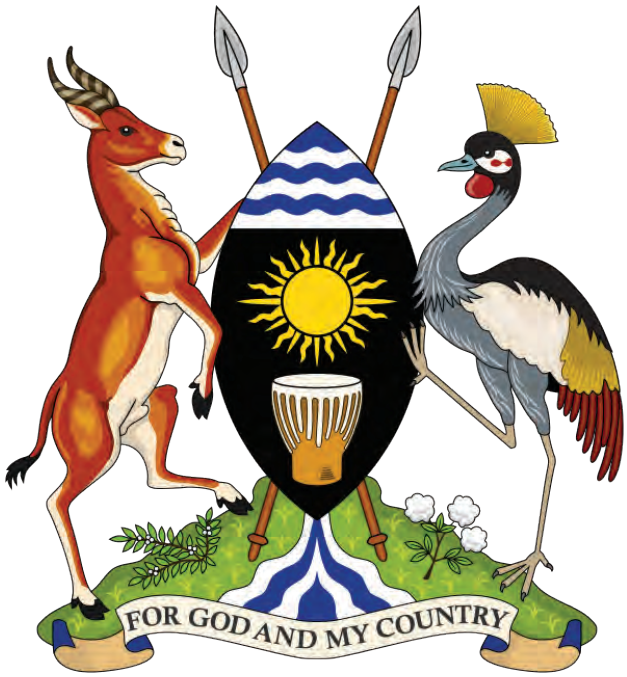

THE REPUBLIC OF UGANDA

SECURITY SECTOR DEVELOPMENT PLAN (SSDP) 2015/16 – 2019/20

Theme

Consolidating Defence and Security capacity to effectively provide an Enabling Environment for Socioeconomic Transformation

September 2016

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LIST OF ACRONYMNS

AU	African Union
APSA	Africa Peace and Security Architecture
ASF	Africa Standby Force
C-I-C	Commander in Chief
CIID	Criminal Investigations and Intelligence Department
C4ISTAR	Command, Control, Communication, Computers, Intelligence, Surveillance, Target, Acquisition and the Reconnaissance
COMESA	Common Market for Eastern and Southern Africa
CPRM	Conflict Prevention, Management and Resolution
DFSL	Defence Forces Shop Limited
DRSTC	Defence Research, Science and Technology Centre of Excellence
EAC	East African Community
EASF	Eastern Africa Standby Force
ESO	External Security Organization
ICGLR	International Conference on the Great Lakes Region
IFMS	Integrated Financial Management System
IGAD	Intergovernmental Authority on Development
IGG	Inspector General of Government
IHL	International Humanitarian Law
IPPS	Integrated Personnel and Payroll System
IRMIS	Integrated Resources Management Information System
ISIS	Institute of Security and Intelligence Studies
ISO	Internal Security Organization
JCRC	Joint Clinic Research Centre
LIL	Luwero Industries Limited
LoAC	Law of Armed Conflict
MAVEC	Magamaga Armored Vehicle Engineering Centre
MDAs	Ministries, Departments and Agencies
MTEF	Medium Term Expenditure Framework
MP	Members of Parliament
MoDVA	Ministry of Defence and Veteran Affairs
MoU	Memorandum of Understanding
NEC	National Enterprise Corporation
NCIP	Northern Corridor Infrastructure Projects
NDP	National Development Plan
NRM	National Resistance Movement
NSC	National Security Council
PHC	Primary Health Care
PPP	Public Private Partnerships
R&D	Research and Development
RF	Reserve Force
ROE	Rules of Engagement

SACCOs	Savings and Credit Co-operatives
SALW	Small Arms and Light Weapons
SDGs	Sustainable Development Goals
SIPRI	Stockholm International Peace Research Institute
SNA	Somalia National Army
SGR	Standard Gauge Railway
TFCS	Technical and Field Collection Stations
TISU	Technical Information Services Unit
TMC	Top Management Committee
UBOS	Uganda Bureau of Statistics
UN	United Nations
UHRC	Uganda Human Rights Commission
UPDF	Uganda Peoples Defence Forces
UPF	Uganda Police Force
UPS	Uganda Prisons Service
UNHCR	United Nations High Commission for Refugees
UNICEF	United Nations International Children's Emergency Fund
UNOCHR	United Nations Office for the High Commission on Human Rights
VVIP	Very Very Important Persons

FOREWORD

The Security Sector Development Plan for the period 2015/16-2020/21 outlines broad strategic goals of the sector as well as the specific, outputs and outcomes to be achieved during the period including their associated costs. This Plan is the first since the establishment of the security sector in late 1990s. It comes in the wake of successful conclusion of Uganda's first National Development Plan (NDP I) and the onset of the 5th National Resistance Movement (NRM) election Manifesto 2016-2021.

In the past the individual sub-sectors (MoDVA, ISO & ESO) have been developing their separate strategic plans.Lessons and experiences emanating from the development and implementation of the previous plans have provided important inputs in the formulation of this plan. It is aligned to the global Sustainable Development Goals (SDGs), Uganda vision 2040, the second National Development Plan (NDP II) and the NRM Manifesto commitments 2016-2021.

The broad outline of this strategic plan encompasses sector objectives and priority projects to be implemented by end of FY 2020/21. These centre on the consolidation and generation of security sector capability, strengthening internal and external security, enhancement of defence and security infrastructure, enhanced Research and Development, engagement in productive activities for Wealth creation and establishment of National Service.

Effective implementation of this plan will sustain the peaceful and stable environment that will enable the country enjoy faster and robust socio-economic development. The Security sector therefore is committed to the implementation of this strategic plan.

I am grateful to the technical security Sector Working Group (SWG) and the various committees within the sub-sectors for synthesizing the strategic guidance given to them by the leadership at sector and national levels. I also appreciate and applaud the good work and support from National Planning Authority (NPA) which strengthened the process of developing this plan.

For God and my Country

Hon. Adolf Mwesige
Minister of Defence and Veteran Affairs

EXECUTIVE SUMMARY

Security forces play a critical role in ensuring that there is an enabling environment for other sectors to flourish and Uganda requires a significant amount of resources to build and maintain professional and capable security forces to address a full range of national and regional security challenges.
This Security Sector Development Plan (SSDP) outlines the ongoing achievements and efforts in modernizing and professionalizing the security forces including planned interventions for further improvements. It first defines and reviews the country's strategic environment and the security threats therein. Guided by the Vision 2040, the Second National Development Plan (NDP II) and the 2016 National Resistance Movement election manifesto, it further highlights the sector objectives and their corresponding interventions.
The plan then describes the different projects and programs the sector will undertake in the 5 year planning period. It also provides the institutional arrangements available for efficient implementation and Monitoring and Evaluation (M&E) arrangements of the plan to ensure achievement of envisaged objectives.
Finally, it highlights the financial resources required to undertake the planned activities.

Strategic Environment

National interests and associated threats make up Uganda's strategic environment.
Uganda's national interests may be defined by the need for:

a) A stable, strong, economically prosperous and a united state that will facilitate and guarantee the freedom, safety, and wellbeing of the individual Ugandan.
b) The need to guarantee Uganda's territorial integrity and sovereignty.
c) Regional and international peace, security and stability.

Uganda Strategic Security Environment is marked by several factors which vary over time as circumstances change. These inculde;
a) Geostrategic Context - Uganda is situated in the "Heart of Africa," and lacks direct access to the sea and in a confilct infested Great Lakes region thus may have to contend with spill-over effects from time to time amidst her limited defensive options.
b) Shallow Strategic Depth - Uganda's shallow strategic depth ratio of 93km^2 of territory to every Kilometre of border means that space cannot be traded for time. It also reduces her defensive options.
c) Shared Natural Resources - s some natural resources with her neighbours, increasing her potential for conflict in the region.
d) Climate security - Climate change is affecting the border lines especially those set by water bodies thus it is a threat multiplier and a risk driver of today and in the future.
e) Porous Borders - Absence of natural barriers to define some of Uganda's borders makes it easier for potentially disruptive groups to cross into the country; and makes it harder to police and defend these borders.
f) Membership in Regional and International Organizations - This membership opens opportunities to benefit from the collective security environment and facilitates the projection of influence necessary to protect and safeguard Uganda's interests. It also creates obligations which may impact on the national security imperatives.
g) Size and Nature of the Economy - Uganda has a small and developing economy, which is largely subsistence. This impacts on the development of military capability in terms of equipment, manpower and training, and calls for frugal and efficient use of the country's resources.

h) Cyber security – Society's increasing dependence on global information and communications infrastructure, has created vulnerabilities and opportunities to be exploited by unscrupulous actors.
i) Energy security - Closely linked to climate change, energy supply is becoming a cause of great concern for the security of Ugandans. The fundamental problem is that the majority population is relying on traditional low-cost energy (wood fuel) a source which is fast dwindling.
j) Social Cohesion - Social cohesion can be compromised by a high degree of ethnic and religious diversity; the increasing gap between the rich and the poor; the rural-urban divide; and gender imbalances.
k) Disease threats - Health risks such as pandemics pose another growing challenge to National security. Addressing these problems demands a sophisticated and coordinated response from national and international health bodies acting in a coordinated manner.
l) Globalization - Globalization has presented challenging dynamics in the security environment. The complexity introduced by the diversity, volatility and uncertainty within the threat of environment limits and challenges the strategic and operational options.

Approach

Uganda's security threats are diverse and do not respect any artificial boundaries between sectors, nor do they distinguish ordinary citizens from government or business entity. To effectively and efficiently deal with the threats, a Comprehensive Security Approach (CSA) was designed against the threats and is elaborated in the Security Policy Framework.

This whole-of-government framework includes a wide range of government players in understanding the threats, planning responses and implementation to achieve National Security (NS). The collaboration is both at national and Local Government (LG) levels with administrative structures to bring parties together and exchange information and to establish leaders in the distributed responses to security threats.

Security threats also do respect the colonial borders and thus Uganda's approach involves enhancing collaboration and making alliances at continental and regional levels, as provided for under the African Peace and Security Architecture (APSA).
The Security sector therefore works closely with other actors at global, continental, regional, national and Local Government levels to ensure that Uganda's interests including aspirations to become a high income country are defended and protected.

Strategic Direction of the Sector

Over, the entire period of the SSDP, the security sector will focus on maintaining a stable and peaceful Uganda; defend and protect the people and their property; Sovereignty and territorial integrity as well as the Constitution.

The security sector objectives for the second national development plan period include the following;
a) Improvement in the capability of defense and security forces
b) Strengthening internal and external security
c) Enhancing defence and security infrastructure
d) Enhancing research and development (R&D)
e) Enhancing production for wealth creation and self-sustenance
f) Establishment of a national service
g) Improvement of administration, policy and planning.

The following key results are expected to be achieved by the security sector during the SSDP period.

a) Modern and professional security sector
b) Institutionalized Reserve forces
c) Functional and robust retirement system instituted
d) Enhanced sector welfare systems including accommodation and health care
e) Strengthened and Institutionalized sector Research and development efforts nationally, regionally and globally.

These will be achieved through: Enhancement of Capability; Strengthening Security; Developing Defence and Security Infrastructure; Establishment of National Service; Strengthening Administration, Policy and Planning; Enhancing Research and Development (R&D); and Enhancing Production for wealth creation and self-sustainability.

These key projects which will be undertaken include: the Defence Capacity Building Project; construction of the Military Referral Hospital (MRH); Establishment of a National Service; Barracks Construction; Revitalization of the Food and Beverages Production Projects, Luwero Industries, Magamaga Armoured Vehicle Engineering, and the Defence Research, Science and Technology Centre (DRSTC)-Lugazi; as well as Development of UPDAF Physical Infrastructure.

SECTION ONE: BACKGROUND

1.1 Introduction

Uganda Vision 2040 envisages transformation of Uganda's society from a peasant to a modern and prosperous one in 30 years. The strategic goal therefore is to modernize and cause the metamorphosis of the Ugandan society into a middle income, skilled working class and ultimately into a knowledge-based society. The Vision is all inclusive and recognizes Defence and Security as one of the fundamentals that must be enhanced to enable the transformation of Uganda.
Currently, Uganda is implementing her second National Development Plan (NDP II). Specifically, the plan provides an overview, objectives and interventions which if undertaken the sectors should enable the country have faster rate of growth and development. Sectors are required to develop plans to reveal the path they will undertake to implement the provisions of the NDP II.
National Security requires that the Government should protect the State and its citizens against all kinds of threats through strengthening of its security sector capabilities, diplomacy and regional cooperation, economic power, information, and any other measures that government may deem appropriate.

Uganda's strategic security environment is characterized by, her geographical location including lack of direct access to the sea coast, the shallow strategic depth, shared natural resources, as well as regional and international obligations. Overtime, Uganda's security threats have diversified to include non-military ones for instance environmental degradation, epidemics, natural disasters (floods, earthquakes), landslides and terrorism.

