	All Stations provided with transport equipment to support investigations	<b>D/L&amp;E</b>	X	X	X	X	X	13,900	GoU	
<b>SO4:1.4:</b> Improve exhibit management	<b>SO4:1.4.1:</b> Development and dissemination SOPs for exhibits management.	SOPs for management of exhibits developed.	<b>D/FS</b> D/CID D/RP&D	X					63	GoU	
		SOPs for exhibits management implemented in all police stations.	<b>D/OPS</b> D/CID D/FS	X	X	X	X	X	161	GoU	
	<b>SO4:1.4.2:</b> Train stores and exhibit managers.	Store managers trained in good exhibits management practices.	<b>D/HRD</b> D/OPS D/FS	X	X	X	X	X	96.6	GoU	
		Exhibit management automated and linked to CRMS	<b>D/ICT</b> D/FS		X				120	GoU	
	<b>SO4:1.4.4:</b> Establishment of storage space and sheds for exhibits.	All stations have appropriate storage space for exhibits.	<b>D/L&amp;E</b> D/FS D/OPS	X	X	X	X	X	2,400	GoU	
		Yards for exhibit vehicles established at police regions	<b>D/L&amp;E</b> D/FS D/OPS	X	X	X	X	X	800	GoU	

<sup>49</sup> The Package includes voice recorders, cameras, SGBV kit, cordoning tape, exhibit preservation kits, hand cuffs, metal detectors, etc.

Strategic Intervention	Strategic Action / Activity	Expected Result / Deliverable	Implementing unit	Time Frame (Years)					Total Activity Cost ('000,000)	Funding Source	Remarks
				2020/21	2021/22	2022/23	2023/24	2024/25			
SO4.1.5: Strengthen collaboration and co-ordination with actors in the criminal justice system	SO4.1.5.1: Participate in joint reviews and training with institutions in the criminal justice system.	Participation in joint reviews and training undertaken	D/HRD D/CID D/RP&D	X	X	X	X	X	500	GoU	
	SO4.1.5.2: Strengthen participation and utilization of district chain link committees.	Synergies to improve case management harnessed	D/CID D/OPS	X	X	X	X	X	3,864	GoU	
	SO4.1.5.3: Enhancement of case conferencing to facilitate prosecution-led investigations.	Quality of investigations improved to boost chances of success	D/CID	X	X	X	X	X	161	GoU	
SO4.1.6: Enhance collaborative mechanisms in the fight against transnational crime	SO4.1.5.4: Liaise with the criminal justice system players to explore synergies and plug identified gaps in the delivery service	Synergies to improve service delivery in the criminal justice system harnessed	D/CID D/R,P&D D/OPS D/FS D/I&IR	X	X	X	X	X	200	GoU	
	SO4.1.6.1: Participation in Regional and International mechanisms aimed at curbing transnational crime.	Synergies for fighting transnational crime built	D/I&IR D/CT D/OPS D/CID	X	X	X	X	X	4,000	GoU	
	SO4.1.6.2: Fostering of joint operations with partner states to curb cross border crime.	Joint operations undertaken to curb cross border crime	D/I&IR D/CID D/CT D/OPS	X	X	X	X	X	3,000	GoU	

Strategic Intervention	Strategic Action / Activity	Expected Result / Deliverable	Implementing unit	Time Frame (Years)					Total Activity Cost ('000,000)	Funding Source	Remarks
				2020/21	2021/22	2022/23	2023/24	2024/25			
	<b>SO4:1.6.3:</b> Provide requisite infrastructure and equipment to fight transnational crime.	i24/7 extended to all Gazetted border points Specialized equipment such as card readers and diagnostics machines for M/V verification.	D/I&IR D/ICT	X	X	X	X	X	1,375	GoU	
	<b>SO4:1.6.4:</b> Enhancement of skills of personnel handling transnational crimes.	Personnel deployed in Interpol and border districts trained on management of transnational crimes	D/HRD D/I&IR D/CT D/CID D/ICT D/OPS	X	X	X	X	X	460	GoU	
	<b>SO4:1.6.5:</b> Increase deployment of personnel to fight transnational crime.	Deploy additional personnel to Peace Keeping Operations, Liaison offices, Interpol	D/HRA D/OPS D/I&IR D/CID D/CT	X	X	X	X	X	80	GoU	
	<b>SO4:1.6.6:</b> Integration of information systems between UPF and other stakeholders.	UPF able to access information from systems operated by other stakeholders	D/ICT D/I&IR D/FS	X	X	X	X	X	300	GoU	
<b>Subtotal: Strategy 4.1</b>									<b>497,019.63</b>		



Strategic Intervention	Strategic Action / Activity	Expected Result / Deliverable	Implementing unit	Time Frame (Years)					Total Activity Cost ('000,000)	Funding Source	Remarks
				2020/21	2021/22	2022/23	2023/24	2024/25			
<b>Strategy 4.2: Promote application of science in crime investigation</b>											
<b>SO4:2.1:</b> Enhance the forensic capability for scientific investigations.	<b>SO4:2.1.1:</b> Provide SOCO kits for all stations.	All Police Stations equipped with at least one SOCO kit	D/FS D/L&E	X	X	X	X	X	625.17	GoU	
	<b>SO4:2.1.2:</b> Equipping of the forensics laboratory.	Forensics laboratory provided with appropriate equipment, reagents and supplies.	D/FS D/L&E D/ICT	X	X	X	X	X	2,450	GoU	
	<b>SO4:2.1.3:</b> Specialized training of forensic personnel.	Training in specialized fields of forensics provided	D/HRD D/FS	X	X	X	X	X	2,231	GoU	
	<b>SO4:2.1.4:</b> Maintaining and updating of forensics databases.	Forensics data base updated regularly.	D/FS D/ICT	X	X	X	X	X	2,000	GoU	
	<b>SO4:2.1.5:</b> Development of protocols, SOPs and guidelines for forensics management.	Protocols, SOPs and guidelines for forensics management developed and implemented	D/FS D/R,P&D	X					60	GoU	
	<b>SO4:2.1.6:</b> Strengthen UPF capacity to provide medico-legal services.	Recruit and train additional medical personnel to support investigations Medico-legal personnel facilitated and appropriately equipped.	D/PHS D/HRA D/HRD	X	X	X	X	X	7,500	GoU	

Strategic Intervention	Strategic Action / Activity	Expected Result / Deliverable	Implementing unit	Time Frame (Years)					Total Activity Cost ('000,000)	Funding Source	Remarks
				2020/21	2021/22	2022/23	2023/24	2024/25			
SO4:2.2: Strengthen the capacity of K9 to offer services country-wide.	SO4:2.2.1: Extend canine services country wide.	Canine Services extended to additional 95 police districts.	D/OPS D/L&E	15	20	20	20	20	17,512	GoU	
	SO4:2.2.2: Establish regional canine clinics	10 regional canine clinics established.	D/OPS D/L&E	2	2	2	2	2	18.4	GoU	
	SO4:2.2.3: Specialized skills training for Dog handlers	Dog handlers trained on specialized skills	D/OPS D/HRD	X	X	X	X	X	480	GoU	
	SO4:2.2.4: Expand scope of canine services	Capacity to track stolen livestock and trace hidden weapons built	D/OPS D/HRD	X	X	X	X	X	772.72	GoU	
SO4:2.3: Harness the use ICT platforms to aid investigation	SO4:2.2.5: Complete implementation of the CCTV project including adequate provisions for operation and maintenance, training of commanders, operators, analysts and technician and integration of CCTV use in everyday policing activities.	CCTV system functional countrywide.	D/ICT D/OPS	X	X	X	X	X	60,000	GoU	
	SO4:2.3.2: Integration of UPF Information Management Systems with systems of relevant stakeholders	UPF able to access information from systems operated by other stakeholders	D/ICT	X	X	X	X	X	300	GoU	
	SO4:2.3.3: Training investigators in ICT	Investigators trained in the use of ICT in investigation	D/ICT D/HRD D/CID D/FS	X	X	X	X	X	600	GoU	

Strategic Intervention	Strategic Action / Activity	Expected Result / Deliverable	Implementing unit	Time Frame (Years)					Total Activity Cost ('000,000)	Funding Source	Remarks
				2020/21	2021/22	2022/23	2023/24	2024/25			
	<b>SO4.2.3.4:</b> Providing ICT equipment and accessories to aid investigations	ICT equipment and accessories procured and deployed for investigations	D/ICT	X	X	X	X	X	563.5	GoU	
<b>Subtotal: Strategy 4.2</b>									<b>95,112.79</b>		
<b>Subtotal: Strategic Objective 4</b>									<b>592,132.42</b>		
SO5: Promote Institutional Development, Governance and Management											
<b>Strategy 5.1: Create a conducive legal and policy framework for provision of police services.</b>											
<b>SO5.1.1:</b> Review relevant legislations to address gaps.	<b>SO5.1.1.1:</b> Propose amendments to relevant legislations	Amendments to the Police Act, POMA, Anti-Narcotics Act, Anti-terrorism Act, Evidence Act, Identification of offenders Act, etc proposed.	D/HR&LS	X	X	X	X	X	60	GoU	
<b>SO5.1.2:</b> Develop appropriate policies and SOPs for policing services. <sup>50</sup>	<b>SO5.1.1.2:</b> Complete review, disseminate and popularize the PSOs	PSOs reviewed and disseminated to all Units.	D/HR&LS	X					180	GoU	
	<b>SO5.1.2.1:</b> Review existing policies.	Existing policies reviewed for effectiveness and harmonization with national policies	D/RP&D	X	X	X	X	X	600	GoU	

<sup>50</sup> Including Personnel establishment, standards for police station,

Strategic Intervention	Strategic Action / Activity	Expected Result / Deliverable	Implementing unit	Time Frame (Years)					Total Activity Cost ('000,000)	Funding Source	Remarks
				2020/21	2021/22	2022/23	2023/24	2024/25			
	<b>S05.1.2.2:</b> Develop new policies and guidelines	Policies to address gaps in areas including recruitment, placement, promotions, leave, welfare, police reserve, developed and implemented	D/RP&D	X	X	X	X	X	1,000	GoU	
	<b>S05.1.1.3:</b> Reviewing Police Forms and Books	Police Forms and books reviewed	D/RP&D	X	X	X	X	X	800	GoU	
	<b>S05.1.2.4:</b> Develop relevant SOPs to streamline policing.	SOPs to streamline policing developed	D/RP&D	X	X	X	X	X	360	GoU	
<b>Subtotal: Strategy 5.1</b>										<b>3,000</b>	
<b>Strategy 5.2: Strengthen the human resource capacity for effective policing</b>											
<b>S05.2.1:</b> Review and streamline human resource management practices.	<b>S05.2.1.1:</b> Mainstream gender and equity in policing.	Gender and Equity mainstreamed in policing	D/HRA CP/WA	X	X	X	X	X	7,200	GoU	
	<b>S05.2.1.2:</b> Automation of key human resource functions.	HRMIS rolled out Other key human resource management functions automated	D/ICT D/HRM D/ICT D/HRA D/HRD	X				X	1,750	GoU	
	<b>S05.2.1.3:</b> Develop schedules of duty for all offices in the UPF.	Schedules of Duties Developed for all levels of policing establishment	D/HRA			X			200	GoU	

Strategic Intervention	Strategic Action / Activity	Expected Result / Deliverable	Implementing unit	Time Frame (Years)					Total Activity Cost ('000,000)	Funding Source	Remarks
				2020/21	2021/22	2022/23	2023/24	2024/25			
SO5.2.2: Improve personnel capacity	<b>SO5.2.1.4:</b> Review the organization structure to streamline and align it to the strategic policing plan.	New UPF Structure in place	D/HRA D/R,P&D	X					300	GoU	
	<b>SO5.2.1.5:</b> Strengthening the performance management system	Robust performance management system developed and implemented defining targets for every level, aligned to the Strategic Plan tagged to rewards and sanctions. <sup>51</sup>	D/HRA D/R,P&D	X	X	X	X	X	200	GoU	
	<b>SO5.2.2.1:</b> Recruitment of additional personnel into the Force.	Additional personnel recruited and trained	D/HRA D/HRD	X	X	X	X	X	5,000	GoU	
	<b>SO5.2.2.2:</b> Carry out continuous training needs assessment.	Training needs of Police Personnel Established and documented	D/HRA D/HRD	X	X	X	X	X	500	GoU	
	<b>SO5.2.2.3:</b> Implement the recommendations of the TNA reports.	TNA recommendations implemented	D/HRA D/HRD	X	X	X	X	X	100	GoU	
	<b>SO5.2.2.4:</b> Conduct continuous training.	Continuous professional career development training conducted.	D/HRA D/HRD	X	X	X	X	X	40,500	GoU	
	<b>SO5.2.2.5:</b> Timely payment of staff salaries, pensions and gratuities	Salaries, pensions and gratuities processed and paid in a timely manner while catering for growth in strength.	D/HRA	X	X	X	X	X	2,690,728.2	GoU	

