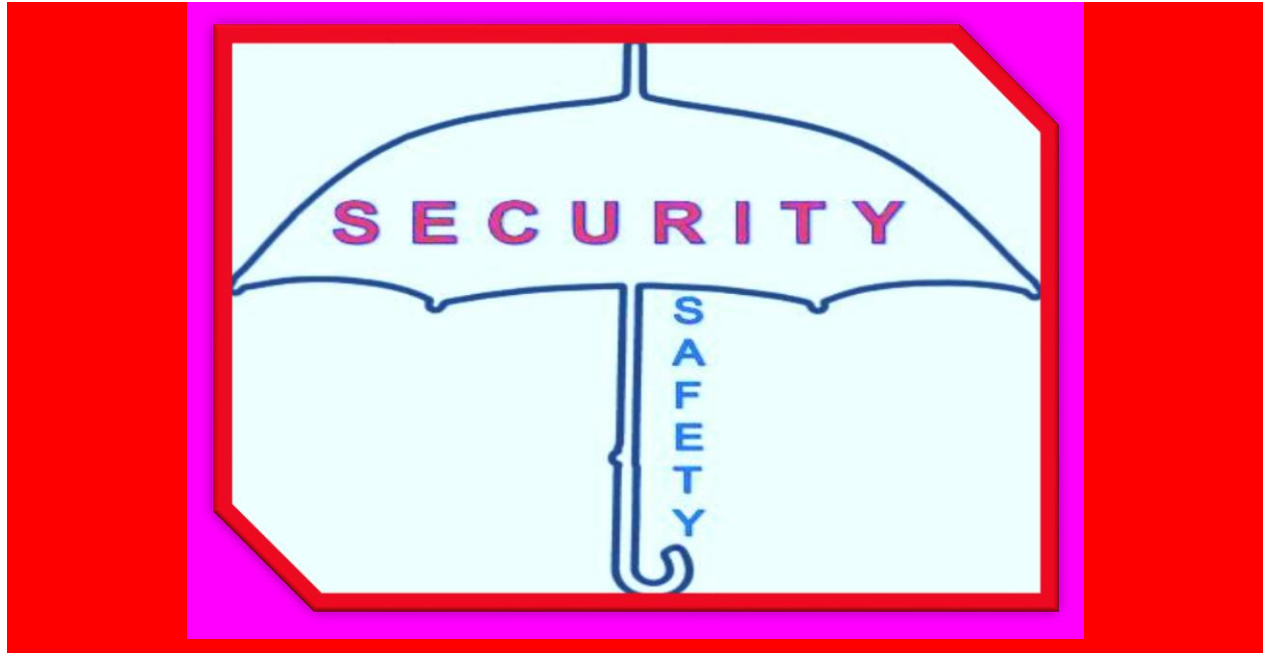




Uganda Management Institute

## Institute's Security and Safety Policy

*Security and safety at all times*



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## **Foreword**

Uganda Management Institute enjoys highly visible locales and the main campus occupies one of the busiest streets in Kampala, the political and business Capital of Uganda. The other centres of the Institute in Mbarara, Gulu and Mbale are equally valued spots. This unique physical setting coupled with the nature of its high profile clientele, makes it an attractive target of those who seek to do harm to others. More importantly, we have a duty to provide a secure and safe environment for UMI Community as they go about the business of the institute.

Whereas various incremental security and safety measures have been undertaken since the founding of the Institute in 1969, the extension of global terror to Uganda signified by 2010 attacks at Lugogo Rugby grounds (less than 1000metres from UMI) and an Ethiopian Restaurant both in Kampala heightened a sense possible terror attack to UMI. The heightened security measures taken by both the state and UMI culminated into my directive to form an Institute Security Committee. This Institute Security and Safety Policy (ISSP) aligns traditional security approaches of physical asset protection with anti-terrorisms measures including safety procedures.

1. I take this opportunity to acknowledge efforts of the Security Committee (SC) to craft this policy. This policy concerns harm to our people and property whether maliciously or accidentally. Due to sensitivity of security and safety matters, violation of provisions of this policy will be closely monitored and once breaches are detected, culprits will be severely dealt with as per laws and regulations established. I encourage everyone to study it carefully and play their legitimate roles.