Uganda's security actors therefore, operate in conditions that are sometimes characterized by instability and social upheaval. Consequently, they should have the capacity to conduct operations on multiple fronts in defence of national interests and borders; and to respond to spillover effects of instability in the neighbouring countries. Specifically, the defence force should be able to support and maintain peace beyond its borders in fulfillment of regional and international obligations.

This background calls for a flexible and multifaceted approach to planning and implementation of the identified interventions and projects focusing on the long-term gains as opposed to the short-term. It also requires a time-tested doctrine and robust systems for equipment acquisition, capacity building and improved welfare for human resources.

The Security Sector Development Plan (SSDP) is therefore designed to achieve the strategic direction for the sector as described in the second National Development Plan (NDP II). It states the outputs and indicates estimated costs (with MTEF) necessary to achieve these policy objectives. In essence, the SSDP serves as a bridge between where the sector is today and where it wants to be five years ahead in a practical manner.

1.2 Purpose

The purpose of this Security Sector Development Plan (SSDP) is to highlight planned key interventions and projects of the Security sector for the next five years in support of the realisation of Vision 2040, NDP II and implementation of the 2016 NRM Manifesto. The SSDP seeks to achieve the goals set by these overarching policy instruments.
The plan will be used to guide the development of individual MDA specific strategic and annual work plans. It will further be used as a benchmark for performance assessment.

1.3 Definition of Security

Security in the widest context is not straightforward, at least conceptually. It means freedom to live, act and make choices. Security encompasses freedom from threats, intimidation and other pressures, from whatever source, that might undermine the basic rights, welfare and property of Ugandans and the proper functioning of the systems of governance. Economic prosperity rests on security, including the protection of trade routes, construction of infrastructure and, ultimately, the defence of the territorial integrity and national sovereignty.

Security is therefore multi-dimensional in response towards protecting National Interests against threats, both internal and external. Provision of security underpins and guarantees the pursuit of National Objectives as enshrined in the Constitution of Uganda.

1.4 National Objectives, Interests and Values

National Objectives and Directive Principles of State Policy guide policy decisions by state organs, individuals and/or other bodies. They include democratic principles; promotion of national unity and stability; protection of national sovereignty, independence, and territorial integrity; protection of fundamental human rights and freedoms; protection of Uganda's natural resources; mitigation of natural disasters; sustainable management of the environment; and promotion of the foreign policy objectives of Uganda.

1.4.1 National Interests

Article 8A (1) of the Constitution states that Uganda shall be governed on principles of national interest and common good enshrined in the national objectives and directive principles of state policy. Uganda's national interests may be defined by the need for:

a) A stable, strong, economically prosperous and a united state that will facilitate and guarantee the freedom, safety, and wellbeing of the individual Ugandan.

b) The need to guarantee Uganda's territorial integrity and sovereignty.

c) Regional and international peace, security and stability.

1.4.2 National Values

These are the guiding principles, or standards of behaviour that are considered as desirable, important, and held in high esteem. They instill a sense of national good and define the character of the Ugandan State. Uganda's core values include:

a) Patriotism: Based on the love for self, family, culture, and Uganda. It denotes a love for the country to the extent that one is willing to sacrifice and if necessary die for.

b) National Unity: Promotion and consolidation of national unity through the promotion of a common language (Swahili) within the army and in the country.

c) Regional Integration and Pan-Africanism: The recognition that Africans share a common destiny predicated upon freedom and socio-economic transformation.

d) Freedom: From exploitation and oppression. This means the liberty of citizens to make their own choices; the ability to carry out lawful endeavours of their choice without hindrance, to associate without interference, and to believe without undue influence.

e) Democracy: This means a government of the people, by the people and for the people that must be transparent and accountable.

f) Private Enterprise: The belief that the primary drivers of economic prosperity are private entrepreneurs and the role of the state is to facilitate them in their legal endeavours.

g) Zero tolerance of sectarianism and group chauvinism. Legitimate group aims such as language and religion are welcome only for positive purposes; but must not include sectarianism or chauvinism.

1.5 Security Sector Composition and mandates

The security sector which is chaired by the Ministry of Defence and Veteran Affairs is composed of the following MDAs:

a) Ministry of Defence and Veteran Affairs (MoDVA)
b) Internal Security Organisation (ISO)
c) External Security Organisation (ESO).

The MoDVA provides strategic leadership to the Uganda Peoples Defence Forces (UPDF). The UPDF was established under article 208 of the 1995 Constitution of the Republic of Uganda; and mandated under article 209 to:

a) Preserve and defend the sovereignty and territorial integrity of Uganda
b) Cooperate with the civilian authority in emergency situations and in cases of natural disasters
c) Foster harmony and understanding between the defence forces and civilians; and
d) Engage in productive activities for the development of Uganda.

Internal Security Organisation (ISO) and External Security Organisation (ESO) respectively provide internal and external intelligence on matters having security implications to the country as provided for by article 218 of the Constitution of Uganda.

Furthermore, it is a Constitutional requirement under article 221, that all security actors must observe and respect human rights and freedoms in the performance of their functions and duties. The sector will also continue to perform its duties in line with requirements of International Human Rights instruments, specifically Article 22 (2) of UN covenant on civil and political rights.

1.6 Defence and Security Sector Objectives under NDP II

The following objectives are envisaged to be achieved by the sector in the course of the five-year period:

a) Improvement in the capability of defense and security forces
b) Strengthening internal and external security
c) Enhancing defence and security infrastructure
d) Enhancing research and development (R&D)
e) Enhancing production for wealth creation and self-sustenance
f) Establishment of a national service
g) Improvement of administration, policy and planning.

1. 7 Guiding Principles

The development of this sector plan has been guided by some key concepts to make it understandable, relevant and implementable. These include holistic, politically acceptable, feasibility, suitable to the circumstances; and sustainability.

Holistic - The SSDP fully takes into account the range of security threats and organizational structures that shape the range of possible outputs to ensure National security. The SSDP fulfills the diverse interests of Uganda including peace, stability and economic prosperity.

Acceptability - As a plan, SSDP must be politically acceptable. In developing this plan a clear understanding of stakeholder interests, and their relative importance was considered. To increase its acceptability, the plan was tested against its legality in terms of the existing laws of Uganda and International obligations; and whether it is achievable within the limits of risks that may be determined by time and funding.

Feasibility - All plans must be realistic in order to be achieved. In developing this plan, wishful thinking was avoided. To fully realise the feasibility principle, the plan is guided by the minimum, not the maximum, commitment of resources. Therefore, this plan is anchored on the Medium Term Expenditure Framework (MTEF) projections. The question of these MTEF resources being sufficient or not is outside the scope of this plan.

Sustainability - Sustainability is a broad concept and not restricted to material sustainability. The SSDP enjoys both the physical and moral commitment that will see it implemented.

1.8 Structure of the Sector Plan

The plan is organized into six (6) sections:

a) Section one gives the background and introduces the Defence and Security sector, and the manner in which the sector coordinates the management of security threats in Uganda.

b) Section two presents the situation analysis of Uganda's security both from internal and external perspectives, including the achievements and challenges experienced in the past 10 year period.

c) Section three outlines the strategic direction for the sector that includes priority interventions and projects that will drive the process towards achieving the sector's broad objectives in the next five years.

d) Section four explains the institutional arrangement within the sector that enhance efficiency and effectiveness in provision of national security.

e) Section five highlights the financing strategy to be employed to ensure effective implementation of the plan.

f) Lastly, section six defines the framework for monitoring and evaluation including building a case for the proposed structures in future.

SECTION TWO: SITUATION ANALYSIS

2.0 Introduction

In the past five years, Uganda's security situation has remained generally calm and peaceful. The core state security actors continued to collaborate with the Wananchi to ensure peace and stability within Uganda and the region. The same is projected to continue in the Second National Development Plan (NDP II) planning period. Whereas it is not possible to fully predict with certainty the future security situation, study and analysis have been undertaken to understand the strategic security environment as much as possible and accordingly develop the requisite capacity and capabilities todeal with the threats.

2.1 Strategic Security Environment

The factors that mark Uganda's strategic environment include the following, which vary over time as circumstances change:

a) Geostrategic Context - Uganda is situated in the "Heart of Africa," and lacks direct access to the sea. This increases her vulnerability because it limits her communication and increases the costs of external trade. Because of its central geographical location in a region that is prone to conflicts, the country may have to contend with spillover effects from time to time. Finally, because Uganda is a small country in comparison with most of her neighbours, her defensive options are limited.

b) Shallow Strategic Depth - Uganda's shallow strategic depth ratio of 93km^2 of territory to every Kilometer of border means that space cannot be traded for time. It also reduces her defensive options in the event of an external attack. This means that the country must develop the necessary pro-active strategies to promote regional cohesion, manage the borders better, and develop the ability to deter potential adversaries from afar.

c) Shared Natural Resources - Uganda shares some natural resources with her neighbours, including the Nile River; Lakes Victoria, Albert and Edward; the Rwenzori, Elgon and Muhabura Mountains as well as oil deposits on the western border. These shared natural resources increase the potential for conflict in the region, while on the other hand they may tempt foreign powers into undermining Uganda's development.

d) Climate security - Climate change is bringing new and hard-to-manage instabilities to Uganda's peace and stability. Climate risks such as such as extreme water shortages, water contamination, landslides, droughts and floods pose serious threats to lives of the people and infrastructure. Further, climate change is affecting the border lines especially those set by water bodies. Therefore, climate change is a threat multiplier and a risk driver of today and in the future.

e) Porous Borders - Absence of natural barriers like mountains, lakes, rivers, etc. to define some of Uganda's borders makes it easier for potentially disruptive groups to cross into the country; and makes it harder to police and defend these borders.

f) Membership in Regional and International Organizations - Uganda's membership in regional organizations like the East African Community (EAC), Inter-Governmental Authority on Development (IGAD) and International Conference on the Great Lakes Region (ICGLR), and international organizations like the United Nations (UN), and the African Union (AU) is an essential part of its strategic environment. This membership opens opportunities to benefit from the collective security environment and facilitates the projection of influence necessary to protect and safeguard Uganda's interests. It also creates obligations which may impact on the national security imperatives.

g) Size and Nature of the Economy - Uganda has a small and developing economy, which is largely subsistence. This impacts on the development of military capability in terms of equipment, manpower and training, and calls for frugal and efficient use of the country's resources.

h) Cyber security – Society's increasing dependence on global information and communications infrastructure, has created vulnerabilities and opportunities to be exploited by unscrupulous actors. Whether through malicious hacking, financial fraud, espionage or cyber warfare, the dangers posed by cyber-attacks are increasing the risks to national security. Such unauthorized access to electronic information systems vital for maintaining national security of Uganda or the critical governmental infrastructure can create a serious threat and have a negative impact on her security.

i) Energy security - Closely linked to climate change, energy supply is becoming a cause of great concern for the security of Ugandans. The fundamental problem is that the majority population is relying on traditional low-cost energy (wood fuel) a source which is fast dwindling.

j) Social Cohesion - Social cohesion can be compromised by a high degree of ethnic and religious diversity; the increasing gap between the rich and the poor; the rural-urban divide; and gender imbalances.

k) Disease threats - Health risks such as pandemics pose another growing challenge to National security. Addressing these problems demands a sophisticated and coordinated response from national and international health bodies acting in a coordinated manner. For instance, pathogenic microbes are dangerous to global health whether they appear as naturally occurring diseases, as organisms resistant to antimicrobial drugs or in acts of biological terrorism.