51. Clear functions and schedules of duties, deployment of appropriate personnel. Support to office holders to perform duty including induction, mentoring, coaching, training, etc., Assess performance, career path development, rewards and sanctions, ..... (Job analysis, elimination of duplication and overlapping mandates, reduction of span of control, etc)

Strategic Intervention	Strategic Action / Activity	Expected Result / Deliverable	Implementing unit	Time Frame (Years)					Total Activity Cost ('000,000)	Funding Source	Remarks
				2020/21	2021/22	2022/23	2023/24	2024/25			
SO5.2.3: Professional character development	SO5.2.3.1: Conduct ideological training.	Ideological standards of police officers raised	CPC D/HRD	X	X	X	X	X	2,000	GoU	
	SO5.2.3.2: Orientation of new duty bearers (coaching & mentoring).	Office bearers mentored	D/HIRA	X	X	X	X	X	280	GoU	
	SO5.2.3.3: Strengthen "rectification campaign".	Rectification campaigns conducted countrywide	CPC	X	X	X	X	X	161	GoU	
SO5.2.4: Improve staff welfare	SO5.2.4.1: Undertake a study to establish an appropriate mechanism for the education of children and Orphans of Police personnel.	Scheme to support education of children and orphans of Police Officers developed	D/R,P&D D/W&P	X					50	GoU	
	SO5.2.4.1: Undertake a study to establish an appropriate mechanism for the education of children and Orphans of Police personnel.	Scheme to support education of children and orphans of Police Officers implement	D/W&P		X	X	X	X	800	GoU	
SO5.2.4: Improve staff welfare	SO5.2.4.2: Conduct a study to inform initiatives to comprehensively address police welfare concerns.	A plan to comprehensively address the welfare concerns developed.	D/R,P&D D/W&P	X					50	GoU	

Strategic Intervention	Strategic Action / Activity	Expected Result / Deliverable	Implementing unit	Time Frame (Years)					Total Activity Cost ('000,000)	Funding Source	Remarks
				2020/21	2021/22	2022/23	2023/24	2024/25			
	<b>SO5.2.4.3:</b> Expand the range of products and coverage of duty-free stores.	Duty-free range of products expanded to include household consumables and other construction material.	D/W&P	X							
			D/W&P D/OPS	2	3	3	3	3	36,000	GoU	
	<b>SO5.2.4.4:</b> Extend health services to all police districts and specialized units.	Health services provided at all police units	D/PHS D/L&E D/OPS	X	X	X	X	X	2,720	GoU	
			US/P D/W&P D/OPS	X	X	X	X	X	5,000	GoU	
	<b>SO5.2.4.5:</b> Improve access to funds to address major medical conditions.	Increase funds allocated for management of major medical conditions.	US/P D/W&P D/OPS		X						
			D/W&P D/OP&D US/P	X	X	X	X	X	3,000	GoU	
	<b>SO5.2.4.6:</b> Support asset acquisition and financing.	Personnel supported to acquire assets.	D/PHS D/L&E			X	X	X	160,000	GoU	
			D/W&P US/P	X	X	X	X	X	25,254.5	GoU	
	<b>SO5.2.4.7:</b> Establish a fully-fledged police hospital.	Police Hospital Established	D/W&P US/P	X	X	X	X	X	5,000	GoU	
D/HRA D/W&P			X	X	X	X	X				
<b>SO5.2.4.8:</b> Empowerment of police officers through income generating activities.	Police officers supported to run profitable IGA										
<b>SO5.2.4.9:</b> Prepare officers for retirement.	Officers about to retire from service prepared accordingly.										

Strategic Intervention	Strategic Action / Activity	Expected Result / Deliverable	Implementing unit	Time Frame (Years)					Total Activity Cost ('000,000)	Funding Source	Remarks
				2020/21	2021/22	2022/23	2023/24	2024/25			
	<b>SO5.2.4.10:</b> Establish rehabilitation and counselling services to address trauma.	Rehabilitation and counselling services established	<b>D/W&amp;P</b> D/PHS D/HIRA	X	X	X	X	X	1,680	GoU	
	<b>SO5.2.4.11:</b> Promote wellness programmes <sup>52</sup>	A UPF wellness programme implemented	<b>D/W&amp;P</b> D/PHS D/HIRA	X	X	X	X	X	200	GoU	
	<b>SO5.2.4.12:</b> Provide incentives, food and other essential logistics for personnel in operations and challenging deployments.	Personnel deployed on operations and challenging environments supported	<b>D/L&amp;E</b> D/OPS D/W&P Com/FFU	X	X	X	X	X	940,000	GoU	
	<b>SO5.2.4.13:</b> Support orphans of fallen officers, widow(er)s, and persons living with HIV/AIDS in the institution.	Orphans, widows, widowers, persons living with HIV/AIDS in the UPF supported.	D/L&E D/OPS <b>D/W&amp;P</b> Com/FFU	X	X	X	X	X	6,000	GoU	
	<b>SO5.2.4.14:</b> Provide decent burial of fallen Officers and immediate family.	All fallen officers and members of their immediate provided with decent burials.	<b>US/P</b> D/W&P	X	X	X	X	X	500	GoU	
<b>Subtotal: Strategy 5.2</b>									<b>3,935,173.95</b>		

<sup>52</sup> Through sports and fitness



Strategic Intervention	Strategic Action / Activity	Expected Result / Deliverable	Implementing unit	Time Frame (Years)					Total Activity Cost ('000,000)	Funding Source	Remarks
				2020/21	2021/22	2022/23	2023/24	2024/25			
<b>Strategy 5.3: Develop and implement mechanisms to ensure UPF services are customer friendly.</b>											
<b>SO5.3.1:</b> Improve customer care and accountability to the rights holders	<b>SO5.3.1.1:</b> Dissemination and popularization of the client charter to the police officers and general public.	Client Chart Disseminated to all Police Stations	<b>D/RP&amp;D</b> CPC PRO	X	X	X	X	X	300	GoU	
	<b>SO5.3.1.2:</b> Redesigning of the front office (charge office) at police stations to deliver client friendly services.	Front offices at all district police headquarters redesigned to create client friendly environment	<b>CPC</b> D/L&E D/OPS	X	X	X	X	X	2,000	GoU	
	<b>SO5.3.1.3:</b> Provision of services responsive to requirements of children, women and persons with special needs. <sup>53</sup>	Police services responsive to the unique needs of vulnerable groups.	<b>CPC</b> D/L&E D/R,P&D D/OPS CP/WA D/HRA D/HRD PRO	X	X	X	X	X	193.2	GoU	
	<b>SO5.3.1.4:</b> Creation of special interview rooms at police stations to for private and confidential reporting	Special interview rooms created at all police stations to for private and confidential reporting	<b>CPC</b> D/L&E D/CID D/OPS	X	X	X	X	X	805	GoU	
	<b>SO5.3.1.5:</b> Identify, train and deploy customer friendly officers at the front desk at all police stations	Front office managed by customer friendly officers	<b>CPC</b> D/OPS D/HRA D/HRD PRO	X	X	X	X	X	1,050	GoU	

<sup>53</sup> Including day care centres and breast-feeding rooms

Strategic Intervention	Strategic Action / Activity	Expected Result / Deliverable	Implementing unit	Time Frame (Years)					Total Activity Cost ('000,000)	Funding Source	Remarks
				2020/21	2021/22	2022/23	2023/24	2024/25			
SO5.3.2: Fight corruption within the Force	<b>SO5.3.1.6:</b> Enhancement of complaints handling, feedback and accountability mechanisms. <sup>54</sup>	Complaints expeditiously attended to and feedback given	D/OPS PRO PSU	X	X	X	X	X	1,000	GoU	
	<b>SO5.3.1.7:</b> Strengthening the role of PRO in providing information and accountability	PR function strengthened	PRO	X	X	X	X	X	800	GoU	
	<b>SO5.3.2.1:</b> Implementation of the UPF Anti-corruption Strategy	Implementation of the Ant-Corruption Strategy undertaken	<b>PSU</b> D/R,P&D PRO	X	X	X			400	GoU	
	<b>SO5.3.2.2:</b> Simplification and Automation of police processes	Police process simplified and automated to reduce the risk for corruption	D/ICT D/R,P&D	X	X	X		X	300	GoU	
	<b>SO5.3.2.3:</b> Sensitization of the public on police processes, procedures and their rights.	Members of public informed about the police obligations and their rights	CPC PRO D/OPS	X	X	X		X	300	GoU	
	<b>SO5.3.3.1:</b> Ensure functional disciplinary courts in all units	Timely disposal of all disciplinary cases at the Units	D/OPS PSU <b>D/HRA</b>	X	X	X		X	1,500	GoU	
	<b>SO5.3.3.2:</b> Timely implementation of disciplinary court outcomes	At least 80% of disciplinary court outcomes annually implemented	D/HRA D/HR&LS	X	X	X		X	500	GoU	

<sup>54</sup> E.g. Expand PSU to all regions, train PSU personnel

Strategic Intervention	Strategic Action / Activity	Expected Result / Deliverable	Implementing unit	Time Frame (Years)					Total Activity Cost ('000,000)	Funding Source	Remarks
				2020/21	2021/22	2022/23	2023/24	2024/25			
<b>SO5.3.4:</b> Enhance police-community relations	<b>SO5.3.4.1:</b> Undertake Corporate Social Responsibility	CSR activities conducted	<b>CPC</b> PRO D/OPS	X	X	X	X	X	800	GoU	
	<b>SO5.3.4.2:</b> Promote games, sports and MDD to endear UPF to the public.	Sports and MDD prompted	<b>CPC</b> PRO D/OPS D/W&P	X	X	X	X	X	4,400	GoU	
	<b>SO5.3.4.1:</b> Improving conditions in detention facilities. <sup>55</sup>	Humane conditions in detention facilities	<b>D/HR&amp;LS</b> D/L&E D/OPS	X	X	X	X	X	800	GoU	
	<b>SO5.3.4.2:</b> Sensitization of police officers in human rights-based approaches in delivery of policing services.	Police officers aware of means of upholding human rights in their day to day operations.	<b>D/HR&amp;LS</b> D/OPS	X	X	X	X	X	1,500	GoU	
	<b>SO5.3.4.3:</b> Implement UPF anti-torture guidelines	Torture minimized in day to day policing operations.	<b>D/HR&amp;LS</b> D/OPS D/CID	X	X	X	X	X	125	GoU	
<b>SO5.3.5:</b> Promote observance of human rights during policing	<b>SO5.3.4.4:</b> Investigate and prosecute perpetrators of human rights abuses	All Police Officers involved in perpetuation of human rights abuses investigated and prosecuted	<b>PSU</b> D/HRA D/HR&LS D/OPS D/CID	X	X	X	X	X	240	GoU	
	<b>SO5.3.4.5:</b> Rolling out of the suspect profiling system to all Units	Suspects profiling system rolled out to all units to enhance observance of the 48hr rule	<b>D/HR&amp;LSD/</b> ICT D/OPS D/CID	X	X	X	X	X	600	GoU	
<b>Subtotal: Strategy 5.3</b>									<b>17,613.20</b>		
<b>Strategy 5.4: Develop/acquire and manage infrastructure/equipment for delivery of police services</b>											

<sup>55</sup> Including food, congestion, separation of cells, sanitation and hygiene

Strategic Intervention	Strategic Action / Activity	Expected Result / Deliverable	Implementing unit	Time Frame (Years)					Total Activity Cost ('000,000)	Funding Source	Remarks
				2020/21	2021/22	2022/23	2023/24	2024/25			
<b>SO5.4.1:</b> Provide appropriate residential and fully furnished office accommodation.	<b>SO5.4.1.1:</b> Develop an infrastructure master plan	Infrastructure master plan compliant to environmental, gender and equity concerns developed.	D/L&E D/R,P&D	X					200	GoU	
	<b>SO5.4.1.2:</b> Construction of residential and office accommodation in conforming to environmental, gender and equity considerations.	Residential accommodation for personnel constructed.	D/L&E	X	X	X	X		1,976,880	GoU	
		Police Office facilities including Police Headquarters, District Headquarter stations and other Stations.	D/L&E	X	X	X	X		1,354,900	GoU	
		Establish the Regional Forensics Referral Centre	D/FS		X	X	X		96,000	GoU	
	<b>SO5.4.1.4:</b> Renovation of existing dilapidated structures <sup>56</sup>	Existing structures renovated and modified to conform with human rights, environmental, gender and equity considerations.	D/L&E	X	X	X	X		2,000	GoU	
	<b>SO5.4.1.5:</b> Improve sanitation and hygiene conditions at all police establishments.	Sanitary conditions at police establishments improved.	D/L&E	X	X	X	X		3,000	GoU	
<b>SO5.4.1.6:</b> Undertaking regular maintenance of UPF structures and facilities.	Police facilities including office and residential structures regularly maintained	D/L&E	X	X	X	X		1,400	GoU		

<sup>56</sup> Replace asbestos roofs.