**James Nkata, PhD**  
Director General

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**Acronyms and Initials**

<b>ICT</b>	Information, Communication and Technology
<b>IPA</b>	Institute of Public Administration
<b>ISSP</b>	Institute Security and Safety Policy
<b>MPS</b>	Ministry of Public Service
<b>TMT</b>	Top Management Team
<b>UMI</b>	Uganda Management Institute

## Definitions of Key Concepts

**Governance** is a system by which an organisation is controlled and operates, and the mechanisms by which it (governance), and its people, are held to account for their actions and inactions.

**Managers** include Director General, other Directors, Deans, and Heads of Departments, officers designated as managers including those in charge of centres, supervisors and workers with management responsibilities.

**Managing Directors** include Director General, Director Programmes and Student Affairs; and Director Finance and Administration.

**Safety** is the degree to which *accidental harm* is prevented, detected, and reacted to in order to keep a **steady state** of an organization or place doing what it is supposed to do.

**Security** is the degree to which *malicious harm* is prevented, detected, and reacted to. It is the process or means (physical or human) of delaying, preventing, and otherwise protecting against external or internal, defects, dangers, loss, criminals, and other individuals or actions that threaten, hinder or destroy an organization's "steady state," and deprive it of its intended purpose for being.

**Security and safety management framework** is a set of components (which include the policy and procedures) that effectively integrates the process for managing security and safety into an organisation's overall governance, policies, strategy, planning, management, reporting processes, values and culture. It provides the foundations for continually improving security and safety management throughout the organisation.

**Security threat** is expressed potential for the occurrence of a harmful event such as an attack.

**Survivability** is the degree to which both *accidental* and *malicious harm* to essential services is prevented, detected, and reacted to.

**Terrorism** is constituted by acts of individuals or groups designed to induce fear (often indiscriminate) through violent victimization destruction of non-combatant targets and sometimes iconic symbols. Such acts are meant to send a message from an illicit clandestine organization.

**UMI community** includes Governing Council Members, the Chancellor, participants (students), staff, UMI partners, interns, service providers or contractors and all other persons participating in UMI business or activities while operating in our precincts.

## 1.0 Situational Analysis and Policy Challenge

### 1.1 Introduction

2. The Uganda Management Institute Security and Safety Policy (ISSP) is aimed at ensuring security and safety of Governing Council Members, the Chancellor, Participants (Students), Staff, UMI Partners, Interns, Service Providers or Contractors and all property all times while on Institute business or when within its precincts. The Institute considers survivability (security and safety) as a major plank for effective and efficient delivery of services.
3. The policy is born out of a need to strengthen support functions for enhanced organizational competitiveness and sustainability in line with the Objectives five (5) and six (6) of the Institute Strategic Plan (2013/4 – 2017/18) and its development was directed by Top Management Team (TMT) during their deliberations of 4<sup>th</sup> February, 2016 - (Ref. Min5/2/2016).

### 1.2 Background and Policy Challenge

4. Since its founding in 1969 as an Institute of Public Administration (IPA), this former agency of Ministry of Public Service (MPS) has treated security as central to its management. At inception, the Institute premises were secured by a perimeter fence of *chain link* and six (6) Watchmen manned the three entry points during day and night. However, by the late 1980s due the general malaise that pervaded most public institutions, the chain-link fence had collapsed and the campus was crisscrossed by footpaths from all directions rendering the work of Watchmen untenable.

Uganda's Public Sector reforms of the 1990s saw a dramatic transformation that led to throughput of participants multiply by ten (10) times from about 200 to about 2000 on long and short courses annually. Along with these changes was an introduction of a large number computers and modern teaching facilities. There was also an increase of staff and participants' cars and thereby attracting thieves and other fraudsters. The security threats had increased and required a robust response.