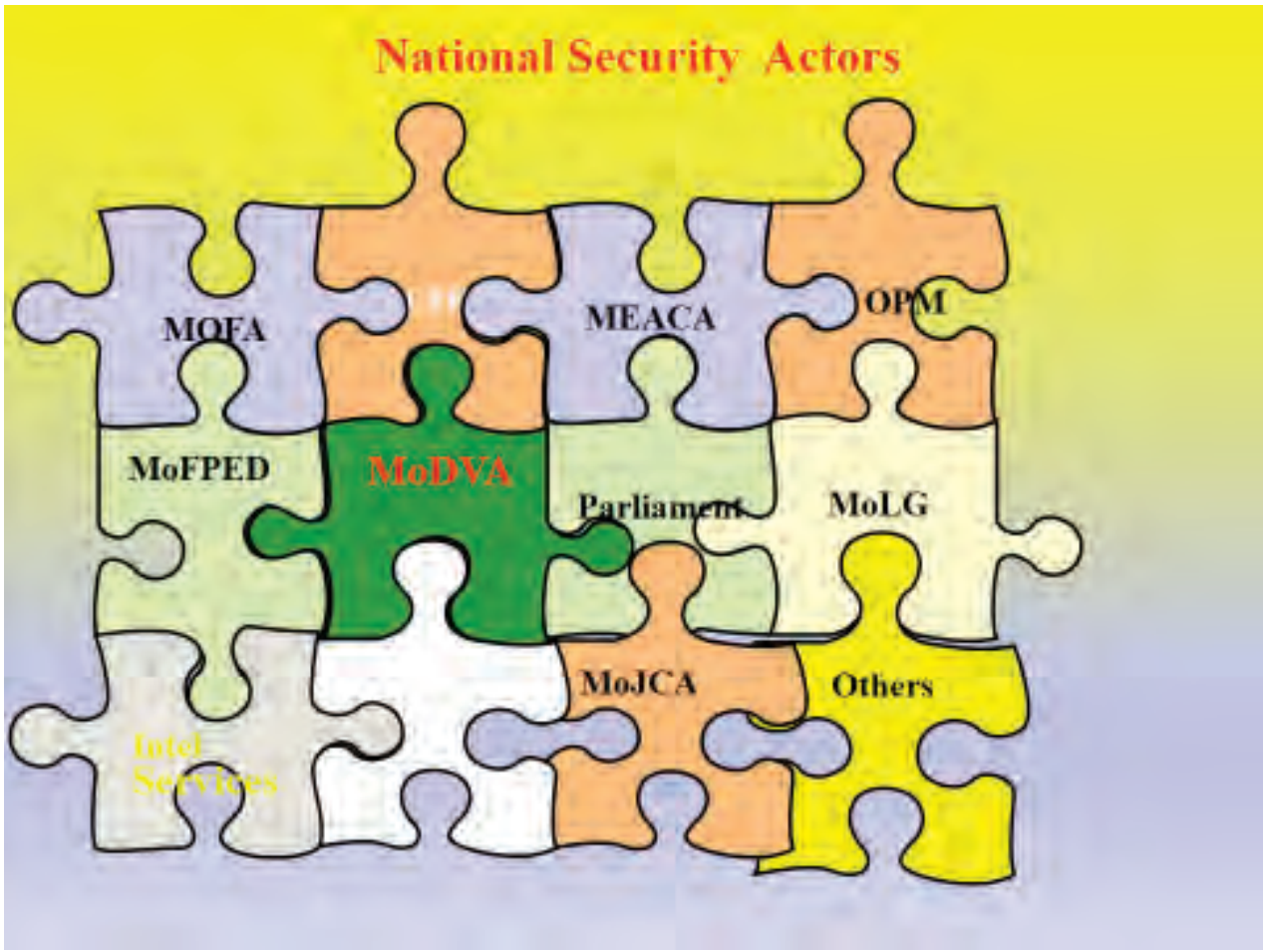
l) Globalization - Globalization has presented challenging dynamics in the security environment. The complexity introduced by the diversity, volatility and uncertainty within the threat of environment limits and challenges the strategic and operational options.

Uganda's Strategic Environment, therefore brings about several security threats which the sector has to cope with as it fulfills its mandate. The security sector is undertaking a range of tasks which seeks to analyse key challenges, identify policy responses and establish a knowledge base for the Government and wider society.

2.2 Uganda's Approach to Security management

Uganda's general broad definition of security acknowledges security as an essential condition for development. Security is viewed in a wider sense and departs from the traditional focus on military. Uganda's approach to security management in pursuit of protecting national interests is holistic and comprehensive in nature, involving use of elements of national power available to the Government. This includes diplomatic machinery, economic, population, information and the military power. The approach seeks to combine responses to resolve immediate threats yet with longer-term goals to either deter or prevent potential security problems from coming to reality. The actions are based on the assessment of the factors that threaten national interests and how they can best be addressed in the most appropriate manner.

Therefore, in keeping with the multi-dimensional notion of security that the Government of Uganda subscribes to, the Security Policy Framework Paper (SPF) was developed to guide greater understanding her security needs and how threats can be resolved. The SPF is a cross-Governmental initiative that makes relevant security actors develop a common appreciation of the nature of Uganda's security problems, who has responsibility for addressing what threat, and how the responses of the actors can be coordinated most effectively. It further explains how the National security question fits into regional and international security requirements as well as Uganda's broader development agenda



2.2.1 General Security Situation

Today, the whole country is peaceful, with the districts of Northern and Eastern joining the rest of the country in enjoying the peace and stability;

a) The Lord's Resistence Army (LRA) terrorists led by Joseph Kony for over 20 years deprived the people of Northern Uganda the much needed peace required for economic development. The security forces decisively deflated the LRA insurgency forcing them to run into hiding in Garamba National Park in DR Congo and later CAR where they continue committing atrocities against humanity.

b) The lawlessness created by the Karimojong warriors and their karachunas had made Karamoja region and its neighbouring districts insecure. The successful disarmament exercise in Karamoja resulted in normalcy and economic recovery in the region. Through the use of both Voluntary and Forceful disarmament the illegal guns are almost eliminated in Karamoja allowing the rule of law to be restored.

-c) The urban terrorism which included ADF bomb throwers in Kampala are now history and a specialized task force is in place to counter any type of terrorist threat that may emerge. Operations against ADF in western Uganda resulted ADF rebels killed, arms and ammunitions recovered, rebels captured and children rescued handed over their families. However, remnants of ADF operating inside DR Congo remain posing a security threat to Uganda.

d) Military Operations Other Than War (MOOTW) were undertaken aimed at deterring war, resolving conflict, promoting peace and supporting civil authorities in response to crises. The UPDF has developed adequate capacity to undertake MOOTW in support of national, regional and international efforts in peace support operations and disaster management. Over the years, UPDF has successfully given support to areas affected by the epidemics like Ebola, emergency evacuations and floods like in Northern and Eastern Uganda.

e) In terms of regional peace effort, Uganda's approach to National security issues considers the aggregate advantages that a rise from regional alliances and cooperation in defence to enhance Regional Peace and Security. To this end, the UPDF and ESO have developed capacity to support Regional and Continental Security needs through the East African Community (EAC), International Conference on Great Lakes Region (ICGLR), Inter-Governmental Authority on Development (IGAD) and the African Union (AU).

f) The UPDF and ESO have played a significant role in the area of Peace Support Operations, especially in Liberia, Darfur, and Somalia. When Uganda went to Somalia in March 2007, comments from all and sundry were that Uganda was on an impossible mission. Nine years down the road, Uganda's achievements in Somalia are highly applauded regionally and internationally. It has slowly managed to strengthen the fragile security sector in Somalia, and provided a fairly secure environment that is enabling state rebuilding. The recovery of more areas from Al shabaab terrorists by AMISOM and Somali National Army (SNA) has created more space for state formation, economic development as well as promotion and protection of Human Rights and provision of humanitarian access. This is clear evidence of Uganda's commitment to a stable and peaceful Africa.

There is overwhelming evidence that the prevailing peace and stability in Uganda will lead to economic prosperity. For instance the defeat of Kony's LRA and the ADF terrorists that used to cause a lot of insecurity by killing and kidnapping Wananchi has resulted into improved tourist arrivals. Growth in tourism sector is a good indicator for security, since tourists will always keep away from real or potential danger. The table below illustrates this:

Table 1: Trends in tourist arrivals, a good indicator for security

S/N	Year	Tourist Arrivals
01	2007	641,743
02	2008	843,865
03	2009	817,525
04	2010	945,899
05	2011	1,151,358
06	2012	1,196,765
07	2013	1,266,648

Source: Uganda Bureau Of Statistics (UBOS)

2.3 Transformation of Security Forces

The security situation amidst the above-mentioned threats has been possible due to deliberate and sustained efforts to modernise and professionalise the security sector. The vision of transforming Uganda's security forces is to have a professional staff that are well trained, well equipped and an excellent relationship with the people in order to sustain conditions in the country which will enable economic growth, stability, democracy and national unity.

The UPDF transformation programme from a guerrilla army to a modern defence force serving a democracy is very much on course especially in the Equipment, personnel and training as well as support structures.

2.3.1 Equipment - Enhancements in military capability resulting into better fire power delivery, troop protection, mobility, command, control and Communication, intelligence and higher morale have been the focus. The sector has continued to build its capability commensurate with the threats and technological development as well as the resources with a strategy of focusing on being on top of the situation.

2.3.2 Training - The training strategy has always been aimed at equipping the soldiers and other staff with attitudes, skills and knowledge that make them ferocious and highly adaptable to the changing strategic environment. Training has been undertaken for command and staff both within Uganda and outside. To ensure that the security forces understand the strategic context of their operational environment including their own role in socio-economic development of the country, training has been inclusive of the following courses:

2.3.3 Political Education "Siasa" - Siasa a Swahili word that refers to politics: In the context of Uganda, it refers to the elements that shape the ideological foundation of the UPDF and other security actors. Political education helps to cement the strategic partnership with the people of Uganda in its struggle to provide environment for socio-economic transformation. The security forces will continue to be educated on their core role of protecting the people of Uganda, and counting upon them as their strategic allies in national Defence and sovereignty of Uganda. Siasa has remained the benchmark in the success and the shaping of the nature and character of the UPDF.

2.3.4 Strategic Leadership - The wide security complexities and challenges that are facing security actors today require a class of officers, who can think through issues that influence and affect national policy and being able to position their role in broad strategic context. The Senior Command and Staff College (SCSC) Kimaka and Institute of Strategic Studies (ISS) have helped to clear the training backlog for senior officers created by relying on foreign countries to train the senior officers. Established in 2005, SCSC –Kimaka now has become a regional centre of excellence drawing participants from sister Africa region countries.

2.3.5 Junior Officers Course - The UPDF is equally aware that good commanders are not made at senior level but rather at junior level. Consequently the sector leadership has built and refurbished a Junior Command and Staff College at Jinja to equip junior officers with leadership and command skills. The college has also been made available to the sister countries in the East African Community states in accordance with the protocol on Cooperation in Defence and security.

2.3.6 Cadet Training - The Uganda Military Academy for Cadet Training initially in Jinja has now been homed in Kabamba. Through this training, civilians who join the Armed Forces and the young, qualifying serving militants are transformed into army officers with adequate leadership skills to enable them execute command and leadership responsibilities.

2.3.7 Specialized Training - A soldier/officer through his/her career lineTraining is required to acquire knowledge or skills that will enhance knowledge of his profession. Civilians and military officers require training in various arms and services, like in intelligence collection and analysis, armoured warfare, air defence, artillery, signal and communication.
The Uganda People's Defence Air Force (UPDAF) has constructed its Aviation Training Academy at Nakasongola. More renovation of the old structures and runways is going on. Once this infrastructure is complete, the Air Force Headquarters will be shifted from Entebbe to Nakasongola.

2.3.8 Other skills -The staff are also be required to train in other non-professional areas required to enhance professionalism in a wide operational context. Such training may be required in the area of Diplomacy, International Humanitarian Law, Peace Support Operations, Human Rights and foreign languages.

2.4 Defence Management Systems and Processes

2.4.1 Organization/ Command and Control - UPDF is now a bi-service force on track to becoming a multi-service one with streamlined command and control structures for land, Air and the Special Forces. The Ministry of Defence and UPDF General Headquarters are physically and structurally detached from the service Headquarters and provides strategic policy and political guidance to the services for diffusion and implementation.

2.4.2 Policy and Planning - The Policy and Planning processes as well as structures have been established and formalized. There is participation by lower level units and formation commanders in planning and budgeting. In conjunctions with the Ministry of Public Service, the Management and departmental structures are being restructured and improved to bring them in sync with the wider public service and be able to effectively support the defence forces.

2.4.3 Information Communication Technologies - The computerization programme through the Integrated Resource Management Information System (IRMIS), has computerized personnel database and made acquiring, storing, analyzing as well as controlling information flow easy, reliable and timely to decision makers. IRMIS has sent the phenomenon of ghost soldiers in the books of UPDF history. The wider-government Integrated Financial Management System (IFMS) and the Integrated Personnel and Payroll System (IPPS) are operational in the ministry and have eased the processing of payments.

2.4.4 Research and Development (R&D) - The Technical Information and Services Unit (TISU) was established to research and keep UPDF ahead of Scientific, Technological and other changes needed for successful military operations. Targeted recruitment and training of professionals was undertaken, subsequently interventions to fully utilise the recruited personnel are ongoing. The ministry acquired former Lugazi University with an aim to turn it into a centre of excellence for R&D. This is still underway, consequently, the anticipated technology transfer together with procurement of the requisite raw materials and equipment is planned in the near future.