Strategic Intervention	Strategic Action / Activity	Expected Result / Deliverable	Implementing unit	Time Frame (Years)					Total Activity Cost ('000,000)	Funding Source	Remarks
				2020/21	2021/22	2022/23	2023/24	2024/25			
SO5.4.2: Enhance the use of ICT in policing.	<b>SO5.4.1.7:</b> Equipping and furnishing of police establishments. <sup>57</sup>	Police establishments furnished and equipped.	D/L&E	X	X	X	X	X	2,800	GoU	
	<b>SO5.4.2.1:</b> Enhancing coverage of radio communication and call centres to all units across the country.	Fully implement the DMR.	D/ICT	X	X	X	X	X			
		Call centers established and functional at all units.	D/ICT	X	X	X	X	X	26,500	GoU	
		Radio rooms and call centres attended to at all times.	D/OPS	X	X	X	X	X			
	<b>SO5.4.2.2:</b> Enhancement of ICT skills and use of ICT platforms.	Police officers trained in the use of ICT in policing.	D/ICT D/HRD	X	X	X	X	X	25,000	GoU	
		ICT platforms utilized in day to day policing.	D/ICT	X	X	X	X	X			
	<b>SO5.4.2.3:</b> Equipping all police units with computers and accessories.	All police units equipped with computers and accessories.	D/ICT	X	X	X	X	X	7,500	GoU	
		<b>SO5.4.2.4:</b> Investment in ICT innovations, research and development.	ICT innovations developed.	D/ICT	X	X	X	X	4,000	GoU	
	<b>SO5.4.2.5:</b> Integrate various UPF systems to facilitate efficiency and effectiveness.	Police information systems integrated	D/ICT	X	X	X	X	X	28,800	GoU	
		<b>SO5.4.2.6:</b> Routine maintenance of ICT infrastructure and equipment.	ICT infrastructure and equipment functional	D/ICT	X	X	X	X	152,796	GoU	

<sup>57</sup> Must be gender responsive

Strategic Intervention	Strategic Action / Activity	Expected Result / Deliverable	Implementing unit	Time Frame (Years)					Total Activity Cost ('000,000)	Funding Source	Remarks
				2020/21	2021/22	2022/23	2023/24	2024/25			
SO5.4.3: Acquire and secure UPF land.	SO5.4.2.7: Implement the UPF ICT policy.	ICT policy implemented	D/ICT	X	X	X	X	X	1,500	GoU	
	SO5.4.2.7: Roll out video conferencing facilities to the national and all regional headquarters	Video conferencing between regional and National police headquarters enabled	D/ICT	X	X	X	X	X	1,860	GoU	
	SO5.4.4.1: Procure additional land for UPF.	Additional land acquired	D/L&E D/HR&LS	X	X	X	X	X	10,500	GoU	
	SO5.4.4.2: Secure UPF land.	UPF land secured through surveying, titling, fencing, planting of trees, etc.	D/L&E D/HR&LS	X	X	X	X	X	5,000	GoU	
	SO5.4.4.3: Establish a UPF Land Board.	A functional UPF Land Board in Place	D/L&E D/HR&LS	X					200	GoU	
SO5.4.5: Develop infrastructure in UPF training schools	SO5.4.4.4: Complete development of the land management policy	UPF Land Management Policy developed. UPF land use plan developed.	D/R,P&D D/L&E D/R,P&D D/L&E	X	X				40	GoU GoU	
	SO5.4.4.5: Profile all parcels of UPF land and update the UPF land register.	All UPF land profiled and UPF land register regularly updated	D/L&E	X	X	X	X	X	250	GoU	
	SO5.4.5.1: Prepare master plans for the development of existing Police Training Schools and colleges	Master plan for the development of training schools and colleges prepared.	D/HRD D/L&E D/R,P&D	X					210	GoU	

Strategic Intervention	Strategic Action / Activity	Expected Result / Deliverable	Implementing unit	Time Frame (Years)					Total Activity Cost ('000,000)	Funding Source	Remarks
				2020/21	2021/22	2022/23	2023/24	2024/25			
SO5.4.6: Acquire and maintain equipment for policing	SO5.4.5.2: Completion of the development of the CID training school	CID training school fully developed and functional	D/HRD D/L&E D/CID	X	X	X	X	X	4,000	GoU	
	SO5.4.5.3: Establish a peace support training school.	Peace support center established and functional	D/PSO D/HRD D/L&E	X	X	X	X	X	10,000	GoU	
	SO5.4.6.1: Establish maintenance centres.	Four Maintenance centres established	D/L&E	X	X	X	X	X	300	GoU	
	SO5.4.6.2: Provide equipment and spares to maintenance centres.	Maintenance centers fully equipped and operational.	D/L&E	X	X	X	X	X	1,285,000	GoU	
	SO5.4.6.3: Recruit and train mechanics.	Additional Personnel to operate maintenance centers deployed and existing ones skilled	D/HRA D/HRD D/L&E	X	X	X	X	X	500	GoU	
	SO5.4.6.4: Undertaking of a 5-year equipment needs assessment.	UPF equipment needs established for the five years	D/R,P&D D/L&E	X	X	X	X	X	50	GoU	
SO5.4.6.5: Development of a fleet management information system	SO5.4.6.5: Development of a fleet management information system	A functional Fleet management information system developed	D/ICT D/L&E	X					150	GoU	
	SO5.4.6.6: Implementation of a fleet management policy	Fleet management policy implemented.	D/L&E	X	X	X	X	X	45	GoU	
<b>Subtotal: Strategy 5.4</b>									<b>5,001,381</b>		
<b>Strategy 5.5: Strengthen Planning, Research and Resource mobilization for policing service</b>											

Strategic Intervention	Strategic Action / Activity	Expected Result / Deliverable	Implementing unit	Time Frame (Years)					Total Activity Cost ('000,000)	Funding Source	Remarks
				2020/21	2021/22	2022/23	2023/24	2024/25			
SO5.5.1: Institutionalization of Planning, Budgeting, Monitoring and Evaluation	<b>SO5.5.1.1:</b> Synchronize implementation of work plans with strategic Plan.	Annual work plans and budgets aligned to the strategic plan	D/R,P&D US/P	X	X	X	X	X	250	GoU	
	<b>SO5.5.1.2:</b> Development of planning calendar.	Calendar for implementation of UPF strategic plan developed	D/R,P&D	X					25	GoU	
	<b>SO5.5.1.3:</b> Dissemination and popularization of the strategic plan.	Strategic plan disseminated and popularized to all Police units	D/R,P&D	X					700	GoU	
	<b>SO5.5.1.4:</b> Conduct Research	Research to inform approaches to contemporary policing conducted	D/R,P&D	X	X	X	X	X	4,000	GoU, JLOS & Dev't Partners	
	<b>SO5.5.1.5:</b> Undertake data quality audit	Data quality audit undertaken to assess accuracy, reliability and timeliness of policing data	D/R,P&D	X	X	X	X	X	250	GoU	
	<b>SO5.5.1.6:</b> Implement the M&E Plan	Implementation of the strategic plan monitored and evaluated.	D/R,P&D	X	X	X	X	X	600	GoU	
	<b>SO5.5.1.7:</b> Develop a UPF business continuity plan.	A UPF business continuity plan developed	D/R,P&D	X					100	GoU	
	<b>SO5.5.1.8:</b> Institutionalize risk management and analysis in planning.	Risk management mainstreamed in planning.	D/R,P&D US/P	X	X	X	X	X	150	GoU	



Strategic Intervention	Strategic Action / Activity	Expected Result / Deliverable	Implementing unit	Time Frame (Years)					Total Activity Cost ('000,000)	Funding Source	Remarks
				2020/21	2021/22	2022/23	2023/24	2024/25			
SO5.5.2: Invigorate resource mobilization and management	SO5.5.1.9: Preparation the third strategic policing plan (FY2025/26-FY2029/30)	Strategic policing plan (FY2025/26-FY2029/30) developed						X	300	GoU	
	SO5.5.2.1: Lobby Government and Development Partners for additional resources.	Resources required for implementation of the strategic plan secured.	D/R,P&D US/P ALL DIRS	X	X	X	X	X	500	GoU	
	SO5.5.2.2: Increase NTR collections and eliminate leakages.	UPF NTR collections increased by 15% annually.	US/P D/R,P&D	X	X	X	X	X	1,380	GoU	
	SO5.5.2.3: Identify and implement cost minimization measures.	Measures to minimize cost and wastage implemented	D/R,P&D US/P ALL DIRS	X	X	X	X	X	400	GoU	
	SO5.5.2.4: Undertake expenditure tracking.	UPF expenditure tracking study undertaken	D/R,P&D US/P		X			X	600	GoU	
	Development of an assets register.	A comprehensive asset register developed	US/P	X					50	GoU	
	SO5.5.2.5: Enhance internal controls on utilization of resources.	Additional controls put in place.	US/P ALL DIRS	X	X	X	X	X	300	GoU	
	SO5.5.2.6: Decentralize resource allocation and management.	More resources availed to territorial police.	US/P D/R,P&D	X	X	X	X	X	50	GoU	

Strategic Intervention	Strategic Action / Activity	Expected Result / Deliverable	Implementing unit	Time Frame (Years)					Total Activity Cost ('000,000)	Funding Source	Remarks
				2020/21	2021/22	2022/23	2023/24	2024/25			
SO5.5.3: Strengthen Administrative records management systems	<b>SO5.5.3.1:</b> Establishment of registries at all police units	Registries established at all Police Stations	D/HIRA	X	X	X	X	X	8,500	GoU	
	<b>SO5.5.3.2:</b> Train records officers in appropriate registry management practices.	Records officers appropriately trained.	D/HIRA D/HRD	X	X	X	X	X	2,040	GoU	
	<b>SO5.5.3.3:</b> Automation and digitization of records and registry management	Records management automated and digitized.	D/ICT D/HIRA	X	X	X	X	X	855	GoU	
	<b>SO5.5.3.4:</b> Establish a central repository for data/statistics to support decision making.	A functional central repository for data / statistics established to support management decisions	D/R,P&D	X					3,000	GoU	
	<b>SO5.5.3.5:</b> Automation of UPF processes.	UPF processes automated to enhance efficiency.	D/ICT ALL DIRs	X	X	X	X	X	4,500	GoU	
	<b>SO5.5.3.6:</b> Establishment of UPF heritage and resource center.	A UPF resource center and library established.	<b>D/R,P&amp;D</b> D/HR&LS D/L&E CPC	X	X				1,000	GoU	
	<b>SO5.5.3.7:</b> Establishment of UPF courier system.	A UPF heritage center and Museum established.	<b>D/R,P&amp;D</b> D/L&E	X	X				4,000	GoU	
		UPF courier service established	<b>D/HIRA</b> D/L&E	X				800	GoU		
<b>Subtotal: Strategy 5.5</b>									<b>34,350</b>		
<b>Subtotal: Strategic Objective 5</b>									<b>8,991,518.15</b>		
<b>Grand Total for the UPF SPP</b>									<b>11,273,918</b>		

# Chapter 6

## Communication and Feedback Arrangements

This section aims at raising awareness about the Strategic Policing Plan, its objectives, outputs and responsibilities of all stakeholders. Effective communication and feedback will ensure that all stakeholders (both internal and external) have a common understanding, buy-in and support for plan implementation. The internal stakeholders are the police officers while external stakeholders include the Police Authority, Ministry of Internal Affairs and its agencies, Ministry of Finance, Planning & Economic Development, Equal Opportunities Commission, National Planning Authority, Parliament of Uganda, Office of the Prime Minister, other MDAs, the community, Development Partners, sister security agencies both national and international and CSOs among others.