5. In 1993 to 1995, a perimeter fence of brick wall tapered with metallic grills was erected around the 11 acre campus on Jinja Road., Kampala to exclude trespassers and thieves in general. Also in 2003, a decision was taken to hire two armed guards from private security firms to support the Institute's internal unarmed guards. One armed guard was to work during the day and the other during the night. Simultaneously, the number of the guards was increased to man the increased number of insecurity hot spots identified. The position of *Watchman* was upgraded to *Security Guard* requiring higher level of qualifications. A summary of security measures undertaken between 1990-2010 are indicated in **Table 1** below:

<b>TABLE 1: SECURITY MEASURES UNDERTAKEN FOR THE PERIOD 1990-2010.</b>	
S/N	MEASURES TAKEN
1.	A perimeter wall fence was erected between 1993 and 1995. This immediately cut off the trespassers who had hitherto crisscrossed the campus through the many footpaths.
2.	The Institute embarked on burglar proofing all security sensitive areas
3.	The number of Security Guards increased to nine
4.	At the time of setting up the Global Distance Learning Centre, it was fitted with electronic surveillance equipment with an alarm system to alert Guards in case of intrusion
5.	Two armed guards were hired from private firms to back up the nine internal guards
6.	At one time a private security firm set up electronic surveillance equipment with an alarm system to alert Guards in case of intrusion. However due to poor performance of the firm's personnel this system was removed.
7.	With the increased number of vehicles for students and staff especially for evening programmes, the lighting system around the campus was enhanced to reduce the dark spots to aid guards to do their work properly
8.	Thieves took to the practice of scaling the perimeter wall to steal Institute property. Therefore the fence was reinforced with a razor wire and lighting improved



**Compiled by Mr. Lukonji Bossa former Director Finance and Administration, UMI**

The construction of the perimeter fence also marked the need to establish a *Security Section* of the Institute though only protection of Institute physical property from theft and trespass remained of central concern.

6. The extension of global terror to Uganda signified by 2010 attacks at Lugogo Rugby grounds (less than 1000metres from UMI) and an Ethiopian Restaurant both in Kampala heightened a sense possible terror attack to UMI. The various security measures taken by both the state and UMI culminated into establishment of an Institute Security Committee. This policy aligns traditional security approaches of physical asset protection with anti-terrorisms measures including safety measures.

<b>Table 2: ADDITIONAL MEASURES TAKEN TO ADDRESS THE SECURITY SITUATION</b>	
<b>S/N</b>	<b>MEASURES TAKEN</b>
1.	Car stickers for staff and students were introduced
2.	Soft targets were burglar-proofed like Cash Office, Procurement Office, Entry into the Library, Registrar's Offices
3.	An electronically operated door fixed at the entrance to the Corporate Offices at the Main building
4.	The Security Service was beefed up by armed security guards from Police and Private Security Firms

**2.0 Policy Statement and Scope of Application**

**2.1 Policy Statement**

**7. Uganda Management Institute is committed to the security and safety of Institute Governing Council members, the Chancellor, Staff, Participants, Service Providers, Visitors (UMI Community) and all property within its precincts at all times while on UMI business. This aims at providing supportive functions for enhanced competitiveness among World-class Management Development Institutes and for its sustainability. It is targeted that by the year**

**2026, Security and Safety measures will be 75% ICT enabled with every building and open space under twenty four (24) hours surveillance on a daily basis.**

## **2.2 Scope of policy application**

8. The policy covers prevention, detection, and reaction to both *accidental* and *malicious harm* to UMI Community and all property within the Institute precincts at all times.
9. This policy also applies to requirements for protecting Institute information and technology resources from physical and environmental threats in order to reduce the risk of loss, theft, damage, or unauthorized access to those resources, or interference with UMI operations as may be detailed out in other related official documents.
10. Designated residential premises for officials of the Institute and for staff while transiting for duty
11. For avoidance of doubt the Policy applies to Institute premises (precincts) wherever they are in various UMI service centres. Security and Safety in transit includes persons and property.

## **2.3 Guiding Principles**

12. The success of this Security and Safety Policy Framework will be guided by the following principles:
  - i. ***Customer focus*** refers to UMI's conviction that the customer/client constitutes the primary reason for the Institute's existence. UMI's approach to security and safety shall always take this value into consideration.
  - ii. ***Professionalism*** demands, inter alia, a thorough knowledge of one's field of endeavour as well as demonstration of skill, high ethical standards, and respect for UMI's clients and other stakeholders which security measures ought to take into consideration. All security personnel working for UMI are expected to be truthful, reliable, and accountable for their actions.
  - iii. ***Teamwork*** is key to the successful achievement of UMI's endeavours, right from the sharing of a common vision, mission and objectives, to the mutual support that individuals are expected to extend to one another to ensure cost-effective implementation of planned activities.