2.4.5 Physical Infrastructure Development - The Ministry of Defence and UPDF achieved significantly in terms of infrastructure development. A number of health and sanitation facilities have been constructed and/or rehabilitated across several barracks; several offices at the MoDVA strategic Headquarters and UPDF divisions and brigades have been renovated and upgraded. Military training college infrastructure in terms of facilities, like schools and academies, shooting grounds have been constructed. Priority has also been given to administration blocks, armouries and gun sheds in permanent barracks. Special Forces Command and Marines have had improved operational infrastructure. For the Military Referral Hospital, the process is underway.

2.4.6 Building capacity of Engineers Brigade - The Engineer's Brigade has also increased its capacity in terms of personnel recruitment, training and equipment. Currently capacity is being created to enable UPDF comfortably participate in big projects like Standard Gauge Railway (SGR) construction. The Engineer's Brigade is being restructured to be able to undertake roles commensurate to the Defence missions and national infrastructure development requirements.

2.4.7 Uganda Defence Doctrine (UDD); which addresses the UPDF's approach to military operations by providing the link between the national strategic environment, the operational level of war, and the tactical actions of the various field commanders has been documented. UDD not only enhances professionalism but also refines UPDF's operational leverage in Joint, Combined or Multi-Agency environments. UDD further equips the commanders and staff with the perspectives necessary to apply operational art to achieve victory across the whole Spectrum of Conflict.

2.4.8 Procurement and Logistics - Today, all Defence Procurements are in conformity with the Public Procurement & Disposal of Public Assets Act 2003 as amended. In order to further increase efficiencies, a decision to have procurement of selected items decentralized to Division levels was taken and it is being implemented with good results.

2.4.9 Force Welfare - Right from the days of armed struggle in Luwero bushes, UPDF recognizes that the personnel are the single most important resource, for without which the equipment become meaningless. Staff welfare and that of their families are taken as high priority. The sector has a clear welfare policy dealing with issues of pay, clothing, support, medical-care, education and leave.

2.4.10 Salaries – There has been a gradual percentage increase in soldiers' salaries over the years. The timely payment of salaries and emoluments has been a source of motivation. However, for ISO and ESO, there is a concern that salaries have stagnated for close to a decade without significant increase. MoDVA has not implemented a single spine salary structure for soldiers due to budgetary constraints. The sector will lobby that starting in FY 2017/18, soldiers' salaries to be increased to the level commensurate with their equivalents in health and Education sectors.

2.4.11 HIV/AIDS treatment and awareness - The sector recognizes the Government effort in curbing the HIV/AIDS pandemic. HIV/AIDS mainly affect the most productive demographic section in the country. In this case, the security sector but more especially UPDF as an institution has been a victim and is categorized among the Most At-Risk Populations segments (MARPs). The sector strategy has been to sensitise the staff about the dangers of HIV/AIDS including the need to live responsibly, treat, manage and provide free ARVs to all. Medicare schemes in collaboration with Ministry of Health, National Medical Stores (NMS), Joint Clinical Research Centre (JCRC) and development partners were established in the sector. Several Health Care Units, ranging from Medical Regimental Services (MRS), Field Hospitals to Referral Hospitals have been put in place. The sensitization campaigns including ensuring that troops live responsibly is a command function within UPDF.

2.4.12 Clothing/ Soldiers Uniforms - The issue of clothing in the UPDF is being addressed, although the challenge of underfunding has been perennially faced. Every officer and militant is entitled to two pairs of quality uniform per year.

2.4.13 Savings and Credit Cooperative Organisations (SACCOs) - To further improve the welfare of the sector members and that of their families, the savings and credit schemes in forms of Savings and Credit Cooperative was introduced and members encouraged saving and taking loans. To date the UPDF'Wazalendo SACCO (WSSACO) has a total of over 60,000 members and capital base of UG Shs. 75 billion. More than 10000 members have already been given loans.

2.4.14Annual Leave - Every officer and militant of the UPDF is now entitled to annual leave. Before UPDF, other sub-sector staff were already enjoying this entitlement. Regular and predictable annual leave gives staff an opportunity to do something for themselves at home and also be able to interact with their family members and relatives as well as preparing for life after service.

2.5 Engagement in Production

The UPDF continued to fulfill its constitutional mandate of engaging in productive activities for national development. Specifically:

2.5.1 Operation Wealth Creation (OWC) - Building on the success of the pilot scheme that posted impressive results in just two years, OWC was rolled out to cover the whole country. Consequently, OWC utilized the unique skills of UPDF who were originally working with NAADs players to implement a new model designed with assistance of Makerere University College of Agricultural Environmental Sciences (CAES). Since the involvement of UPDF, the following planting inputs have been distributed to Ugandan farmers: 870 tons of beans; 2,064 tons of maize; 27.3 million coffee seedlings; and 4,199,355 tea seedlings. Others included 412 mango seedlings, 846,756 orange seedlings, 48,243 bags of cassava cuttings, 10,000 banana suckers and 438,000 tree seedlings.

2.5.2 Standard Gauge Railway (SGR) – As part of Uganda's obligation of ensuring successful implementation of SGR under Northern Corridor Infrastructure Projects (NCIP), the Ministry of Defence in partnership with CHEC (China Harbour Engineering Company) plans to rehabilitate, remodel and upgrade Tororo Barracks into a regional Roads and Railway Polytechnic to train Artisans and Technicians. In addition, the Roads and Railway engineers' regiment has been established and over 15 UPDF engineers and technicians were trained abroad and approximately 250 soldiers and civilians have been trained.

2.5.3 National Enterprises Corporation (NEC) limited. National Enterprises Corporation (NEC) limited was established by Parliament as a commercial wing of NRA/UPDF to deliver quality products and services to government departments and the general public by undertaking a wide range of economic activities in a sustainable manner. However, starting in late 1990s till three years ago, NEC's performance had not been to the desired expectations. Consequently, the Minister of Defence embarked on a restructuring programme to refocus and make NEC more efficient and effective. In 2014, a new corporation board was appointed by the Minister to fast-track performance improvement. The subsidiaries under NEC including Luwero Industries Limited (LIL), NEC Tractors Ltd and NEC Works Ltd are being revamped. Another company under NEC is Uzima Mineral water Ltd. Uzima water Ltd established a natural mineral water plant at Kakiri barracks and was officially launched by H.E. the president on 6th February 2016 as part of the ceremonies marking 35 years since founding the NRA/UPDF.

2.5.4Uganda Air Cargo Corporation (UACC). The Uganda Air Cargo Corporation (UACC) is another commercial body under the Ministry of Defence. UACC mainly offers cargo services to the security sector, private sector, public sector as well as international agencies like the UN and WFP. Since 2012, UACC has also been offering passenger charter services after the acquisition of passenger aircrafts. UACC continues to support the AMISOM in particular airlifting both UPDF and Burundi troops as well as logistics to the operation theatre (Somalia). Other services include Medical evacuations, VIP charters, Fun flights, Aerial surveys, and Humanitarian /Relief flights.

2.6 Major challenges to Security Sector

a) The major challenge to the performance of the defence and security sector is inadequate funding to enhance capability to the requisite levels. Whereas amount of resources a country spends on her defence and security depends on the assessment of the security threats, for Uganda this seems not to be the case. During the 2002-04 Uganda Defence Review exercise it was assessed that an estimated 5.4 trillion Uganda shillings was required to transform the UPDF to the desired capability and supporting structures for effective defence of Uganda's interests and national values. However, given Uganda's economic capacity, the level of funding necessary to achieve this vision force was only possible in the long term. Consequently the sector has had to grapple with the challenge of finding the right balance between developing a level of UPDF capability that can adequately deal with threats at an acceptable level of risk and an affordable cost.

As illustrated in the table below, Uganda spends less on defence as a percentage of GDP per capita in the region. The defence expenditure is below most of Eastern Africa countries as a percentage of GDP:

Table 2: Defence expenditure of Eastern Africa countries as a percentage of GDP

S/N	Country	Percentage of GDP (%)
1	Sudan	3.0
2	Rwanda	2.9
3	Burundi	5.9
4	Kenya	2.8
5	Uganda	2.2
6	Tanzania	0.2

Source: Stockholm International Peace Research Institute (SIPRI)

The other challenges include:

b) Inadequate infrastructure in the sector constraining welfare, administration and provision of security.

c) Low levels of Innovation, Research and Development (R&D).

d) Insufficient facilities for security sector production enterprises constraining the sectors' ability to contribute towards economic development.

e) Ideological including; lack of Patriotism, negative attitudes & mind-sets, and sectarianism leading to insecurity.

f) Inadequate administration, policy and planning systems.

g) Dynamic and ever evolving threats to National Security.

h) Poor Terms and Conditions of Service which have caused high attrition rates. This has hindered the sector's ability to attract and retain personnel to the required level for efficiency and effectiveness.

SECTION THREE: THE STRATEGIC DIRECTION OF THE SECTOR

3.0 Introduction

Over, the entire period of the SSDP, the security sector will focus on maintaining a stable and peaceful Uganda; defend and protect the people and their property; Sovereignty and territorial integrity as well as the Constitution. However, premised on its mandate, the sector will also further engage in the productive activities intended for national development. The sector is guided by several documents to execute its constitutional mandate. These include; the Defence Policy, Security Sector Policy Framework, Uganda Defence Doctrine (UDD), White Paper on Defence Transformation, and others.

3.1 Key Result Areas

The following key results are expected to be achieved by the security sector during the SSDP period.

f) Modern and professional security sector
g) Institutionalized Reserve forces
h) Functional and robust retirement system instituted
i) Enhanced sector welfare systems including accommodation and health care
j) Strengthened and Institutionalized sector Research and development efforts nationally, regionally and globally.

3.2 Objectives and Interventions

3.2.1 Objective 1: Improve capability of defence and security

Strategic Interventions:

i. Acquire, refurbish and maintain defence and security equipment
ii. Institute measures to strengthen combat and service support
iii. Develop and implement human capital development programs for defence and security
iv. Establish National Defence College (NDC) and Institute for Security Studies (ISS).

3.2.2 Objective 2: Strengthen internal and external security

Strategic interventions:

i. Institute measures to enhance data/information collection and analysis capability to deter and curtail hostile activities against the country internally and externally
ii. Harmonize the intra-sectoral and multi-agency coordination and operations.

3.2.3 Objective 3: Enhance defence and security infrastructure

Strategic interventions:

i. Develop and maintain Air Force physical infrastructure
ii. Construct and renovate administrative and operational infrastructure
iii. Develop and maintain defence and security welfare infrastructure.

Beneficiary: UPDF Officers, VVIPs, Health tourists, Militants and their Families
Outcome: Improved quality health care
Expected impact:

1. Improved welfare and morale of the force resulting into increased efficiency and effectiveness
2. Money generating project nationally and regionally.

Cost: Shs 123,600,000,000

/Uganda takes pride in the giant strides she has taken in turning around an imperialist, anti-people security sector to one working for National interest with close ties with the Wananchi. The foreign sponsored insurgents of LRA and ADF have been eliminated and pushed to CAR and Democratic Republic of Congo respectively. The lawlessness in Karimojong region and its neighborhood has too been contained. Consequently, the country has been at peace, there is rule of law and democratic governance which have facilitated socio-economic development across the country. This has thrived on the continued efforts of coordination amongst key security actors Wananchi inclusive.

The security sector will continue to consolidate the strategic partnership with the people and to build requisite capabilities for sustainable national and regional peace and security as a sine qua non for transformation of Ugandan Society from a peasant to a modern and prosperous one in the next 24 years as envisaged in Vision 2040

3.2.4 Objective 4: Enhance Research and Development (R&D)

Strategic interventions:

i. Review and harmonize the R&D policy.
ii. Introduce an incentive and reward mechanism for innovation and prototype development.
iii. Equip and facilitate the Defence Research, Science and Technology Centre (DRSTC-Lugazi) and the Nakasongola Avionics Research Centre.

3.2.5 Objective 5: Enhance production for wealth creation and self-sustainability

Strategic Interventions:

i. Establish commercial agriculture and value addition activities Establish mechanisms for defence to participate in primary, secondary and industrial production
ii. Revitalize and facilitate defence production enterprises
iii. Fast track the development of regulatory frameworks to guide and support involvement in national infrastructure development.

3.2.6 Objective 6: Establishment of National Service

Strategic Interventions:

i. Develop and implement a National Service System
ii. Review policies and legislation for the Reserve Force.

3.2.7 Objective 7: Improve Administration, Policy and Planning

Strategic Interventions:

i. Implement measures to strengthen the policy and planning function of the sector
ii. Review and implement reforms to improve welfare of staff (including defence and security forces) and their families
iii. Develop and implement human resource master plans
iv. Streamline the management of gratuity, pension and survivors' benefits
v. Revitalize mechanisms for HIV prevention and treatment
vi. Integrate human rights, gender, environment and governing issues in the training and operational guidelines.