Each of the stakeholders has information requirements that need to be appreciated and addressed. The Section therefore presents how key messages regarding plan initiatives, interventions, appeals and responsibilities will reach the intended people. Communication and feedback shall be through the following avenues:

- (a) Internal communication arrangements including Police Council meetings, circulars, Wireless Transmitted (W/T) messages, dissemination workshops, parade briefs, training courses, retreats, day-to-day policing activities, availability of both soft and hard copies of the plan in all Units and resource centres, staff appraisals, update of schedules of duties and integration in management and command courses among others.
- (b) Utilization of MIA management structures and mechanisms such as the Top Management meetings, Police Authority meetings, Ministry's annual and semi-annual performance reviews, budget conferences and planners' forum, among others.
- (c) The UPF annual performance review will be a platform to account to the stakeholders on the progress made towards realization of plan results and targets.
- (d) Print and electronic media such as press briefs, radio and television programmes, circulation of hard copies, police website, social media platforms etc.
- (e) Institutional documents such as the Budget Framework Papers, Ministerial Policy Statements, Annual Policing Plans, Annual Policing Reports, Annual and Semi-annual performance review reports, mid and end-term evaluation reports, etc.
- (f) Community engagements through barazas, community policing forums, and corporate social responsibility activities will be used to obtain input, buy-in, mobilise community support as well as provide feedback to rights holders.
- (g) Interface with Parliament (and its committees), MDAs including MoFPED, NPA, OPM about the Institution's plans and initiatives and in so doing lobby their support. The same fora will be used to provide updates on performance. These engagements shall be extended for use in the NDP III programme governance structures.
- (h) Written proposals and reports to Development partners.

# Chapter 7

## Risk Management

The Plan's overall goal is to secure communities better, in order to facilitate production and improved quality of life. Whereas the strategic objectives, interventions and expected results have been set, there are certain risks that may impede the realization of intended results.

The UPF is in the process of setting up risk management infrastructure. As such, both external and internal risks facing the institution, their likelihood of occurrence, impact and mitigation strategies have been identified and documented in a risk register. In addition, a Risk Management Strategy has been developed whose main objective is to facilitate the integration of risk management in everyday policing processes. It generally details the level of risks in the Force, how these risks will be dealt with and roles and responsibilities of key offices in risk management.

Some notable imminent risks the institution faces, have been extracted from the risk register and presented in the table below. The implementers of this plan will therefore need to acquaint themselves with these and all the other risks the UPF faces as detailed in the risk register.

**Table 16: Some of the imminent risks the UPF faces**

S/N	Risk Description	Assessment of inherent risk		Risk Response Strategies
		Likelihood	Impact	
1.	Poor police image.	Likely	Extreme	<ul style="list-style-type: none"> <li>✓ Increased police-public partnerships.</li> <li>✓ Capacity building in public relations.</li> <li>✓ Fighting corruption within the Force.</li> <li>✓ Improve public trust.</li> </ul>
2.	Ineffective policing systems.	Possible	Extreme	<ul style="list-style-type: none"> <li>✓ Strengthen communication, coordination and collaboration within, between and among Directorates and Specialized units.</li> </ul>
3.	Negative external interference.	Likely	Major	<ul style="list-style-type: none"> <li>✓ Build internal capacity for lobbying, diplomatic liaison and reconciliation.</li> </ul>
4.	Inappropriate policies	Likely	Major	<ul style="list-style-type: none"> <li>✓ Ensure formulation of appropriate policies.</li> </ul>
5.	Demotivated work force.	Likely	Major	<ul style="list-style-type: none"> <li>✓ Improve areas which motivate staff such as Welfare, Accommodation, Good supervision, Remunerations, Awards &amp; Commendations.</li> </ul>
6.	Persistence of corruption tendencies.	Almost certain	Extreme	<ul style="list-style-type: none"> <li>✓ Enforce the implementation of the UPF Anti-corruption strategy.</li> </ul>
7.	Increased human rights violation in the Force.	Possible	Major	<ul style="list-style-type: none"> <li>✓ Employ measures that will effectively reduce human rights violations in the Force. For example;</li> <li>✓ Conduct routine inspection of detention facilities to establish compliance.</li> <li>✓ Sensitization of Officers about human rights based approaches to law enforcement.</li> <li>✓ Institute strong punitive measures for non-compliance/ perpetrators.</li> </ul>
8.	Persistent unprofessional conduct among police officers.	Possible	Major	<ul style="list-style-type: none"> <li>✓ Strengthen the functions of PSU.</li> <li>✓ Increase coverage of PSU services.</li> </ul>
9.	Cyber-attacks/ threats.	Likely	Major	<ul style="list-style-type: none"> <li>✓ Establish an Intranet to secure information flow.</li> <li>✓ Establish alarm systems, intrusion detection systems cameras, monitoring access to networks to prevent and detect any hackers and interference.</li> <li>✓ Security certificates to secure systems installed, Anti-virus, firewalls and cybercrime training in place.</li> </ul>

S/N	Risk Description	Assessment of inherent risk		Risk Response Strategies
		Likelihood	Impact	
10.	Deviation from planned interventions during implementation.	Possible	Major	<ul style="list-style-type: none"> <li>✓ Strict adherence to work plans.</li> </ul>
11.	Budget cuts.	Likely	Major	<ul style="list-style-type: none"> <li>✓ Continuous lobbying for funds.</li> <li>✓ Diversify the resources mobilization capabilities.</li> </ul>
12.	High staff attrition.	Likely	Major	<ul style="list-style-type: none"> <li>✓ Mechanisms to retain highly technical staff.</li> <li>✓ Put in place an effective health care system.</li> <li>✓ Put in place strong welfare schemes.</li> </ul>
13.	Occupational and workplace hazards.	Likely	Extreme	<ul style="list-style-type: none"> <li>✓ Ensure a safe working environment.</li> <li>✓ Expedite the work man compensation Act.</li> </ul>
14.	Poor attitude towards training by personnel.	Likely	Major	<ul style="list-style-type: none"> <li>✓ Establish a rewarding system for training.</li> </ul>
15.	Financial leakages.	Possible	Major	<ul style="list-style-type: none"> <li>✓ Strengthening audit systems.</li> </ul>
16.	Operational hazards/mistakes.	Likely	Extreme	<ul style="list-style-type: none"> <li>✓ Thorough briefing and de-briefing of officers.</li> </ul>
17.	Existence of incompetent but licensed drivers on the road.	Almost certain	Extreme	<ul style="list-style-type: none"> <li>✓ Strengthen the supervision of driving schools.</li> <li>✓ Advocate for computer based driver assessment for learners.</li> <li>✓ Advocate for penalties affecting driver's licenses eg. Suspension, Invoking and cancellation of licenses.</li> </ul>
18.	Exponential increase in vulnerable and high risk flammable installations prone to fire incidents. E.g. Petrol stations, Factories.	Possible	Extreme	<ul style="list-style-type: none"> <li>✓ lobby for the regulation of establishment of high risk and inflammable installations.</li> </ul>
19.	Ever changing facets of crime.	Almost certain	Major	<ul style="list-style-type: none"> <li>✓ Continuous specialized training and modernization of investigation processes to be ahead of crime trends.</li> </ul>
20.	Infiltration by wrong elements within police circles/establishments.	Possible	Extreme	<ul style="list-style-type: none"> <li>✓ Vetting and screening officers.</li> <li>✓ Strengthening counter intelligence networks.</li> </ul>
21.	Inability to maintain covert profiles by intelligence officers.	Possible	Major	<ul style="list-style-type: none"> <li>✓ Train and establish environments that favor covert work.</li> <li>✓ Develop SOPs for covert placements.</li> <li>✓ Develop strong frameworks for police intelligence services.</li> </ul>

S/N	Risk Description	Assessment of inherent risk		Risk Response Strategies
		Likelihood	Impact	
22.	Increased terror activities/threats.	Possible	Extreme	<ul style="list-style-type: none"> <li>✓ Strengthen counter terrorism intelligence services.</li> <li>✓ Put in place robust response teams on standby.</li> <li>✓ Put in place security clearance levels for all key national installations.</li> <li>✓ Target hardening of potential risk areas.</li> <li>✓ Strengthen collaborative linkages at national, regional &amp; international in the fight against terrorism.</li> </ul>
23.	Entrenched negative perception about police by members of the public.	Almost certain	Extreme	<ul style="list-style-type: none"> <li>✓ Continuous lobbying of opinion leaders and other public figures/stakeholders for joint public dialogues to improve police image.</li> <li>✓ Intensify community policing embedded with appropriate approaches tailored for each community setting.</li> </ul>
24.	Existence of porous borders.	Almost certain	Extreme	<ul style="list-style-type: none"> <li>✓ Engage other stakeholders to intensify border security.</li> <li>✓ Continuous engagement amongst leaders of neighboring countries on border security.</li> <li>✓ Continuous engagement with DPCs to ensure border security.</li> <li>✓ Continuous training of officers on border security.</li> <li>✓ Intensify community policing along border areas.</li> </ul>
25.	Health and Safety risks of police personnel.	Likely	Major	<ul style="list-style-type: none"> <li>✓ Advocate for establishment of a police health insurance scheme.</li> <li>✓ Provision of PPEs to police personnel.</li> <li>✓ Develop and operationalize occupational Health and Safety guidelines for all units in the Force.</li> <li>✓ Continuous sensitization of officers about occupational safety.</li> <li>✓ Adjusting duration of deployments for officers exposed to hazardous environments.</li> </ul>
26.	Breakdown of Police families due to transfers and deployments.	Likely	Major	<ul style="list-style-type: none"> <li>✓ Put in place transfer &amp; deployment policies favoring the stability of police families.</li> </ul>
27.	Demotivated and frustrated category of police officers.	Likely	Extreme	<ul style="list-style-type: none"> <li>✓ Develop specific interventions to motivate officers such as improving general welfare, motivational talks, etc</li> </ul>
28.	Loss of fleet/equipment due to poor maintenance and accidents.	Almost certain	Extreme	<ul style="list-style-type: none"> <li>✓ Invest appropriately in fleet maintenance.</li> <li>✓ Strong punishments for errant mechanics.</li> <li>✓ Strengthen supervision of fleet.</li> <li>✓ Deploy fleet appropriate for specific areas.</li> <li>✓ Enforcing transport policies and regulations.</li> <li>✓ Disposal of obsolete fleet.</li> </ul>

S/N	Risk Description	Assessment of inherent risk		Risk Response Strategies
		Likelihood	Impact	
29.	Air craft accidents.	Possible	Extreme	<ul style="list-style-type: none"> <li>✓ Advocating for regular training of crew on safety measures.</li> <li>✓ Use of fuel which is not contaminated.</li> <li>✓ Carrying out routine maintenance.</li> <li>✓ Regular inspection of aircrafts before and after flights.</li> <li>✓ Acquisition of comprehensive insurance for aircrafts, crew and passengers.</li> </ul>
30.	Loss of police land due to encroachment, unscrupulous sale.	Possible	Major	<ul style="list-style-type: none"> <li>✓ Survey, titling and fencing of all police land.</li> <li>✓ Occupy/utilize the land for agriculture</li> </ul>
31.	An unattractive police force for female job seekers.	Possible	Major	<ul style="list-style-type: none"> <li>✓ Make favorable working conditions for female officers.</li> <li>✓ Appoint female officers in offices which can attract other females to join police.</li> </ul>



# Chapter 8

## Monitoring and Evaluation Framework

### 8.1. M&E Strategy

The Force is in the final stages of developing a Monitoring and Evaluation (M&E) Strategy for this Strategic Policing Plan. The goal of the UPF M&E Strategy is to provide accurate and timely information for performance measurement and informed decision-making at all levels of the UPF during implementation of the strategic policing plan.