## 2.4 Policy Objectives: General and specific

### General objective

13. To foster security and safety systems for enhanced Institute competitiveness and sustainability.

### Specific objectives

- a) To prevent, detect and respond to threats of accidental harm to UMI Community;
- b) To prevent, detect and respond to threats of malicious harm to UMI Community;
- c) To promote security and safety aware behaviours and continuous disclosure;
- d) To facilitate timely resumption of core services in the event of a major disruption;
- e) To provide assurance to all, that UMI has a systematic proactive approach to security and safety management as part of overall UMI governance,
- f) Streamline the administration and management of security of the Institute.

## 2.5 Policy Strategies

14. To achieve the policy objectives, UMI shall undertake the following key policy actions grouped according to specific policy objectives.

### **To prevent, detect and respond to threats of accidental harm to institute to Staff, Participants, Service Providers, Visitors and all property within the Institute precincts;**

- 1.1 Develop appropriate physical and technical measures to prevent accidental harm
- 1.2 Institute physical and technical balance between prevention, detection and response o threats of accidental cost effectively

### **To prevent, detect and respond to threats of malicious harm to Staff, Participants, Service Providers, Visitors and all property within the Institute precincts;**

- 2.2 Develop appropriate physical and technical measures to prevent malicious harm
- 2.3 Institute physical and technical balance between prevention, detection and response other threats of malicious harm cost effectively

**To promote security and safety aware behaviours and continuous disclosure;**

- 3.1 Develop cost effective guidelines
- 3.2 Encourage all UMI community communicate all security threats and breaches
- 3.3 Mandate all Managers to monitor, listen to, and respond appropriately to security and safety concerns;

**To facilitate timely resumption of core services in the event of a major disruption;**

- 4.1 Develop pre-disaster plans including evaluations
- 4.2 Cultivate post-disaster response planning

**To provide assurance to all, that UMI has a systematic proactive approach to security and safety management as part of overall UMI governance,**

- 5.1 Publish UMI Security and Safety management policy and guidelines
- 5.2 Enforce adherence to Security and Safety management best practices

**Streamline the administration and management of security of the Institute.**

- 6.1 Set up structures for Security and Safety management
- 6.2 Develop procedures for Security and Safety management
- 6.3 Invest in physical and technical measures

**3.0 Implementation, Roles and Responsibilities**

- 15. Effective implementation of this Security and Safety Policy will be judged on whether participants and staff of UMI feel safe and secure to perform their roles in accordance with established norms for enhanced competitiveness and sustainability.

**3.1 Policy Implementation and Coordination**

- 16. Sustainable implementation of this Security and Safety Policy will require efficient and cost-effective co-ordination arrangements that should cover inter-departmental, technical and inter personal relationships from both the national security agencies and private security firms.

17. There shall be Permanent Institute Security Committee whose membership and members' qualifications shall be determined by the Director General. The Committee shall have the following roles and duties:

- Provide monthly reports to the Director General on its operations.
- Advice to management and staff on security of persons and property of the Institute.
- Organise together with a relevant training department periodic capacity building programmes for staff in matters of security and safety management.

### **3.2 Monitoring, Review and Evaluation of Policy**

18. This policy implementation will be monitored by the Internal Audit, Quality Assurance, and Planning, Monitoring and Evaluation departments of the Institute according to their respective mandates. The Security Committee will periodically review and make recommendations to management for onward transmission to Council for approval. The review will be undertaken in accordance with the Institute Monitoring and Evaluation Policy.

### **4.0 Due Diligence and policy violation**

19. This policy will be implemented with the context of National Laws and other Institute Policies as may be established from time to time.

20. Due to sensitivity of security and safety matters, violation of provisions of this policy will be closely monitored and once breaches are detected, culprits will be severely dealt with as per laws and regulations established..