This plan takes into account implementation of the Sustainable Development Goals (SDGs) with major projects including among others, the construction of the Military Referal Hospital (MRH) within the NDP II period.

3.3 Sector Projects and Programmes

The security sector plans to undertake the following programs and projects during the second NDP. These will result into transformed security sector, capabilities and enhanced security for Ugandans.

Ministry of Defence and Veteran Affairs Key Projects and Programs

3.3.1.Project name: Defence Capacity Building *(under NDP II objective 1, interventions i & ii)*

Description: The project will involve: Acquisition and Maintenance of modern and technical equipment. There will be targeted recruitment of professionals as well as training and re-skilling.
Location: MoDVA Headquarters
Beneficiary: UPDF and Intelligence
Outcomes: Enhanced strategic outreach, firepower delivery, mobility and troop protection.
Expected impact: Improved efficiency and effectiveness of UPDF and Intelligence services
Cost: Shs 1,852,382,320,000

3.3.2 Project name: Military Referral Hospital *(under NDP II objective 3, intervention iii)*

Description: The Military Referral Hospital will handle Complicated, Emergency and Referred cases from lower Health Centers and military hospitals that would otherwise have required being handled abroad or in private hospitals. The objective is to provide specialised and high quality medical care to the UPDF and their families as well saving resources on treatment abroad. In addition the MRH will complement the services of Mulago Hospital at National level as well as serving as a money generating venture.
Location: Lower Mbuya Hill
Cost: Shs 140,000,000,000

3.3.3.Project name: Establishment of a National Service *(under NDP II objective 6, interventions i & ii)*

Description: The mission of National Service is to equip the Ugandan youth with the requisite, knowledge, skills and values that will enable them to contribute to the country's socio-economic development as well as National Defence and Security. All Ugandan youth of 18 years and above will be considered under National Service. They will acquire both military and vocational skills and the service it will be implemented in phases. The first phase will consider youth before joining Universities and other higher institutions of learning. The National Service concept when implemented will be a big leap in realisation and strengthening of the Reserve force. The main role of the Reservists is to be available when the Nation mobilises for total war or an invasion to protect the state. In addition to helping the nation in case of emergencies, disasters, general mobilisation for production and national campaigns. Due to close linkages between National Service and Reserve forces, the Ministry of Defence will be responsible for National service. It is envisaged that when the relevant laws and policies are in place, National Service will be a shared responsibility between: Ministry of Defence; Ministry of Education, Science, Technology and Sports; Ministry of Gender, Labour and Social Development and the Office of the President.
Location: Regional Centers
Beneficiary: Ugandan Youth and Ugandans.
Outcomes:

1. Mind-set change
2. More productive and patriotic Ugandans
3. Strengthened reserve force
4. Enhanced skills
5. Created job creators.

Expected impact:
1. Faster development and transformation
2. Enhanced cohesion and unity
3. Sustainable peace and security.

Cost: Shs 109,600,000,000

3.3.4 Project name: Barracks Construction *(under NDP II objective 3, interventions ii & iii)*

Description: This is a huge and significant priority welfare program of MODVA which involves both renovation and construction. In 2010, the number of housing units available for UPDF was 14,300 while the total requirement is about 50,000 houses leaving a shortfall of 35,700 housing units. Since then, 4,497 housing units have been constructed and rehabilitated thereby reducing the housing deficit from 35,700 to 30,203 housing units. Therefore this program is about constructing 30,000 new housing units, expanding and rehabilitating 14,300 housing units in existing barracks and related infrastructure.
Location: UPDF Divisions, Brigades, Batallions and special formations
Beneficiary: Officers, Militants and their Families.
Outcomes: Improved accommodation and living conditions.
Expected impact: Improved welfare and morale
Cost: Shs 2,900,000,000,000

3.3.5.Project name: Food and Beverages Production Projects *(under NDP II objective 3, intervention i, ii & iii)*

Description: These projects will support self-sufficiency in dry ration, among others.
Location: Various
Beneficiary: All Security Forces within Uganda and in neighbouring countries.
Outcomes: Reduced dependency on national budget
Expected impact: Enhanced capacity for UPDF
Cost: Shs 14,000,000,000

3.3.6.Project name: Luwero Industries *(under NDP II objective 3, intervention ii)*

Description: Luwero industries Ltd were established to fill the need for ordinance and strategic military capacity of UPDF. Its operations include:
1. Fabrication of equipment and spare parts
2. Construction and rehabilitation of Infrastructure
3. Production of Furniture and office equipment.

Location: Nakasongola
Beneficiary: Ministry of Defence
Outcomes:
1. Self-sustenance
2. Enhanced scientific and technical capability
3. Reduced pressures on the national budget
4. Improved Research and Development.

Expected Impact: Enhancement of strategic military capacity and capability.
Cost: Shs 88,000,000,000

3.3.7.Project name: Magamaga Armoured Vehicle Engineering Centre – MAVEC *(under NDP II objective 4, intervention iii)*

Description: Uganda has been acquiring armoured vehicles, nevertheless without developing the requisite repair/ maintenance capacity within the country. This state of affairs compromises Security or makes it very expensive to maintain the acquired equipment at the required level of readiness and achieve efficient and effective output from UPDF. MAVEC, it is anticipated, would solve this problem and enhance UPDF capability. The Centre will be a special facility for testing, servicing, repair and upgrade of UPDF armored vehicles.

Objectives:

1. Equip to carry out level 3 and 4 repair/ maintenance and assembly
2. Facilitate Technology Transfer
3. Maintenance and fabricate fast moving spares
4. Training and skilling to enhance UPDF officers and Militants.

Location: Magamaga

Beneficiary: UPDF

Outcomes:

1. Enhanced force capability
2. Enhanced combat service support capability
3. Increased efficiency and effectiveness.

Expected Impact:

1. Enhanced force sustainability
2. Reduced pressure on the national budget.

Cost: Shs 75,000,000,000

3.3.8.Project name: Defence Research, Science and Technology Centre (DRSTC)-Lugazi *(under NDP II objective 4, intervention iii)*

Description: Defence Science and Technology Centre (DRSTC)-Lugazi is an establishment aimed at spearheading carrying out scientific Research and Development (R&D) leading to better scientific products and absorption of foreign technology. It is anticipated that DRSTC will feed the production centers of Luwero Industries Limited (LIL), NEC, MAVEC and any other relevant within or outside MoDVA. DRSTC will work closely with Uganda Industrial Research Institute (UIRI) to identify and solve the military scientific and technology gaps.

Location: Lugazi

Beneficiary: UPDF, Ugandans and the EAC Region.

Objectives:

1. To enhance military applied research
2. To increase military capability of Uganda
3. To fast track socio-economic transformation.

Outcomes:

1. Improvement in scientific research and technology
2. Value addition and innovation
3. Enhanced technology adoption
4. Enhanced application of science and technology.

Expected impact:

4. Enhanced military capability
5. Increased R&D in Uganda
6. Fast tracked socio-economic transformation.

Cost: Shs 24,984,590,000

3.3.9.Project name: MoDVA/UPDF Headquarters *(under NDP II objective 3, intervention ii)*

Description: The MoDVA/UPDF Headquarters was transferred from Bombo to Mbuya so as to physically and structurally separate Policy making from implementation levels. Nevertheless the resources available were not sufficient to build the state of the art facility to support the modern and profession UPDF. The planned MODVA/UPDF Headquarters building will solve the current office accommodation problem and enable more efficient and effective political and policy direction to lower level UPDF services, formations and units.

Location: Mbuya

Beneficiary: MoDVA civilian Staff and UPDF officers and Militants.

Outcome: Enhanced working conditions.

Expected impact: Improved Policy direction and welfare as well as service delivery

Cost: Shs 41,080, 060,000

3.3.10.Project name: Development of UPDAF Physical Infrastructure *(under NDP II objective 3, intervention i)*

Description: The Uganda Peoples' Defence Air Forces (UPDAF) has the mandate to defend Uganda's air and space domains, provide support to land forces and engage in operations other than war. Currently its infrastructure across the country is underdeveloped. The planned UPDAF infrastructure enhancement will enable efficient and effective delivery of defensive and offensive air operations.

Location: Entebbe, Nakasongola, Gulu, Masindi and Soroti

Beneficiary: UPDAF and the nation

Outcome:

1. Successful air operations
2. Enhanced combat readiness.

Expected impact: Well protected air and space domains

Cost: Shs 88,200,000,000

3.3.11.Project name: Establishment of National Defence College*(under NDP II objective 1, intervention iv)*

Description: The NDC will be the highest military institution in Uganda for training of senior military and civilian officers. The SCSC – Kimaka has been operating for 9 years producing quality military officers. These need to fully complete their training journey by completing NDC. Currently there a few who are eligible for accessing NDC and they are training abroad. This is very expensive and only accommodates a few who are key.

Location: Lugazi

Beneficiary: Senior UPDF officers and senior civilian officers

Outcomes: Improved training.

Expected impact: Enhanced professionalization

Cost: Shs 22,600,000,000

3.4 Internal Security Organisation Projects

3.4.1.Project name: Construct dormitories for the Institute of Security and Intelligence Studies –ISIS *(under NDP II objective 1, intervention iv)*

Description: The Institute is meant to bridge the gap that has hitherto existed as a result of lack of focused and specialised institutions to train and educate African leaders and policy makers. The institute is to train leaders on matters of state security and developmental issues such as economic development, food security, health, environmental concerns, community and political security. This will lead to post awards of Certificates, Diplomas and Masters of Security and Intelligence Studies. The Organisation completed phase one with the construction of the classrooms and administration block. There is need for construction of dormitories under phase two.
Location: Entebbe.
Beneficiary: ISO officers, UPDF Officers and civilian staff, UPF Officers, Ugandans, and other officers within the Great lakes and African Region.
Outcome: Improved skill and knowledge on security and Intelligence concerns.
Expected impact: Timely and quality intelligence
Cost: Shs: 8,000,000,000

3.4.2.Project name: Construct a Referral Hospital- Kitante Medical Centre – KMC *(under NDP II objective 3, intervention iii)*

Description: The Medical Centre will act as a referral hospital for other regional medical centres in Central, Eastern, Northern and Western. Its objective is to provide efficient and high quality medical care to members of staff, their families and the country at large.
Location: Kampala
Beneficiary: ISO staff, their families, and the general public.
Outcome: Improved quality health care.
Expected impact: Improved welfare and morale of staff resulting into increased productivity
Cost: Shs 7,543,000,000

3.4.3.Project name: Capacity building *(under NDP II objective 1, interventions i, ii & iii)*

This comprises of: ISO Headquarter and Field Stations; Communication equipment; Transport equipment; Training and re-skilling; Maintenance of Foundation Security; Security mobilisation; Resource Centre; and Executive guest houses.

a)ISO Headquarter and Field Stations

There is need to acquire land and construct the Headquarter and field Stations countrywide. The building is in a sorry state and may endanger the personnel, information and property. Modern Hotels and Residential Apartments surround the building making it vulnerable. There is inadequate office space for the required staff at headquarters, which has caused the management to rent extra offices in elsewhere, which is costly.
It will Cost; Shs 29, 625,000,000 (Inclusive of purchase of land for Land for head quarter and field stations at Shs 5,925,000,000).

b)Communication Equipment

The Organisation is relying on public service providers' e.g. MTN to relay information of intelligence nature. This makes it vulnerable, as the method is not reliable amidst increased security threats from the adversary.
It will Cost; Ushs.53, 073,000,000

c)Transport Equipment

Out of the 181 required vehicles for field and headquarter operations, the Organisation has only 47 vehicles leaving 134 Stations/Departments without any means of transport. Similarly for Motor cycles, all the 1500 GISOs lack means of transport.
It will Cost; Shs 35, 088,000,000

d)Training and Re-skilling

The Organisation is allocated 30 million annually to train ISO staff in various disciplines. This is inadequate considering the increased threat level. In order to enhance ISO staff capacity, there is need for continuous training and re-skilling both internal and abroad.
It will Cost; Shs 2,390,000,000

e)Maintenance of Foundation Security

There is need for enhancement of information collection and analysis capabilities on counter measures to deal with emerging threats.
It will Cost; Shs 102, 300,000,000

f)Security Mobilisation

The Organisation is the secretariat of National Security Council and therefore it needs to use local Government structures to mobilise and sensitise nationals on security concerns up to sub county level.
It will Cost; Shs 52,020,000,000
will Cost; Shs 52,020,000,000

g)Resource Centre

The Organisation will be conducting Research and Development (R & D) within its Institute of Security and Intelligence Studies, and therefore there is need to construct a Centre which will be adequately stocked with information and other research materials.
It will Cost; Shs 1,200,000,000

h)Executive guest houses

The Organisation has been accommodating its important guests in open places like hotels exposing them to security risks, and therefore the need to have own accommodation facilities.
It will Cost; Shs 4, 000,000,000

3.4.4.Project name: Security Information Monitoring Centre (*under NDP II objective 2, intervention i & iii)*

Establishment of Monitoring Centre is in accordance with Section 3 of the Regulation of Interception of Communications Act, 2010.
It will Cost: Shs 184,603,000,000
Location: Six (06) sites.
Beneficiary: All people within the borders of the Republic of Uganda.
Outcomes: Enhanced information collection on criminals.
Expected impact: Improved national security.
Cost: Shs 184,602,600,000

3.5 External Security Organisation Projects

3.5.1.Project ESO Capacity Building Project *(under NDP II objective 1, intervention i & ii)*

Description: This will involve:

1. Acquisition and maintenance of modern and technical equipment
2. Human resource development
3. Targeted recruitment of professionals
4. Training and re-skilling
5. Subscription to International bodies.