The Strategy will facilitate effective implementation of the plan by providing targets, guidance for tracking progress, identifying variations for timely correction and documentation of lessons learnt for future use.

Specifically, the M&E plan will serve the following purposes:

- (a) Informing and promoting evidence-based priority setting, planning and programming of policing activities.
- (b) Enabling the assessment of implementation of the strategic policing plan.
- (c) Enhancing technical support supervision, data quality assurance and audit.
- (d) Determining the attainment of results defined in the strategic policing plan.
- (e) Providing baseline data for indicators being used to monitor progress.
- (f) Providing milestones (targets) upon which progress in implementing the plan is measured.
- (g) Informing policy development for effective policing in the country.
- (h) Facilitating documentation, learning best practices and sharing.

### 8.2. Progress Reporting

Periodic reports on the progress in implementing the strategic plan shall be produced. This shall be on a monthly, quarterly, semi-annual, annual and mid-term basis or as and when required throughout the implementation period. The timelines for reporting have been well spelt out in the M&E strategy.

### 8.3. Annual Performance Reviews

Annual performance assessments will be conducted and the progress in terms of realization of the set targets established. The implementation status will be reported upon to the APEX Platform and discussed at the Programme and Government Annual Performance Reviews (GAPR).

### 8.4. Mid and End Term Evaluation

In accordance with the Comprehensive National Development Planning Framework guidelines, a mid-term evaluation will be conducted after the first two and a half years of implementation while end term evaluation will be conducted after the five years of implementation.

This will help determine the extent of progress made towards the realization of the objectives of

the Plan. In the mid-term evaluation, key milestones will be assessed to determine whether plan implementation is on course to realize the set results. At that point it is decided whether major corrective measures need to be undertaken. The end-term evaluation will provide information on areas that need to be prioritized and possible strategies for the next planning cycle.

### 8.5. Results Framework

The detailed results framework has been developed and presented in the M&E Strategy. The major outputs, outcomes and impact to be attained and the associated targets are as presented in Table 17.

**Table 17 M&E Results Framework**

Result	Indicator	Baseline 2019/20	Target / Projection				Data Source	Frequency	Data Collection Responsibility	
			2020/21	2021/22	2022/23	2023/24				2024/25
<b>Goal: To secure communities better, in order to facilitate production and improved quality of life.</b>										
<b>Impact:</b>										
Reduced prevalence of crime	Crime Rate.	551	529	476	434	400	372	Annual crime Report	Annually	CID
Enhanced safety of the general public	Proportion of the population that feels safe walking alone at night in their locality.	61%	68%	73%	76%	79%	82%	Survey Reports	3-5 years	RPD/UBOS
Increased observance of law and order	Proportion of public disorders professionally managed and contained.	70%	70%	80%	100%	100%	100%	Annual reports on Public Order Management	Annually	FFU
Increased public satisfaction in policing services	Level of public satisfaction in policing services.	75% <sup>58</sup>	76.6%	78.3%	79.9%	81.5%	83.2%	Survey Reports	3 - 5 years	R, P&D/UBOS
<b>Strategic Objective 1: Ensure safety of persons and security of property</b>										

Result	Indicator	Baseline 2019/20	Target / Projection					Data Source	Frequency	Data Collection Responsibility
			2020/21	2021/22	2022/23	2023/24	2024/25			
<b>Outcome:</b>  Safety of persons and security of property improved.	Average response time (minutes) to distress calls/emergencies.	15	15	15	15	15	Activity Reports	Annually	FP&RS, OPS	
	Road Traffic Accident fatality rate.	12	10	8	8	7.8	Performance Reports	Annually	T&RS	
	Fatalities on water bodies due to marine vessels accidents.	62	60	53	50	45	Performance Reports	Annually	OPS/Marines	
	Proportion of terror threats detected and neutralized	100%	100%	100%	100%	100%	Performance Reports	Annually	CT	
<b>Outputs:</b>  Territorial policing system enhanced	No. of policy documents defining minimum requirement for standard police station	0	1	-	-	-	Performance Reports	Annually	R,P&D, OPS	
	No. of status reports on the subcounty police stations across the country compiled	0	1	-	-	-	Performance Reports	Annually	R,P&D, OPS	
	No. of plans prepared for operationalization of the sub county policing model	0	1	-	-	-	Performance Reports	Annually	R,P&D	
	Proportion of sub counties with at least one standard police station.	25%	28%	35%	38%	50%	Performance Reports	Quarterly	OPS	

Result	Indicator	Baseline 2019/20	Target / Projection					Data Source	Frequency	Data Collection Responsibility
			2020/21	2021/22	2022/23	2023/24	2024/25			
Capacity of the Force to promote road safety strengthened	No. of plans developed for provision of policing services in the new cities.	0	1	-	-	-	-	Performance Reports	Annually	R,P&D
	No. of cities implementing 999 patrol system.	1	2	5	8	10	15	Performance Reports	Annually	OPS
	No. of integrated Highway Patrol establishments.	48	56	60	70	73	80	Performance Reports	Annually	OPS
	Proportion of stolen animals recovered.	60%	85%	90%	95%	100%	100%	Performance Reports	Annually	OPS/ASTU
	No. of illegal guns recovered.	86	200	200	220	200	200	Performance Reports	Annually	OPS/ASTU
	No of traffic offences/violations registered.	181,960	293,543	315,860	338,176	360,493	382,809	Performance Reports	Annually	T&RS
	Proportion of driving schools that conform to standards.	20%	30%	40%	48%	59%	65%	Performance Reports	Annually	T&RS
	Proportion of fatal and serious traffic crashes conclusively investigated.	76%	80%	85%	90%	100%	100%	Performance Reports.	Quarterly	T&RS
	Proportion of police districts using the crash database.	6%	12%	32%	57%	65%	72%	Performance Reports.	Annually	T&RS, ICT
	Computer based theory examination system for learner drivers developed.	0	1	-	-	-	-	Performance Reports.	Annually	T&RS, ICT
	No of road traffic crashes reported	12,858	11,775	11,254	10,795	10,384	10,012	Performance Reports.	Annually	T&RS

Result	Indicator	Baseline	Target / Projection					Data Source	Frequency	Data Collection Responsibility
		2019/20	2020/21	2021/22	2022/23	2023/24	2024/25			
Capacity of the Force to prevent and manage emergencies built	No. of districts utilizing the road crash database.	0	18	28	40	52	64	Performance Reports.	Annually	T&RS, ICT
	No. of collaborative engagements with stakeholders to promote road safety participated in by UPF.	N/A	4	4	4	4	4	Performance Reports.	Annually	T&RS
	Proportion of the population sensitized on traffic and road safety issues.	86%	88%	90%	90%	95%	97%	Performance Reports.	Annually	T&RS
	No. of motorists sensitized on road safety measures.	N/A	250,000	250,000	250,000	250,000	250,000	Performance Reports.	Annually	T&RS
	No. of personnel deployed for traffic and road safety.	1,861	2,071	2,071	2,571	2,571	3,671	Performance Reports.	Annually	T&RS
	Proportion of personnel inducted in traffic and road safety.	48%	50%	65%	75%	82%	90%	Performance Reports.	Annually	T&RS, HRD
	No. of traffic personnel trained in specialized courses.	32	60	60	60	60	60	Performance Reports.	Annually	T&RS, HRD
	Proportion of districts equipped with the basic tools of trade for traffic and road safety work.	45%	48%	53%	60%	65%	73%	Performance Reports.	Annually	T&RS, L&E
	No. of personnel deployed for fire prevention and rescue services.	599	601	700	890	1,150	1300	Performance Reports.	Annually	OPS-MARINES

Result	Indicator	Baseline 2019/20	Target / Projection					Data Source	Frequency	Data Collection Responsibility
			2020/21	2021/22	2022/23	2023/24	2024/25			
	No. of personnel deployed for maritime policing.	287	323	347	383	443	515	Performance Reports.	Annually	OPS-MARINES
	No. of personnel deployed into police Air wing.	42	46	50	54	58	62	Performance Reports.	Annually	OPS, AIR WING
	No. of F&RS stations established.	44	49	54	59	64	69	Performance Reports	Annually	FP&RS, L&E
	No. of marine police establishments.	27	30	32	35	40	46	Performance Reports	Annually	OPS - Marines
	Proportion of emergencies effectively managed.	40%	50%	60%	70%	80%	90%	Performance Reports.	Annually	FP&RS, OPS - Marines, OPS - Airwing
	Proportion of emergency incidents effectively and conclusively investigated.	45%	55%	65%	75%	85%	95%	Performance Reports.	Annually	FP&RS, OPS - Marines, OPS - Airwing, PHS, CID
	Fireman to population ratio	1:69,191	1:71,357	1:63,161	1:51,193	1:40,809	1:37,167	Nominal rolls	Annually	FP&RS, HRA
	Proportion of personnel trained (specialized skills) in fire and rescue services.	30%	40%	50%	60%	70%	80%	Training reports	Annually	FP&RS, HRD
	Proportion of personnel trained (specialized skills) in maritime policing.	30%	40%	50%	60%	70%	80%	Training reports	Annually	Marines, HRD
	No. of personnel trained (specialized skills) in police Airwing.	2	3	3	3	3	3	Training reports	Annually	Airwing, HRD

Result	Indicator	Baseline 2019/20	Target / Projection					Data Source	Frequency	Data Collection Responsibility
			2020/21	2021/22	2022/23	2023/24	2024/25			
	Proportion of districts/ divisions with the basic equipment for emergency and rescue services.	10%	20%	30%	40%	50%	60%	Performance Reports.	Annually	FP&RS, OPS – Marines, L&E
	No. of regular police personnel trained in basic fire prevention and suppression.	N/A	785	785	785	785	785	Training Reports.	Annually	FP&RS, HRD
	No. of regular police personnel deployed in districts around water bodies trained in rescue and enforcement of maritime laws.	N/A	120	120	180	180	120	Training Reports.	Annually	OPS – Marines, HRD
	Proportion of marine vessels inspected for compliance with safety standards.	32%	38%	45%	62%	68%	70%	Performance Reports	Annually	OPS - Marines
	Proportion of the required emergency and rescue equipment acquired.	32%	40%	50%	60%	70%	80%	Performance Reports	Annually	FP&RS, OPS – Marines, OPS – Airwing, L&E
	SOPs for provision of emergency and rescue services developed	0	1	-	-	-	-	Performance Reports	Annually	FP&RS
	No. of commercial or public establishments inspected for compliance to fire safety standards.	N/A	48	48	48	48	48	Performance Reports	Annually	FP&RS

Result	Indicator	Baseline 2019/20	Target / Projection					Data Source	Frequency	Data Collection Responsibility
			2020/21	2021/22	2022/23	2023/24	2024/25			
General Public, VIPs and Vital Installations secured	Level of utilization of K-9 in search and rescue services.	0%	50%	60%	65%	70%	75%	Performance Reports	Annually	FP&RS, OPS – Marines, OPS – Airwing, L&E
	No. of sensitization meetings about fire prevention and safety measures	N/A	12	12	12	12	12	Performance Reports	Quarterly	FP&RS
	No. of sensitization meetings about promotion of safety on water bodies conducted.	N/A	12	12	12	12	12	Performance Reports	Quarterly	OPS - Marines
	Proportion of personnel devoted to counter terrorism duties trained.	30%	32%	33%	35%	37%	39%	Training Reports	Annually	CT, HRD
	Proportion of PSOs assessed for compliance to standards	65%	68%	70%	75%	78%	80%	Performance Reports	Annually	OPS
	Proportion of firearms holders enrolled onto the Database	72%	80%	85%	100%	100%	100%	Performance Reports	Annually	OPS
	Incidence of crime committed using small arms and light weapons (homicides and aggravated robberies).	452	380	350	270	230	212	Crime Reports	Annually	CID, NFP/SALW
	Proportion of VIPs, Vital installations, public functions and events secured	100%	100%	100%	100%	100%	100%	Performance Reports	Annually	CT