Location: Headquarter and Field stations.
Beneficiary: ESO Staff and the Nation.
Outcomes: Improved Efficiency and Effectiveness.
Expected impact: Enhanced Intelligence.
Cost: Shs 170, 993,332,700

3.5.2.Project Name: Diplomatic and Security stations *(under NDP II objective 3, intervention i & iii)*

Description: The diplomatic stations cater for external liaison and intelligence exchange with the host country. It markets the country's image to attract investors among others.
Location: 35 Stations.
Beneficiaries: Uganda
Outcome: Improved diplomatic relationships.
Expected impact:

1. Increased tourism
2. Increased foreign investment
3. Enhanced image.

Cost: Shs 54, 600, 000,000

3.5.3.Project name: Jumbo Medical Centre *(under NDP II objective 23, intervention iii)*

Description: The objective of this medical centre is to provide efficient and high quality medical care. The medical centre will cater for members of staff, their families and the general public.
Location: Kampala.
Beneficiary: ESO Staff, their Families and the General Public.
Outcome: Improved health care.
Expected impact: Improved welfare and morale of staff resulting into increased productivity
Cost: Shs 2,000,000,000.

3.5.4.Project name: Construction of ESO HQRS and Field offices *(under NDP II objective 3, intervention ii)*

Description: Currently ESO Headquarter is located in the city which is inappropriate. Part of the property that ESO occupies belongs to private owners; hence rented making it is very expensive. The number of staff ESO has increased tremendously. There are also challenges of upcoming five star hotels and other sky scraper buildings, surrounding the office make the office making it vulnerable. Thus there is need to acquire land and construct new offices.
Beneficiary: ESO Staff.
Outcome: Better working environment.
Expected impact: Motivated to staff.
Cost: Shs 27, 000,000,000.

3.5.5.Project name: ICT and Specialized Technical Equipment *(under NDP II objective 1, intervention i & ii)*

Description: Technological advancements will enable gathering of information using sophisticated gadgets. There is need for global modern classified equipment for technical information collection and computerization.
Location: Headquarters, Boarder Stations and Foreign Stations.
Beneficiaries: ESO
Outcomes: Timely coordination and quality intelligence.
Expected impact: Enhanced security.
Cost: Shs 46,100,000,000

3.5.6.Project name: Executive Guest houses *(under NDP II objective 3, intervention iii)*

Description: The objective of guest houses is to provide improved accommodation and hospitality for classified guests.
Location: Kampala and other strategic areas.
Beneficiaries: ESO
Outcome: Improved Accommodation.
Cost: Shs 10, 000,000,000.

3.5.7.Project name: International Centre - Katonga Project *(under NDP II objective 2, intervention i & ii)*

Description: The centre is for enhanced technical intelligence collection in the region and globally.
Location: Kampala
Beneficiary: Nation and ESO
Outcomes: Improved information collection at regional and International level.
Cost: Shs 100, 000,000,000

The security sector will continue to build on the successes achieved in the past three decades. In particular, focus is on building capacity to cause deterrence, and be able to deal with both internal and external threats decisively once deterrence fails. Whereas the sector will avoid being provoked into unnecessary and diversionary military conflicts over the irrational colonial borders, preferring use of dialogue and international arbitration solutions, it remains prepared to defeat any external aggressor.
The peace and stability being enjoyed throughout Uganda will continue to be maintained and consolidated. Given the intertwined relationship between Security and Development, there is no doubt that the peaceful and secure Uganda will continue with her onward match to socio-economic prosperity.

SECTION FOUR: INSTITUTIONAL ARRANGEMENTS FOR IMPLEMENTING THE SECTOR PLAN

4.1 Introduction

Management is principally concerned with the efficient use of resources in order to achieve desired outcomes. The responsibility of policy formulation, planning, budgeting and overseeing the implementation to achieve sector objectives lies in specific MDAs institutions, and at national levels. It is equally important that security management pursues effectiveness, efficiency and professionalism and at the same time aligns the sector with the cultural values and norms of Uganda.
Several institutional arrangements are in place to implement the sector plan. These include:

4.3 Parliament

In the case of security sector the taxpaying public supplies the resources and should therefore also have a say in the process, outputs and outcomes of the sector through their elected representatives (Parliament). The Constitution mandates the Parliament to regulate the security sector by making laws regulating the sector, appropriating the resources as well as playing the oversight role to the sector. The oversight role is through the work of both parliamentary committee on Defence and Internal Affairs and plenary sittings, as well as hearings during the parliamentary stage of security related bills. MPs have numerous ways for carrying out oversight role including scrutinizing policy statements, questioning to Ministers/accounting officers and undertaking field inspection visits. Additionally, parliament authorizes deployment of the UPDF outside Uganda.

4.2 National Security Council

The National Security Council (NSC) is established by the National Security Council Act 2000 and is chaired by the President. NSC has a broad representation from MDAs including the Ministries of Internal Affairs, Foreign Affairs, Defence, Security, Finance and the Attorney General. It also has, as ex-officio members, the heads of security organs and departments e.g. the UPDF, the Inspector General of Police, ESO, ISO, Special Branch, CMI, CIID, and Prison services. The Council's main functions are to:

- Inform and advise the President on matters relating to national security;
- Co-ordinate and advise on policy matters relating to intelligence and security;
- Review national security needs and goals;
- Receive and act on reports from the Joint Intelligence Committee (JIC);
- Carry out any other function as the parliament may oblige to the council.

4.3 Security Policy Framework

The Security Policy Framework (SPF) develops a common understanding of security problems that Uganda may face 10-15 years ahead. The SPF paper determines the MDAs that have a role to play in addressing the security threat and clarifies each MDA's responsibilities in order to improve co-ordination so that the government can respond more effectively. It also clarifies Uganda's approach to security for the benefit of neighbouring countries with whom Uganda has common security interests, as well as inform other key stakeholders about how the security question fits into Uganda's broader development plans.

4.4 East African Standby Force (EASF)

The African Union (AU) Peace and Security Council Protocol (2002) Article 12 acknowledges the fact that the scourge of conflicts in Africa impedes socio-economic development. The AU, therefore established the African Peace and Security Architecture (APSA) aimed at Conflict Prevention, Management and Resolution (CPMR), as well as post-conflict reconstruction on the African continent. African Standby Force (ASF) is one of the mechanisms under the APSA specifically for peace keeping. As part of ASF, Eastern African countries established Eastern Africa Standby Force (EASF). The mission of EASF is to develop capability to contribute to regional and continental Peace by effectively and rapidly responding to crises. Since 2007 when EASF was established, Uganda has fully supported and participated in all activities. By end of 2015 EASF capability to respond to security crisis was fully developed and launched.

4.5 EAC Defence and Security Protocol

Since inception in 1999, the East African Community (EAC) has taken bold steps to create a framework and structures to address issues of Peace and Security. Apart from the Republic of South Sudan that was admitted to the EAC regional block recently, the other five partner states have adopted and ratified a protocol on cooperation in Defence and Security matters. The protocol, among other things, enhances collaboration in areas of combating and preventing terrorism, Conflict Prevention, Management and Resolution (CPMR), Human and Drug trafficking, stopping Small Arms and Light Weapons (SALW) proliferation, as well as ensuring joint trainings, military exercises, joint operations, technical cooperation, experts working group meetings and visits/exchange programmes.

4.6 Joint Intelligence Committee (JIC) and Joint Operations Committee (JOC)

As provided for by the National Security Council Act, Uganda's civil and military intelligence work together under the framework of JIC to gather and analyse intelligence information, and timely report on the threat situation. JIC shares analysed information with JOC to enable the latter act spontaneously to deter the adversaries from realizing their objectives.

4.7 Top Management Committee

In the Ministry of Defence, the Top Management Committee (TMC) is responsible for strategic direction for the ministry and is chaired by the Minister of Defence. TMC is also mandated with policy formulation and supervision of activities and operations of the Ministry. Membership for TMC include; the Permanent Secretary, Chief of Defence Forces, Commander Land Forces, Commander Air Force and the Joint Chief Of Staff. ISO and ESO also have respective Senior Management Committees with similar responsibilities.

4.8 Defence Forces Council

The Defence Forces Council is the highest policy-making organ of the UPDF and is chaired by the Commander-in-Chief or any other person delegated to do so. The roles of the council include advising the President on all matters connected with the Control and Administration as well as giving professional advice on defence policy generally and all the deployment of the Defence Forces.

4.9 Command and Staff

Command and Staff is chaired by the CDF and formulates policy for consideration and approval by the high command and the Defence Force Council.

4.10 Security Committees and Intelligence Committees

As a way of ensuring national peace and stability, security committees were established at district and sub-county levels by the National Security Council Act 2000. These committees receive, analyse and share information concerning potential threats in their areas; and take appropriate actions or recommend options to decision makers.

4.11 Policy and Administration Committees (PAC)

All UPDF units and formations have Policy and Administration Committees (PAC) aimed at maintaining clear channels of communication between the various levels of the force. UPDF commanders and commandants have a responsibility to regularly hold PAC meetings to explain policy decisions from top echelons, to discuss various issues affecting the force and to solicit for proposals to solve problems.

4.12 Security Sector Working Group (SWG)

The Security Sector Working Group (SWG) chaired by the Ministry of Defence being the sector leader and meetings are held at two levels, namely, technical and steering. The SWG works closely with NPA to ensure that policy description and plans thereof are within general direction and resource envelope (MTEF).

SECTION FIVE: THE SSDP FINANCING STRATEGY

5.0 Introduction

The sector plan is estimated to cost UGX 17 trillion in the next five Financial Years. It is expected that the expenditures will be based on timeliness and sustainability of interventions and project implementation.

The SSDP anticipates relying on a reliable financing model whereby the government will mainly be the major source of funds. However, consultations on alternative sources financing will also be explored. Therefore, the SSDP will be financed through 3 ways including:

a) Government funding
b) External financing
c) Public Private Partnerships.

5.1 Government funds

These are annualized funds from government to all Ministries, Departments and Agencies (MDAs). These are reliable since they are sure means of financing. However, they are insufficient to implement all interventions provided in the SSDP.

5.2 External financing

External financing in the security sector is uncommon, though specifically the UPDF is receiving external financing from mainly African Union Mission in Somalia (AMISOM) and the United Nations Guard Unit (UNGU); but this only covers wage and operational expenses. These operations are mainly for ensuring regional peace and security.

5.3 Public Private Partnerships (PPP)

These innovative ways of tapping non-conventional sources of financing will be explored starting with barracks construction involving 30,000 housing units, Acacia Mess and Chiefs Block. The MoDVA Public Private Partnership team will be formed and an adviser procured for each transaction.

5.4 Costing of the SSDP

The SSDP has been costed mainly in anticipation of government funds. Therefore, the cost matrix has been divided into two to include; recurrent expenses as per Ministry of Finance Planning and Economic Development (MoFPED) annual releases, and the Projects which will be undertaken with increased funding.

SECTION SIX: MONITORING AND EVALUATION ARRANGEMENTS

6.0 Introduction

Participatory Monitoring and Evaluation (M&E) is an important element of development policy formulation and implementation which the security sector is committed to. Monitoring of projects within the security sector is a continuous process of systematic data collection while Evaluation entails a systematic and objective assessment of on-going or completed interventions and the resulting impacts.

Implementation of SSDP shall require enhanced collaboration and coordination of actors within the sector and outside it, at all levels. Additionally, timely approval of derivative sub-sector plans by the relevant authorities will be critical in ensuring effective implementation of SSDP as well as serving as a strategic control mechanism to ensure commitment to achieving set goals and objectives.

Like for other sectors, the security sector through the accounting officers enforces implementation the plan with special focus on monitoring financial and physical implementation through reviews on both quarterly and annual basis.