Result	Indicator	Baseline 2019/20	Target / Projection					Data Source	Frequency	Data Collection Responsibility
			2020/21	2021/22	2022/23	2023/24	2024/25			
	No. of collaborative meetings on counter-terrorism held	90	48	48	48	48	48	Performance Reports	Quarterly	CT
<b>Strategic Objective 2: Promote Preservation of Law and Public Order</b>										
<b>Outcome</b>										
Law and Order preserved	No. of public disorders and civil disturbances registered.	17	22	15	18	22	30	POM Reports	Annually	OPS - FFU
	Proportion of households with an issue/case requiring police attention.	13.6%	15.4%	16.8%	19.1%	20.5%	22%	Survey Reports	3 - 5 years	R,P&D/UBOS
<b>Outputs</b>										
Institutional capacity for human rights-based approach to law and order enforcement strengthened.	No. of complaints of human rights violations by police personnel registered in the enforcement of law and order.	801	721	700	682	662	650	Complaints Register	Annually	HR&LS, PSU, UHRC
	Proportion of regular police trained in POM.	12%	15%	17%	17%	18%	18%	Training Reports	Annually	OPS, HRD
	Proportion of Anti-Riot personnel equipped with appropriate POM tools.	52%	58%	60%	65%	70%	75%	Performance Reports	Annually	OPS, L&E
	Proportion of districts equipped with appropriate POM tools.	70%	75%	80%	100%	100%	100%	Performance Reports	Annually	OPS, L&E

Result	Indicator	Baseline 2019/20	Target / Projection					Data Source	Frequency	Data Collection Responsibility	
			2020/21	2021/22	2022/23	2023/24	2024/25				
Citizens' roles and responsibility for maintenance of law and order promoted.	No. of personnel deployed to support law and order enforcement in other Sectors, MDAs and Local Governments.	1,200	1,400	1,400	1,600	1,600	1,600	1,800	Performance Reports	Annually	OPS - FFU, L&E
	Incidence of mob action ( <i>homicides arising out of mob action</i> ).	746	500	464	420	389	350		Performance Reports	Annually	CID, OPS
	No. of public sensitization sessions on observance of law and order conducted.	502	550	600	700	750	800		Performance Reports	Quarterly	CPC, FFU
	No. of electoral and political offences reported.	812	621	40	5	5	700		Crime reports	Annually	CID
	Proportion of the reported electoral and political offences investigated.	70%	88%	92%	100%	100%	82%		Crime reports	Annually	CID
<b>Strategic Objective 3: Strengthen Intelligence and Community Policing for Crime Prevention</b>											
<b>Outcome</b>											
Reduced Incidence of Crime	Volume of crime registered.	215,224	204,589	193,952	183,315	172,678	162,041		Crime reports	Annually	CID
	Proportion of operations conducted that are Intelligence-led.	20%	25%	35%	50%	70%	95%		Performance Reports	Annually	CI
Crime intelligence strengthened	No. of intelligence briefs/reports produced.	52	52	52	52	52	52		Performance Reports	Annually	CI

Result	Indicator	Baseline 2019/20	Target / Projection					Data Source	Frequency	Data Collection Responsibility
			2020/21	2021/22	2022/23	2023/24	2024/25			
Community policing initiatives intensified	No. of intelligence staff trained (induction, refresher or specialized training).	250	400	400	400	400	400	Training Reports	Annually	CI, HRD
	Proportion (by value) of the requisite equipment acquired.	55%	60%	65%	68%	70%	75%	Performance Reports	Annually	CI, L&E
	No. of collaborative engagements with key stakeholders/agencies participated in.	20	40	60	80	100	120	Performance Reports	Annually	CI
	No. of community policing sensitization campaigns/outreaches conducted.	800	1,884	1,884	1,884	1,884	1,884	Performance Reports	Annually	CPC
	Proportion of villages implementing at least one community policing initiative.	4%	10%	15%	34%	38%	45%	Performance Reports	Annually	CPC
	Proportion of police personnel trained in community policing methodologies (induction, refresher or specialized training).	15%	20%	25%	30%	38%	42%	Training Reports	Annually	CPC, HRD
<b>Strategic Objective 4: Build capacity to effectively investigate crime</b>										

Result	Indicator	Baseline 2019/20	Target / Projection					Data Source	Frequency	Data Collection Responsibility
			2020/21	2021/22	2022/23	2023/24	2024/25			
<b>Outcome</b>										
Capacity to effectively investigate crime built	Proportion of reported cases taken to court.	35%	45%	50%	55%	60%	65%	Crime reports	Annually	CID
	Proportion of cases taken to court that result into conviction (success rate).	55%	60%	65%	68%	70%	75%	Crime reports	Annually	CID
	Case backlog	79,177	73,420	67,724	62,027	56,330	50,633	Crime reports	Annually	CID
<b>Outputs:</b>										
Capacity to investigate crime improved	Detective case workload ratio.	1:45	1:39	1:37	1:35	1:33	1:31	Nominal Rolls	Annually	CID, HRA
	Proportion of detectives trained in investigation (induction, refresher or specialized training).	72%	75%	78%	82%	85%	90%	Training Reports	Annually	CID, HRD
	Proportion of stations with access to a basic package of investigation forms and books.	80%	85%	90%	100%	100%	100%	Performance Reports	Annually	CID, L&E
	Proportion of districts utilizing CRMS in investigation processes.	0%	0%	10%	20%	35%	50%	Performance Reports	Annually	CID, ICT, L&E
	Proportion of district police stations equipped with package of essential investigative aids.	40%	50%	60%	70%	80%	90%	Performance Reports	Annually	CID, L&E, ICT

Result	Indicator	Baseline 2019/20	Target / Projection					Data Source	Frequency	Data Collection Responsibility
			2020/21	2021/22	2022/23	2023/24	2024/25			
Application of science in crime investigation promoted.	Proportion of districts with at least a motor vehicle dedicated to support investigations.	15%	20%	25%	32%	40%	50%	Performance Reports	Annually	CID, L&E
	Proportion of stations with at least a motorcycle dedicated to support investigations	76%	82%	85%	100%	100%	100%	Performance Reports	Annually	CID, L&E
	Proportion of stations with an established exhibit store.	60%	65%	70%	75%	80%	85%	Performance Reports	Annually	CID, L&E
	Proportion of districts with established exhibit sheds.	10%	12%	15%	20%	22%	30%	Performance Reports	Annually	CID, L&E
	Proportion of reported transnational crimes conclusively investigated.	100%	100%	100%	100%	100%	100%	Performance Reports	Annually	I&IR
	Proportion of Gazetted border points connected to the i-24/7 system.	2%	5%	10%	20%	50%	60%	Performance Reports	Annually	I&IR
	Proportion of investigated cases in which forensic evidence requested has been offered.	60%	100%	100%	100%	100%	100%	Performance Reports	Annually	FS, CID, PHS, DGAL
	Proportion of stations with at least one SOCO equipped with a SOCO kit.	76%	82%	90%	100%	100%	100%	Performance Reports	Annually	FS, L&E

Result	Indicator	Baseline 2019/20	Target / Projection					Data Source	Frequency	Data Collection Responsibility
			2020/21	2021/22	2022/23	2023/24	2024/25			
	Proportion of forensics personnel trained in forensics fields ( <i>induction, refresher or specialized training</i> ).	45%	50%	55%	60%	65%	70%	Training Reports	Annually	FS, HRD
	Level of implementation of the E. African Regional Referral Forensics Centre project.	0%	20%	60%	80%	100%	100%	Performance Reports	Annually	FS, L&E
	Proportion of police regions with at least a police surgeon.	36%	42%	57%	71%	79%	89%	Performance Reports	Annually	PHS, HRA
	Proportion of districts with K-9 establishments.	43%	54%	68%	72%	78%	80%	Performance Reports	Annually	OPS – K9, L&E, HRA
	No. of cases investigated with the help K-9 services.	7,573	8,406	9,583	9,966	10,564	10,775	Performance Reports	Annually	OPS – K9, CID
	No. of cases investigated with the aid CCTV camera footages.	10,085	11,094	11,648	12,231	12,842	13,484	Performance Reports	Annually	OPS, CID, ICT
	Proportion of stations equipped with the requisite ICT equipment and accessories to aid crime investigations.	3%	7%	16%	22%	23%	28%	Performance Reports	Annually	CID, ICT, L&E

**Strategic Objective 5: Promote Institutional Development, Governance and Management**

Result	Indicator	Baseline 2019/20	Target / Projection					Data Source	Frequency	Data Collection Responsibility
			2020/21	2021/22	2022/23	2023/24	2024/25			
<b>Outcome</b>										
A professional and motivated workforce	Police to Population ratio.	1:892	1:757	1:664	1:595	1:542	1:500	Nominal Rolls, Census Reports	Annually	HRA
	Corruption Perception Index of the Force.	25%	27%	29%	31.6%	33.2%	35%	Performance Reports	Annually	CJS, PSU, Civil Society
	Welfare index of police personnel.	20%	22%	25%	29%	34%	40%	Performance Reports	Annually	CJS, W&P, HRA
	Level of public trust in the police, %.	59%	60%	65%	70%	80%	90%	Performance Reports	Annually	CJS, CPC, OPS, CID
<b>Outputs:</b>										
A conducive legal and policy framework for provision of police services created.	No. of policies/ guiding instruments for policing services developed/reviewed.	10	15	21	16	16	16	Performance Reports	Annually	RP&D, HR&LS
	Police strength.	46,614	56,618	66,623	76,628	86,633	96,638	Performance Reports	Annually	HRD, HRA
Human resource capacity for effective policing strengthened.	Proportion of personnel trained (refresher, career development, advanced or specialized), disaggregated by course).	14%	19%	25%	32%	40%	49%	Training Reports	Annually	HRD, HRA
	Staff welfare improved.	10,000	15,000	20,000	25,000	30,000	35,000	Performance Reports	Monthly, Quarterly, Annually	W&P, RP&D

Result	Indicator	Baseline 2019/20	Target / Projection					Data Source	Frequency	Data Collection Responsibility
			2020/21	2021/22	2022/23	2023/24	2024/25			
Appropriate office and residential accommodation for delivery of policing services.	Proportion of district/divisions with standard office accommodation for the district police headquarters.	30%	33%	37%	42%	48%	56%	Performance Reports	Annually	OPS, L&E,
	Proportion of entitled officers accommodated.	24%	22%	25%	34%	40%	52%	Performance Reports	Annually	OPS, L&E,
Professionalism promoted	Level of implementation of service delivery standards.	35%	40%	50%	65%	85%	100%	Performance Reports	Annually	CJS, R,P&D, HRA, PSU
Discipline in UPF enforced.	Proportion of registered disciplinary cases disposed of.	33%	38%	43%	48%	53%	60%	Performance Reports	Annually	CJS, HRA, PSU, HR&LS
Institutional land protected.	Proportion of police land surveyed and titled.	45%	50%	55%	60%	65%	70%	Performance Reports	Quarterly, Annually	L&E, HR&LS
Police fleet/equipment maintained in proper running condition.	Proportion of police fleet/equipment repaired/ serviced at police maintenance centres (in-house).	53%	58%	65%	68%	72%	78%	Performance Reports	Quarterly, Annually	L&E
Police processes automated	Level of Automation of police processes.	25%	30%	35%	40%	45%	50%	Performance Reports	Annually	ICT, R,P&D
Workplans implemented	Level of implementation of the SPP.	59%	30%	45%	60%	78%	100%	Performance Reports	Quarterly, Annually	R,P&D



# Chapter 9

## Project Profiles

**Table 18: Summary of Identified MDA Projects**

### 1. POLICE ACCOMMODATION PROJECT

Project Title	Police Accommodation Project	
NDP III Programme	Governance and Security	
Sector		
Sub Sector		
Vote NDP Programme Project Title	Police Accommodation Project	
Vote Function		
Vote Function Code	144	
Implementing Agency		
NDP PIP Code		
MFPED PIP Code	0006-144-12	
Location	Countrywide	
Estimated Cost	2,808,000,000,000 UGX	
Total expenditure on project related interventions up to start of the next NDP	0 UGX	
Project Duration/Life span (Financial Years)	Start Date: FY2020/21, End Date: FY2024/25, Duration years: 5 years	
Current stage of project implementation at commencement of the next NDP		
Funding gap at commencement of the NDP	2,808,000,000,000 UGX	
Officer Responsible	Under Secretary/Uganda Police Force	
Already existing in the NDPI	No	
Already existing in the NDPII	No	
Already existing in the MFPED PIP	No	
Project Introduction		
Problem Statement	Problem To be Addressed	The UPF is faced with an acute shortage of accommodation both residential and office. Currently, of the 49,000 entitled personnel, the institution can only provide 9,000 (18%) residential housing units leaving 40,000 entitled officers without accommodation units
	Causes of the Problem	Growth in police numbers coupled with dilapidation of structures has caused an acute accommodation shortage since 85% of the Police strength are meant to be accommodated in the barracks.