6.1 Monitoring and Evaluation of SSDP

Effective mechanism for monitoring and evaluating the implementation of the Development plan will be important for achievement of the anticipated sector objectives. In particular M&E in security sector will:

a) Ensure that the interventions being carried out conform to the development plan

b) Ensure that the results being achieved are aligned with the set objectives

c) Serve as an "early warning system and gives an opportunity for all implementers to communicate how they are doing where the problems and opportunities lie

d) Provide a regular information to all stakeholders on the progress of implementation and aid informed decision making

e) Allow corrective action and fine tuning “not only the interventions, but the planning process leading to improved performance

f) Demonstrate public accountability and transparency in the implementation of the sector projects and programs

g) Promote learning, feedback, and knowledge sharing on results and lessons learned among implementers.

h) The emphasis of the M&E system for SSDP will be monitoring of outputs, outcomes and impact rather than inputs and activities. Regular monitoring will focus on the following issues:

i) Activities being implemented within set timelines and progress being made

j) The extent to which the desired results are being achieved in relation to set targets

k) Changes in the strategic security environment and whether the assumptions still hold.

See the results framework on next page.

Table 3: M&E Results Framework

DEFENCE AND SECURITY

KRAs/AREAS OF FOCUS:

1. Continued professionalization and modernization of the Sector
2. Institutionalization of the reserve forces
3. Clearance of backlog of retirement arrears and regularization of retirement
4. Enhancing sector welfare, including accommodation and Medicare
5. Strengthening and Institutionalization of Sector R&D in collaboration with national and regional EAC frameworks

OUTCOME LEVEL INDICATORS

OBJECTIVES		OUTCOME	OUTCOME INDICATORS	Baseline2012/13	Target 2015/16	Target 2016/17	Target 2017/18	Target 2018/19	Target 2019/20
1. Improve capability of defence and security forces.		Improved strategic outreach: Firepower delivery Mobility and troop protection and deployability	Weapon system coverage, speed, and accuracy	high	high	high	high	high	high
		Staff capacity enhanced	.% of trained staff's capacity enhanced	12	13	15	20	25	28
2. Strengthen internal and external security		Improved peace and security.	Level of public confidence in the security system	medium	high	high	high	high	high
			% of tourist arrivals						
3. Enhance Defense and Security Infrastructure.		Improved productivity and welfare.	% reduction in morbidity and mortality for the soldiers and their families.	40	45	48	55	62	80
			Level of satisfaction of the defence and security personnel	15	22	33	48	57	70
4. Enhance Research and Development		Established superior defence capability	% of weapons and equipment improvement	70	75	80	90	100	100

(R&D).			% expenditure on R&D	5bn	5bn	5.5bn	7bn	8bn	10bn
			% Reduction in the number of imported arms and ammunitions	5	5	5	5	5	5
5. Enhance production for wealth creation and self-sustainability		Improved agricultural production and productivity .	% Level of self-sufficiency in force Rations	0	0	0	5	10	15
			% Reduction in prices of agricultural products						
		Improved infrastructure development.(Standard Gauge Railway)	% Capacity Improvement of the UPDF engineers brigade.(skills, equipment and infrastructure)	15	18	25	28	35	50
6. Establishment of National Service		Improved security and service delivery.	Level of National mind set transformation	0	0	5	10	20	30
			Number of national service programmes designed and implemented	0	0	1	4	8	10
			Percentage of the youth that have undertaken national service	0	0	5	7	11	15
7. Improve Administration, Policy and Planning		Improved decision making, policy and planning.	Quality of policies, plans & decisions	low	low	low	Low-medium	medium	medium
			Administrative efficiency and effectiveness	medium-high	medium-high	medium-high	high	high	high
			Accountability reports provided to stakeholders	1	1	1	1	1	1

OUTPUT INDICATORS									
OBJECTIVES	**INTERVENTION**	**OUTPUT**	**OUTPUT INDICATORS**	**Baseline2012/13**	**Target 2015/16**	**Target 2016/17**	**Target 2017/18**	**Target 2018/19**	**Target 2019/20**
1. Improve capability of defense and security forces.	i. Acquire, refurbish and maintain relevant defense and security equipment.	Equipment acquired, refurbished & maintained.	Value of equipment acquired, refurbished and maintained	207 bn	207bn	215bn	220bn	225bn	250bn
	ii. Institute measures to strengthen combat service support	Combat Service Support element reorganized and equipped.	Value of Combat Service Support.	11bn	11bn	13bn	17bn	20bn	20bn
	iii. Establish a National Defence College (NDC) and Institute for Security Studies (ISS)	National defence college established		0	1	1	1	1	1
	iv. Develop and implement human capital development programmes for defence and security	Training & Retraining	No. Trained & Retrained.	6,000	7,500	12,000	15,000	15,000	20,000
		Establish NDC							
2. Strengthen internal and external security	i. Institute measures to enhance information collection and analysis capability to deter and curtail hostile activities against the country internally and externally	Enhanced information collection and analysis system	No. of internal armed conflicts	365	365	365	365	365	365
			No. of security analysis reports						

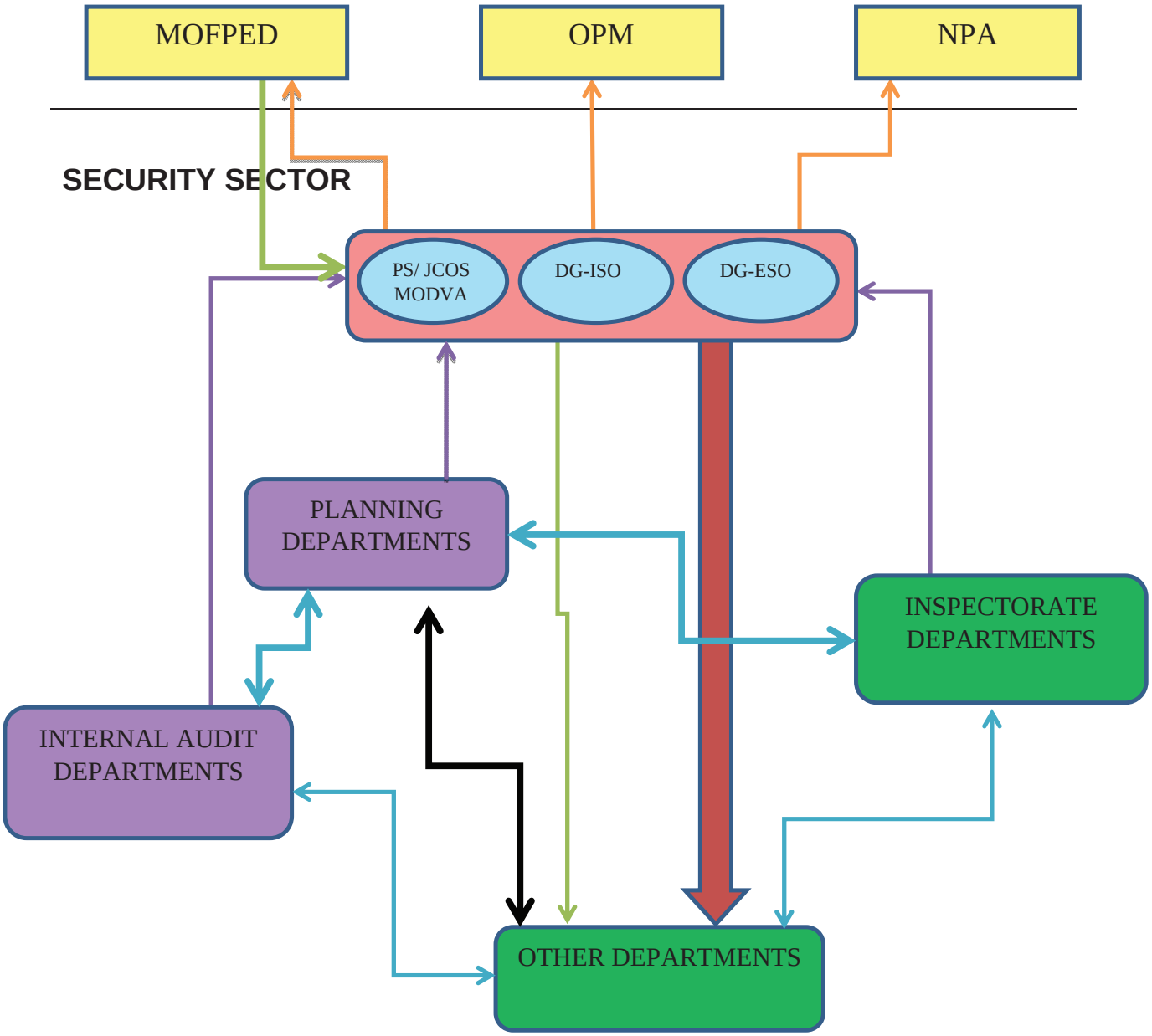
	ii. Harmonize the intra-sectoral and multi-agency coordination and operations	Inter sector and agency coordination harmonised	Level of inter-sector agency coordination	Medium-high	high	high	high	high	high
3. Enhance defense and security infrastructure	i. Develop and maintain Air Force physical infrastructure	Air force physical infrastructure established	% of air force physical infrastructure constructed.	50	60	65	70	80	100
	ii. Construct and renovate administrative and operational Infrastructure	More administrative infrastructure renovated	Administrative infrastructure renovated and functional.	60	70	75	80	90	95
	iii. Develop and maintain Defence & Security welfare infrastructure	Defence & Security welfare infrastructure constructed.	No. of military referral hospitals/health centres (HC III) constructed	6	8	10	10	11	14
4. Enhance Research and Development (R&D)	i. Review and harmonize the R&D policy	R& D policy harmonized.	Number of reports on harmonization of the R& D policy.	0	0	0	1	2	2
	ii. Improve innovation and prototype development	Innovation and prototype development carried out.	% increase in Prototype development.	30	30	40	50	55	60
	iii. Equip and facilitate the Defence Research, Science and Technology Centre (DRSTC-Lugazi) and the Nakasongola Avionics Research Centre	Activities of Defence Research, Science and Technology Centre (DRSTC-Lugazi) enhanced.	Level of activities of Defence Research, Science and Technology Centre (DRSTC-Lugazi) & Nakasongola enhanced.	low	Low-medium	medium	Medium-high	high	high

5. Enhance production for wealth creation and self-sustainability	i. Establish commercial agriculture and value addition facilities	Commercial agricultural facilities established	Number of value addition agriculture facilities established.	0	1	4	4	5	8
	ii. Establish mechanisms for defense to participate in primary, secondary and industrial production.	Enhanced defence participation.	Level of activities that involve defence	low	Medium-high	Medium-high	high	high	high
	iii. Revitalize and facilitate defence production enterprises	Defence industrial production strengthened,	% defence industrial production to GDP	0	0	1	1.2	1.3	1.5
	iv. Fast track the development of regulatory frameworks to guide and support involvement in national infrastructure development	regulatory frameworks	Number of regulatory frameworks developed and disseminated	0	1	3	3	4	5
6. Establishment of National Service	i. Develop and implement a National Service System.	National service established	% of Administrative infrastructure, human resource and equipment put in place to run the NS.	0	8	15	35	50	60
			% of youth engaged in National Service	0	2	20	40	50	65
	ii. Review policies and legislation for the reserve force.	Relevant policies and legislation for the RF reviewed.	Number of reports on review policies and legislation of the RF.	0	2	3	3	4	5

7. Strengthen Administration, Policy and Planning	i. Implement measure to strengthen the policy and planning function of the sector	Enhanced policy and planning functions.	Number of policy reforms enhanced.	1	2	2	3	3	4
	ii. Review and implement reforms to improve welfare of staff (including defense and security forces) and their families	Staff welfare enhanced.	Value of welfare and entertainment (food) items provided.						
			Value of Medicare						
	iii. Develop and implement human resources master plans.	Human Resource master plans developed & implemented	Number of reports on development of Human Resource master plans.	1	1	1	2	2	2
			Number of staff trained under this plan.						
	iv. Streamline the management of gratuity, pension and survivors benefits.	A special plan for settlement of pension and retirement arrears developed and implemented.	% of due beneficiaries served						
	v. Revitalize mechanisms for HIV prevention and treatment.	Sustained HIV/AIDS awareness carried out. HIV testing of combatants and their spouses encouraged. Mother-child HIV transmission checked.	Number of mothers checked to prevent Mother-child HIV transmission.						
			No of HIV/AIDS awareness programs						
			No of soldiers & spouses for VCT						
			% reduction in HIV/AIDS incidence						

	vi. Integrate human rights, gender, environment and governance issues in the training and operational guidelines.	**International Humanitarian Law (IHL) in the training integrated.**	**Number of courses held integrated International Humanitarian Law (IHL).**	**0**	**0**	**0**	**0**	**1**	**2**

Figure 1: M&E Stake holders (Map), Roles and Responsibility



6.2 The Office of the Prime Minister /National Planning Authority

a) Harmonizes and standardizes M&E procedures, practices and mechanisms
b) Provide technical support and oversight to sector Planning Units i.e. the operationalization of monitoring and statistics functions, and the design and implementation of 5-year rolling evaluation plans
c) Reports to Cabinet periodically on sector performance and results
d) Monitors the implementation of the M&E Policy
e) Establishes evaluation guidelines

6.3 Ministry of Finance, Planning and Economic Development

a) Ensures monitoring and evaluation of Vote Function Outputs through the Chart of Accounts and setting of budget ceilings for Output
b) Ensures release of sufficient resources and monitors quarter allocation and use through the national
c) Monitors budget execution and progress on MOUs commitments to promote efficiency and effectiveness of public spending within MoDVA
d) Ensures that all public investment projects approved by the Development Committee have a clear monitoring and evaluation plan, and sufficient resources for conducting monitoring and evaluation activities
e) Releases timely and quality information on budget execution
f) Reports periodically to Cabinet and Parliament on budget preparation, execution and implementation

6.4 Accounting Officer

Enforces implementation of the M & E policy; ensures process controls i.e. budget, procurement, procedure and all management systems; custodian of quarterly and annual M & E reports and collaborates external reports. In addition, the sub-sector accounting officers will:
a) Evaluates and recommends approval of M&E funds
b) Enforces timely project implementation, management and evaluation
c) Ensures project inspection

6.5 Inspectorate Department

a) Carry out inspections in all MoDVA/UPDF formations
b) Inform top leadership of the strengths and weaknesses in the project implementations
c) Checks quality, standard and soundness of infrastructure

6.7 Internal Audit

a) Reviews the financial performance of the sub-sectors.
b) Streamline financial gaps.
c) Writes sub-sector financial compliance reports to accounting officer
d) Audits projects payments

6.8 Department of Policy and Planning

a) Coordinates the M&E of the approved work plans
b) Develops quarterly and annual M&E reports to accounting officers then to OPM and MoFPED
c) Occasionally carries out M&E field visits/project inspection
d) Prepares the annual state of SSDP projects report
e) Undertake Mid-term evaluation SSDP to assess whether the objectives and the expected results are being achieved
f) Sharing and collaboration within the sector to so as basic principles and best practice of M&E in the context of Security environment

6.9 Departmental Heads

a) Develop annual work plans
b) Assign personnel to selected projects
c) Manage and supervise contracted projects
d) Develop project progress reports
e) Issue project certificates

6.10 Periodic Reporting

In line with the Result based M&E framework currently being used by the Government of Uganda; the following key reports shall be regularly compiled:

6.11 Quarterly M&E Reports (Three months)

At sub-sector level, a quarterly progress report shall be generated to provide the status of achievement of targeted outputs and the assessment of progress towards SSDP objectives. These reports will also provide an opportunity to share lessons and experiences. The adjustments made or corrective actions and decisions to be taken, where necessary will be always part and parcel of quarterly M&E reports.

6.12 Bi-Annual Progress Report (Six months)

The bi-annual progress report shall be prepared by SWG Secretariat in collaboration with other departments. The report shall provide progress made in implementing SSDP and is part of the report submitted to OPM by the sub-sector accounting officer. OPM then using sector Bi-Annual reports compiles the Government Half Annual Performance Report (GHAPR) that is discussed by Cabinet.

6.13 Annual Report

The annual report provides information and data on the progress made in implementation of the SSDP by all relevant stakeholders. The report will highlight the success stories, challenges encountered and innovative solutions to the challenges. It also highlights the priority programs for next year and strategies for maintaining and improving existing projects and/or programs.
The Annual report will form part of the security sector annual performance report that is submitted to NPA and OPM for further management and eventual discussion with the Presidency and during the Cabinet retreat respectively.

ANNEX 1: COST IMPLEMENTATION MATRIX

Table 4: Cost Implementation Matrix

S/N	ITEMS	COSTS IN UGX MILLIONS					
		2015/16	2016/17	2017/18	2018/19	2019/20	TOTAL
1	General staff salaries	565,723.17	582,694.86	600,175.71	618,180.98	636,726.41	3,003,501.13
2	Allowances	262,474.57	267,724.06	273,078.54	278,540.11	284,110.91	1,365,928.20
3	Pension for military service	63,721.30	76,465.56	91,758.67	110,110.41	132,132.49	474,188.43
4	Medical and agricultural products	6,959.40	7,168.18	7,383.23	7,604.72	7,832.87	36,948.40
5	Incapacity, death benefits and funeral expenses	10,807.00	10,807.00	10,807.00	10,807.00	10,807.00	54,035.00
6	Gratuity expenses	39,160.30	39,747.70	40,343.92	40,949.08	41,563.31	201,764.32
7	Advertising and public relations	264.5	264.5	264.5	264.5	264.5	1,322.51
8	Staff training	13,814.62	14,643.50	15,522.11	16,453.44	17,440.64	77,874.32
9	Books, Periodicals & Newspapers	504	504	504	504	504	2,520.00
10	Recruitment expenses	6.11	6.14	6.17	6.2	6.23	30.86
11	Commissions and related charges	2,221.40	2,221.40	2,221.40	2,221.40	2,221.40	11,107.00
12	Computer supplies and information technology	4,155.68	4,363.46	4,581.64	4,810.72	5,051.26	22,962.76
13	Welfare and entertainment	57,475.98	57,475.98	57,475.98	57,475.98	57,475.98	287,379.88
14	Special meals and drinks	-	50	50	50	50	200
15	Printing, stationary, photocopying and binding	2,344.15	2,344.15	2,344.15	2,344.15	2,344.15	11,720.74
16	Small office equipment	364.42	373.53	382.86	344.58	310.12	1,775.51
17	Bank charges and other related bank costs	1,391.90	1,391.90	1,391.90	1,391.90	1,391.90	6,959.50
18	IFMS recurrent costs	18.6	18.6	18.6	18.6	18.6	93
19	Subscriptions	11,033.40	11,035.61	11,037.81	11,040.02	11,042.23	55,189.07
20	IPPS recurrent costs	25	25	25	25	25	125
21	Telecommunications	11,232.64	11,288.80	11,345.25	11,401.97	11,458.98	56,727.65
22	Property expenses	636.66	639.84	643.04	646.26	649.49	3,215.29
23	Rent	11,719.70	11,836.90	11,955.27	12,074.82	12,195.57	59,782.27
24	Electricity	9,441.71	9,630.54	9,823.15	10,019.62	10,220.01	49,135.03
25	Water	4,527.41	4,617.96	4,710.32	4,804.52	4,900.61	23,560.82
26	Classified expenditure	458,552.35	504,407.58	554,848.34	610,333.18	671,366.49	2,799,507.94

S/N	ITEMS	COSTS IN UGX MILLIONS					
		2015/16	2016/17	2017/18	2018/19	2019/20	TOTAL
27	Uniforms, beddings and protective gear	40,193.40	40,997.27	41,817.21	42,653.56	43,506.63	209,168.07
28	Consultancy services	14,612.10	14,612.10	14,612.10	14,612.10	14,612.10	73,060.50
29	Travel inland	9,598.24	9,694.22	9,791.16	9,889.08	9,987.97	48,960.67
30	Travel abroad	10,938.30	10,938.30	10,938.30	10,938.30	10,938.30	54,691.50
31	Carriage, haulage, freight and transport hire	15,045.10	15,120.33	15,195.93	15,271.91	15,348.27	75,981.53
32	Fuels, lubricants and oils	35,071.31	35,772.74	36,488.19	37,217.95	37,962.31	182,512.51
33	Maintenance - civil	494.4	495.88	497.37	498.86	500.36	2,486.88
34	Maintenance - vehicles	29,100.17	29,100.17	29,100.17	29,100.17	29,100.17	145,500.87
35	Maintenance - machinery equipment and fittings	14,501.40	14,501.40	14,501.40	14,501.40	14,501.40	72,507.00
36	Compensation to 3rd parties	400.1	400.1	400.1	400.1	400.1	2,000.50
37	Land	4,137.20	4,137.20	4,137.20	4,137.20	4,137.20	20,686.00
38	Residential buildings	69,131.90	69,131.90	69,131.90	69,131.90	69,131.90	345,659.50
39	Transport equipment	23,592.03	23,709.99	23,828.54	23,947.68	24,067.42	119,145.67
40	Machinery and equipment	15,684.90	15,731.95	15,779.15	15,826.49	15,873.97	78,896.46
41	Furniture and fixtures	173	173	173	173	173	865
Sub Total		**1,821,249.52**	**1,906,263.33**	**1,999,090.30**	**2,100,722.86**	**2,212,351.26**	**10,039,677.28**
Projects							
1	Capacity Enhancement MoDVA	384,176.50	403,468.66	423,919.80	446,404.69	471,024.82	2,128,994.48
2	National Defence College (NDC)	2,260.00	6,780.00	9,040.00	3,390.00	1,130.00	22,600.00
3	Establishment and Development of an Engineer Division	7,000.00	14,000.00	28,000.00	17,500.00	3,500.00	70,000.00
4	Air force Infrastructure	8,360.00	19,980.00	18,315.00	13,103.75	16,256.69	76,015.44
5	Construct new headquarters for MODVA	3,122.00	3,246.88	8,928.92	24,554.53	1,227.73	41,080.06
6	Construction of a National Military Museum	2,160.00	5,400.00	8,640.00	3,240.00	2,160.00	21,600.00
7	Construction of Military Referral Hospital	24,600.00	24,600.00	24,600.00	24,600.00	24,600.00	123,000.00
8	Barracks Construction	580,000.00	580,000.00	580,000.00	580,000.00	580,000.00	2,900,000.00

S/N	ITEMS	COSTS IN UGX MILLIONS					
		2015/16	2016/17	2017/18	2018/19	2019/20	TOTAL
9	Develop and Implement a special plan for settlement of pension and retirement arrears.	233,323.76	229,639.10	219,738.80	219,888.35	220,007.95	1,122,597.96
10	Enhance activities of Defence Research, Science and Technology Centre (DRSTC-Lugazi)	4,500.00	5,175.00	5,951.25	5,058.56	4,299.78	24,984.59
11	Refurbishment of Magamaga Armoured Vehicle Engineering Centre (MAVEC)	2,250.00	5,250.00	30,000.00	26,250.00	11,250.00	75,000.00
12	National Enterprise Corporation (NEC)	6,294.80	12,589.60	25,179.20	12,589.60	6,294.80	62,948.00
13	Luwero Industries	8,000.00	20,000.00	20,000.00	20,000.00	20,000.00	88,000.00
14	Food and Beverages Production Projects- Kakiri	2,000.00	3,000.00	3,000.00	3,000.00	3,000.00	14,000.00
15	Enhancing ISO Physical Infrastructures	20,209.50	9,372.50	8,236.92	8,433.53	4,025.29	50,277.73
16	ISO capacity Enhancement	167,305.71	54,503.71	25,033.00	21,960.00	21,706.00	290,508.41
17	Capacity Enhancement ESO	610.16	647.5	11,872.53	20,415.08	13,021.02	46,566.29
18	Enhancement of ESO infrastructure	3,480.00	5,220.00	8,700.00	10,150.00	1,450.00	29,000.00
19	Strengthening Information Collection Capabilities	6.1	6.48	118.73	204.15	130.21	465.66
Sub Total		**1,459,658.53**	**1,402,879.43**	**1,459,274.15**	**1,460,742.24**	**1,405,084.29**	**7,187,638.62**
Grand Total		**3,280,908.05**	**3,309,142.76**	**3,458,364.45**	**3,561,465.10**	**3,617,435.55**	**17,227,315.90**

Key Security Sector Resource Documents / Reference

. The Constition of Republic Uganda 1995, as amenda
. Sustainable Develompment plan
. Vision 2040
. Second National Development plan (SDPII)
. First National Development plan (SDPI)
. Uganda Defence Policy 2003
. White Paper on Defence Transformation, June 2004
. UPDF Act 2005
. Uganda Bureau of Statistic, Statistical Abstract 2014
. Security Policy Framework Paper, 2003
. National Security Council Act, 2001
. Security Organisations Statute and Terms and Conditions of Services, 2000
. Defemce Strategic Infrastructure Investment Plan DSIIP - FY2015/16 FY2019/2020
. Public Finance Managemant Act 2015
. Foreign Affairs Policy
. Public Private Partnership Act, 2015
. National Resistance Movement Manifesto (2016 - 2021)
. East Africa Community , Security and Defence Protocol

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