Situation Analysis	Achievements	Since FY 2015/16 UPF embarked on a project to construct 1,020 apartments in Naguru in addition to office accommodation in various locations countrywide.
	Ongoing interventions	There have been various attempts by Government to address the problem of shortage of accommodation majorly through projects such as the Emergency Humanitarian Assistance Programme (EHAP), Peace Recovery and Development Programme (PRDP), Karamoja Integrated Development Project (KIDP), Karamoja Livelihoods Programme (KALIP), and GOU Capital Development Funding. Through these endeavors, structures to accommodate police stations, residential staff accommodation and uniports were constructed. Currently the UPF continues to build police stations and residential accommodation under JLOS, Development Initiative for Northern Uganda (DINU) and GOU Capital Development Funding
Relevance of Project Idea (Alignment to Vision 2040, NDP, SIPs and Agency plans)		The project directly fits into the interventions identified under the objective of strengthening people centered security, legislation, Justice, Law and Order Service delivery systems of the Governance and Security Program of the objective of strengthening the role of the state in development under the NDP III. The project will also be part of implementation of the 2021 – 2026 NRM Manifesto and the 23 Presidential directives emphasizing Police accommodation, Staff Welfare & Salary Enhancement, Police recruitment, CCTV cameras, Forensic Laboratory among others.
Stakeholders	Direct	Government, Police Officers & their families
	Indirect	Cities, Municipalities and Local Governments Public & Business Community, Government MDAs.
	Likely project affected persons	Squatters on police land
Project inputs/activities/interventions	Inputs	Land, Construction materials, Labour, Technical Specification, Supervision services, etc
	Activities	Construction of district police headquarters/stations, accommodation structures, Renovation of existing viable structures, and other facilities.
	Interventions	
STRATEGIC OPTIONS		
Strategic Options		
Coordination with Government Agencies		Ministry of Works and Transport, Ministry of Finance, Parliament, Development Partners, Public & Uganda Land commission, Business community, (Suppliers, Traders etc), Utility providers (Power, Water and Waste Management).

PROJECT ANNUALISED TARGETS (OUTPUTS)	<ul style="list-style-type: none"> <li>» District police headquarters/stations constructed,</li> <li>» Police barracks, asbestos roofs replaced, existing dilapidated structures renovated, Broken-down sewers, drainage system reconstructed and/or repaired, police exhibit stores and parking yards constructed.</li> <li>» Bucket system eliminated by construction of water-borne systems in police detention facilities</li> <li>» G &amp; E breast feeding rooms to address gender issues, ramps &amp; lifts for disabled persons, incinerators</li> <li>» Well demarcated spaces&amp; fencing for children wellbeing and other social amenities (markets, schools, parks, recreation grounds</li> <li>» Well Furnished police stations</li> <li>» Day care Centre constructed</li> <li>» Ultra-modern accommodation structures constructed at KMP and the new cities</li> </ul>			
Project annualized target				
ESTIMATED PROJECT COST AND FUNDING SOURCES	UGX 2,808,000,000,000			
Project annualized cost	FY2021/22	FY2022/23	FY2023/24	FY2024/25
	684,000,000,000	684,000,000,000	684,000,000,000	756,000,000,000
RESULTS MATRIX				
Project Goal	<ul style="list-style-type: none"> <li>· To ameliorate the working and living conditions of police officers vital to the dispensation of the police mandate and containment of crime in the country</li> </ul>			
Outcomes	<ul style="list-style-type: none"> <li>· Outcome 1: Improved welfare &amp; enhanced positive attitude to work</li> <li>· Outcome 2: Modern, descent and secure accommodation with Eco-friendly energy sources. Clean water supply system and improved Sanitation facilities provided to UPF personnel.</li> </ul>			
Percentage progress of project implementation	0%			

## 2. STRENGTHENING THE CAPACITY OF FIRE PREVENTION AND RESCUE SERVICES IN UGANDA

Project Title	STRENGTHENING THE CAPACITY OF FIRE PREVENTION AND RESCUE SERVICES IN UGANDA.
NDP III Programme	GOVERNANCE AND SECURITY
Sector	SECURITY
Sub Sector	
Vote NDP Programme Project Title	STRENGTHENING THE CAPACITY OF FIRE PREVENTION AND RESCUE SERVICES IN UGANDA
Vote Function	
Vote Function Code	TERRITORIAL AND SPECIALIZED POLICING
Implementing Agency	UGANDA POLICE FORCE
NDP PIP Code	
MFPED PIP Code	00007-144-12
Location	Kampala Metropolitan Area, All Regional Cities, Albertine Graben, Strategic Government installations, Industrial Parks and All districts.
Estimated Cost	1,881,348,500,000 UGX
Total expenditure on project related interventions up to start of the next NDP	
Project Duration/Life span (Financial Years)	Start Date: FY2020/21, End Date: FY2024/25, Duration years: 5 years

Current stage of project implementation at commencement of the next NDP		
Funding gap at commencement of the NDP		
Officer Responsible		UNDERSECRETARY UGANDA POLICE FORCE
Already existing in the NDPI		NO
Already existing in the NDPII		NO
Already existing in the MFPED PIP		NO
Project Introduction		
Problem Statement	Problem To be Addressed	<p>In assessing the response time to a fire incident, the National Fire Protection Association (NFPA) which is the agency that provides standards (NFPA 1710 and 1720) for the fire services in the United States and internationally, recommends 4 minutes for the first fire engine to arrive at the scenes in Urban areas, 8 minutes for sub-urban and 14 mins for rural areas. The Fire Prevention and Rescue service in Uganda is however, far from meeting these standards since the response time is 8-15 minutes for urban areas and 45-90 minutes for rural areas and sometimes more because of a wide area of coverage by a regional station.</p> <p>Out of 89 fire trucks available, 34 of them require regular maintenance. Fire catastrophes claiming lives and substantial destruction of property have been recorded in schools, major highways (oil tankers, buses), industrial parks as well as residential areas. Existing fire trucks are inadequate, usually cover large areas, aged and constantly breaking down.</p> <p>In addition, the number of fire personnel is still low and the current training offered is not accredited to international standards.</p> <p>It is important to note that this is the only public body mandated to provide Public Fire and Rescue Services to the community. Absence of a robust firefighting service may reverse the gains registered in economic and social development in terms of industrialization and gainful employment, given that fire can erase the structures down.</p> <p>With this situation and fire emergency response challenges especially from urbanization (new cities and municipalities), industrialization as well as the emerging oil and gas industry in the country, there is need for immediate and long-term re-equipping of the Uganda Police Force Fire and Rescue Services to meet the new fire service realities.</p>
	Causes of the Problem	<ol style="list-style-type: none"> <li>1. Constant break down of a substantial number of existing fire trucks</li> <li>2. Lack of autonomous budget for maintenance of fire truck and acquisition of other supplies.</li> <li>3. Inadequate number of fire trucks</li> <li>4. Inadequate manpower to meet the ever increasing development in the country.</li> <li>5. Lack of shelter for fire trucks</li> <li>6. Inadequate training facilities</li> <li>7. Lack of independent short code number for emergency callers</li> <li>8. Poor perception by members of the public</li> <li>9. Lack publicity</li> <li>10. Lack of fire hydrants in some towns and Municipalities</li> <li>11. Lack of Fire safety law</li> <li>12. Increasing congestion along city roads</li> <li>13. Poorly planned setup of some residential areas</li> <li>14. Long distances to be covered especially in rural and peri-urban areas.</li> </ol>

Situation Analysis	Achievements	By the year 2011 there were 8 fire stations in the country and in 2013 the total number of fire stations increased to 38 and later to 44 in 2016 to date representing a significant increase in the coverage of Fire and Rescue Services countrywide. However, these “new fire stations” are greatly an establishment comprising a fire truck and or a water tanker and simple office space that do not meet the standard requirement of a fire station. The establishment of the said “fire stations” is attributed to the increase in the firefighting equipment, fire trucks and associated accessories and personnel strength of the Fire Prevention and Rescue Service.
	Ongoing interventions	Deploy additional personnel into Emergency and Rescue services. Provide basic training for frontline personnel in fire prevention and suppression Provide basic training for personnel deployed around water bodies in rescue and enforcement of maritime Laws Provide additional equipment for Emergency and Rescue services. Develop capacity to utilize canine in rescue. Pursue establishment of mechanisms for regulation, control and coordination of emergency and rescue service providers.
Relevance of Project Idea (Alignment to Vision 2040, NDP, SIPs and Agency plans)		To secure life and property from fire and other emergencies
Stakeholders	Direct	UPF, KCCA, Other Cities, Municipal Councils and Towns, Local Governments,
	Indirect	MoLG
	Likely project affected persons	General public
Project inputs/ activities/ interventions	Inputs	Land, Construction materials, training materials, specialized equipment, Labour, Technical Specification, Supervision services, etc
	Activities	Procurement of Fire and Rescue equipment Construction of appliance bays Training of personnel in fire and emergency rescue
	Interventions	<ol style="list-style-type: none"> <li>1. Construct and furnish Fire stations and accommodation for fire personnel.</li> <li>2. Build and furnish a Fire prevention and rescue service training school.</li> <li>3. Recruit and train Fire fighters, fire investigators, inspectors, chemical analysts, divers, medical personnel and drivers.</li> <li>4. Establish a canine rescue section for rescue emergencies.</li> <li>5. Establish a Level II hospital and ambulance service for every fire station.</li> <li>6. Procure transport equipment, firefighting and rescue equipment for every fire station.</li> <li>7. Procure and install ICT systems.</li> <li>8. Carry out Execution, Monitoring and Evaluation.</li> <li>9. Produce and enact into law Relevant Legal reference materials.</li> </ol>
STRATEGIC OPTIONS		
Strategic Options		
Coordination with Government Agencies		NWSC, UMEME, Ministry of Energy, Oil & Mineral Development, Ministry of Finance, and Parliament
PROJECT ANNUALISED TARGETS (OUTPUTS)		
Project annualized target		

ESTIMATED PROJECT COST AND FUNDING SOURCES					
Project annualized cost	FY2020/21	FY2021/22	FY2022/23	FY2023/24	FY2024/25
	421,418,500,000	431,254,500,000	428,460,500,000	326,092,500,000	274,122,500,000
RESULTS MATRIX					
Result Matrix					
Percentage progress of project implementation	0%				

### 3. ESTABLISHMENT OF A POLICE GENERAL HOSPITAL

Project Title	ESTABLISHMENT OF A POLICE GENERAL HOSPITAL	
NDP III Programme	Governance and Security	
Sector		
Sub Sector		
Vote NDP Programme Project Title	ESTABLISHMENT OF A POLICE GENERAL HOSPITAL	
Vote Function		
Vote Function Code	144	
Implementing Agency		
NDP PIP Code		
MFPED PIP Code	0009-144-12	
Location	Nsambya, Kampala	
Estimated Cost	124,407,000,000 UGX	
Total expenditure on project related interventions up to start of the next NDP	0 UGX	
Project Duration/Life span (Financial Years)	Start Date: FY2021/22, End Date: FY2024/25, Duration years: 4 years	
Current stage of project implementation at commencement of the next NDP		
Funding gap at commencement of the NDP	124,407,000,000 UGX	
Officer Responsible	Under Secretary/Uganda Police Force	
Already existing in the NDPI	No	
Already existing in the NDPII	No	
Already existing in the MFPED PIP	No	
Project Introduction		
Problem Statement	Problem To be Addressed	The police strength stands at 46,614 personnel each of which is responsible for a household of say four (04) members. All these people deserve quality health services and are the responsibility of the UPF. In addition, the Force has to cater for health needs of persons in custody, victims of crime and police trainees. Besides the Force spends over 350,000,000/= on its personnel in need of hospital based specialized care per financial quarter. All this continues to strain the police meager resources spent on referral of patients that could have otherwise been used in other police priorities.
	Causes of the Problem	<ul style="list-style-type: none"> <li>» Increased number of Police personnel without comensurate increase in healthcare requirements</li> <li>» Nature of work</li> <li>» Occupational hazards</li> <li>» Bad attitude by the public towards police officers due to the work they do may put the lives of personnel at risk when being treated in public facilities.</li> </ul>

Situation Analysis	Achievements	The UPF operates 93 health centers at different levels. These centers are spread throughout the country and all of them offer general outpatient health care services except facilities with maternity services. These provide services to to the police fraternity as well as the general public. The Directorate of PHS also provides medico-legal services to aid crime investigation.			
	Ongoing interventions	<ul style="list-style-type: none"> <li>» Offer medical services at poliec health centres</li> <li>» Referrall of patients to Government and private facilities</li> <li>» Personnel Accessing treatment at other private/ Governmnet MOU</li> </ul>			
Relevance of Project Idea (Alignment to Vision 2040, NDP, SIPs and Agency plans)		The project directly fits into the interventions identified under the Governance and Security Program of the objective strengthening the capacity of security agencies to address emerging security threats under the NDPIII. The project will be one of the strategies taken to improve welfare of the police personnel.			
Stakeholders	Direct	Police Officers & their families,			
	Indirect	Suspects in custody and Victims of crime			
	Likely project affected persons	Private healthcare service peroviders			
Project inputs/activities/ interventions	Inputs	Land, Construction materials, Labour, Technical Specification, Supervision services, hospital equipment etc			
	Activities	<ul style="list-style-type: none"> <li>» Construction of the Hospital</li> <li>» Procurement of equipment</li> <li>» Furnishing</li> <li>» Staffing</li> </ul>			
	Inter-ventions				
<b>STRATEGIC OPTIONS</b>					
Strategic Options					
Coordination with Government Agencies		Ministry of Health, NMS.			
PROJECT ANNUALISED TARGETS (OUTPUTS)		<ul style="list-style-type: none"> <li>» Hospital constructed at Nsambya in Kampala,</li> <li>» Hospital equipment acquired and installed</li> </ul>			
Project annualized target					
ESTIMATED PROJECT COST AND FUNDING SOURCES		124,407,000,000 UGX			
Project annualized cost		FY2021/22	FY2022/23	FY2023/24	FY2024/25
		21,175,000,000	55,430,000,000	41,380,000,000	6,422,000,000
<b>RESULTS MATRIX</b>					
Project Goal		To ensure a healthy and productive workforce in order to secure life and property for the development and transformation of Uganda			
Outcomes		<ul style="list-style-type: none"> <li>» Comprehensive and affordable healthcare provided to Police officers, families and the general public</li> <li>» Improved coordination of healthcare facilities and services in the Uganda Police Force</li> </ul>			
Percentage progress of project implementation		0%			

# Annex

**Table 19: Detailed SWOT Analysis of the UPF**

Result Area	Strengths	Weaknesses	Opportunities	Threats
Protection of Life and Property	<ol style="list-style-type: none"> <li>1) There exists a legal framework for the Force to ensure protection of life and property.</li> <li>2) Established infrastructure for territorial policing in at least 80% of the sub countries. in the country.</li> <li>3) The adoption and investment in the use of ICT and science in delivery of territorial policing services.</li> <li>4) Availability of reasonable capacity to detect and diffuse terror threats.</li> </ol>	<ol style="list-style-type: none"> <li>1) Inadequate strength of 46,614 personnel. The police - population ratio stands at 1:892 compared to the recommended international standard of 1:500.</li> <li>2) Limited coverage of marine policing services.</li> <li>3) Limited coverage of fire and emergency rescue services.</li> <li>4) Inadequate resources to operate and maintain assets such as aircraft and marine vessels</li> <li>5) Absence of police establishments in 20% of the subcountries. There are locations in the country that still find challenges accessing policing services due to sheer distances involved.</li> <li>6) Low integration and usage of technology in policing.</li> </ol>	<ol style="list-style-type: none"> <li>1) Advancement in technology which can be used to facilitate protection of life and property.</li> <li>2) The availability of 253 private security organisations and over 13,500 LDUs that complement and re-enforce delivery of territorial policing services.</li> <li>3) Existence of partnerships and collaborations with other law enforcement agencies both nationally and internationally</li> <li>4) Willingness of other agencies/entities such as local governments and private businesses to partner with the UPF in securing life and property</li> <li>5) There is a high demand for policing services</li> </ol>	<ol style="list-style-type: none"> <li>1) Increasing population and urbanization which has increased demand for territorial policing services</li> <li>2) The corona virus pandemic whose prevention and control measures has increased the demands on policing while at the same time predisposing personnel to infection.</li> <li>3) Increased natural disasters which threaten the safety of life and property.</li> <li>4) Ever-present threat of terrorism.</li> <li>5) Porous borders.</li> <li>6) Conflict prone region likely to result into high influx of refugees, and proliferation of illicit arms.</li> <li>7) Re-emergence of cattle rustling in Karamoja region.</li> <li>8) Poorly regulated sectors such as boda-boda, maritime transport and the construction industry.</li> <li>9) Poor physical planning</li> <li>10) Poor discipline and capability of allied forces such as LDUs and PSOs.</li> </ol>







Result Area	Strengths	Weaknesses	Opportunities	Threats
Preservation of Law and Order	<ol style="list-style-type: none"> <li>1. Availability of legal framework for maintenance of law and order in the country.</li> <li>2. Availability of appropriate equipment.</li> <li>3. Establishment of police units to support law and order enforcement in other sectors of the economy.</li> <li>4. Capability to utilize CCTV in POM has been built.</li> </ol>	<ol style="list-style-type: none"> <li>1. Isolated incidents of human rights violations during enforcement of law and order.</li> </ol>	<ol style="list-style-type: none"> <li>1. Existence of other security agencies with whom police can co-operate in execution of mandate.</li> <li>2. Availability of umbrella associations which self-regulate affairs in most sectors of the economy.</li> </ol>	<ol style="list-style-type: none"> <li>1. Politically charged population prone to causing public disorders. The Legal framework has been weakened by court rulings nullifying certain sections of the relevant laws.</li> <li>3. Increasing population which puts pressure on natural resources.</li> <li>4. The enforcement of measures to prevent the spread of the corona virus puts extra strain on police resources.</li> <li>5. Frustration with the administration of justice prompting communities to resort to unlawful acts such as mob action.</li> </ol>

Result Area	Strengths	Weaknesses	Opportunities	Threats
Prevention and Detection of Crime	<ol style="list-style-type: none"> <li>1. Increased application of science in crime investigation.</li> <li>2. Investment in Infrastructure to ease prevention and management of crime including CCTV network, forensic equipment, TIMS, DMS, i-24/7 and CRMS among others.</li> <li>3. Expansion of the coverage of K-9 services.</li> <li>4. Penetration of the community policing ideology.</li> <li>5. Increased police visibility in most communities which deters would-be criminals.</li> <li>6. Existence of a fairly robust crime intelligence apparatus.</li> <li>7. Existence of fairly trained investigators and experts.</li> <li>8. Good communication, collaboration and cooperation with other actors in the criminal justice system.</li> </ol>	<ol style="list-style-type: none"> <li>1. Inadequate human resource for crime prevention and management.</li> <li>2. Inadequately skilled investigators.</li> <li>3. Inadequate facilitation for investigations (financial and logistical).</li> <li>4. Underperforming crime intelligence function.</li> <li>5. Inadequate integration and penetration of use of science in crime investigation.</li> <li>6. Delayed disposal of cases and accumulation of backlog.</li> <li>7. Poor quality investigations resulting into a low conviction rate.</li> <li>8. Poor exhibit, case file and records management.</li> <li>9. Inadequate equipment for investigations.</li> </ol>	<ol style="list-style-type: none"> <li>1. Existence of other security agencies and PSOs to support crime prevention and detection</li> <li>2. Willingness of international law enforcement agencies to partner and collaborate in support of prevention and management of transnational crime.</li> <li>3. Willingness of the community to partner and engage in the prevention and management of crime</li> <li>4. Existence and membership to regional and international frameworks to fight transnational crime.</li> </ol>	<ol style="list-style-type: none"> <li>1. High prevalence of crime.</li> <li>2. The corona virus pandemic whose prevention and control measures have made it difficult to investigate cases and also led to a surge in other specific crimes.</li> <li>3. Inefficiencies in other criminal justice agencies.</li> <li>4. Mistrust and dissatisfaction of the public</li> </ol>

Result Area	Strengths	Weaknesses	Opportunities	Threats
Institutional Development, Governance and Management	<ol style="list-style-type: none"> <li>1. Availability of legal framework for provision of policing services</li> <li>2. Existence of an internal disciplinary mechanism to enforce professionalism.</li> <li>3. Continuous integration of ICT in policing.</li> <li>4. There has been continuous growth in police strength from about 41,000 in 2015 to 46,614 in 2020.</li> <li>5. Availability of some office and residential infrastructure to support policing.</li> <li>6. Availability of land belonging to the institution for future development.</li> <li>7. Availability of funding and other resources for policing from various sources.</li> <li>8. Existence of a clear structure through which to exercise command and control.</li> <li>9. Existence of various schemes to improve staff welfare.</li> <li>10. Acquisition of additional fleet and specialized equipment</li> <li>11. Existence of a fairly developed in-house training capacity.</li> <li>12. Existence of a fairly developed in-house capacity in planning, policy and project implementation.</li> </ol>	<ol style="list-style-type: none"> <li>1. Adequate human resource capacity (quantity and quality).</li> <li>2. Inadequate and poor infrastructure (residential and office accommodation)</li> <li>3. Under-developed training facilities.</li> <li>4. Insufficiency of the schemes to uplift staff welfare.</li> <li>5. Limited mainstreaming of gender and equity considerations in policing.</li> <li>6. High cost of construction.</li> <li>7. Inadequate financing for policing services.</li> <li>8. High cost of operation and maintenance of equipment.</li> <li>9. Inadequate fleet and equipment.</li> <li>10. Low levels of automation and integration of existing systems.</li> <li>11. High incidence of indiscipline and unprofessional conduct.</li> <li>12. Existence of real and perceived corruption in the Force.</li> <li>13. Poor performance management</li> <li>14. Low levels of customer care.</li> <li>15. Inefficient utilization of resources.</li> <li>16. Limited capacity and appreciation of planning within the Force.</li> <li>17. Absence or existence of obsolete SOPs for most processes in the Force.</li> <li>18. Inappropriate organizational structure.</li> <li>19. Failure to embed risk management in everyday policing.</li> </ol>	<ol style="list-style-type: none"> <li>1. Good political will for financing of policing in the country.</li> <li>2. Good will from development partners, private sector and the general public to provide resources for policing.</li> <li>3. Availability of MDAs willing to support police undertakings.</li> <li>4. Existence of large and suitable population from which the Force can recruit new personnel.</li> <li>5. Availability of Government programmes and resources that the Force can tap into to foster policing.</li> <li>6. Existence of the Local Council structures which the Force can utilize.</li> </ol>	<ol style="list-style-type: none"> <li>1. Inadequacies in legislation relevant to policing.</li> <li>2. Competition for resources from other MDAs within Government.</li> <li>3. Possible budget cuts arising from the effects of the COVID – 19 pandemic on the national and global economy.</li> <li>4. Increased costs and delays in service delivery due to the effects of the COVID – 19 pandemic.</li> <li>5. Porous borders</li> <li>6. Overlapping mandate of fighting crime and insecurity leading to conflict with sister security agencies.</li> <li>7. High attrition rate of the Force's human resource.</li> <li>8. Risk of encroachment on police land.</li> </ol>

## **Uganda Police Force**

-  Plot 42/49, Katalima Road, Naguru  
P.O.Box 7055, Kampala - Uganda
-  +256 414 234 920  
Emergency: 999/111 Fax: (256)414255630
-  [info@upf.go.ug](mailto:info@upf.go.ug)
-  [Http://www.upf.go.ug](http://www.upf.go.ug)