



Empowered Drivers, Safer Roads

UGANDA PROFESSIONAL DRIVERS NETWORK (UPDN)

STRATEGIC PLAN 2021-2025

JANUARY 2021

Vision Statement

A society free from road accidents

Mission Statement

To professionalise driving industry in Uganda for improved road safety

Core Values

Professionalism: Exercise competency, skill, knowledge and ethical behavior.

Integrity: Accountable, transparent, ensure fairness and exercise business devoid of unscrupulous practices.

Teamwork: Encourage team spirit, collaboration, consultation and to maximize on synergies for greater outcomes.

Customer Centric: Treat our members and other stakeholders with courtesy, respect and delight in their satisfaction

FOREWORD FROM THE CHAIRMAN OF THE BOARD

I am pleased to launch the Uganda Professional Development Network (UPDN) 5-year Strategic Plan 2020-2024. This strategic plan comes at a time when the road carnage in Uganda is all time high, while roads safety in Uganda continues to receive minimal attention in policy and budget support from the Government of Uganda.

UPDN is the only network of drivers' organisations in Uganda representing the interests of drivers in the transport industry. In 2020 UPDN celebrated 5 years of its existence which is a great milestone achieved. During this period of existence, a number of activities were held to promote professionalization of drivers as key actors in road safety in Uganda's road transport sector; It is my sincere hope that this Strategic Plan will help propel the UPDN to greater heights. I also believe that it will further give direction and guidance to the members and stakeholders of UPDN, a scenario we haven't had in the past five years. It will enable the network improve its value proposition to the members as it provides benefits for the membership and also to become a reference point to all the road safety actors in the country.

This process of crafting this strategic plan was inclusive through various consultative meetings with all key stakeholders; the views were incorporated to come up with this final document.

I wish to appreciate UPDN members for their patronage, the continuous efforts and stewardship of our Board members; our partners in supporting road safety initiatives in Uganda and our secretariat for their coordination.

I take this opportunity to wish UPDN unprecedented growth and development for the next five years.

Charles Edeun

Chairman of the Board of Directors

MESSAGE FROM THE EXECUTIVE DIRECTOR

This Strategic Plan is the roadmap of how we plan to reach the desired vision in the next five years. The strategic plan gives stimulus to the preparation and implementation of strategic actions, particularly taking into account the lessons learnt from the past, with focus on proper resource allocation while facilitating the mobilization of other resources in a bid to achieve a greater impact as well to provide more value to members and other industrystakeholders.

I would like to thank our stakeholders for actively participating in the process of formulation of the strategic plan and our Board of Directors for leading the process of development of the Strategic Plan. I also thank all staff of UPDN and member organisations as well as all our partners for the continued support and cooperation.

Ndugu Omongo

Executive Director,

CHAPTER 1: INTRODUCTION

1.1 Uganda Professional Drivers Network - UPDN

UPDN is an umbrella organisation for drivers' associations/organisations and related stakeholders. UPDN was established in 2015 at a time of when many drivers' associations were characterized by limited organization which adversely affected coordination in pursuit to common objectives of better welfare, common voice and professionalism. UPDN was hence established to build skills for professional development, coordination for unified voice of drivers on road safety agenda and to strengthen driver organisations for better welfare for their members.

1.3 Governance and Management Structure of UPDN

UPDN is governed by a Board of Directors which is composed of the Board Chair, Vice Chair, Secretary, Treasurer and two ordinary Board members.

The Board Chairman, the Vice Chairman and Treasurer are elected every five years by members of the network in a general assembly. The Board reports to the Annual General Meeting and supervises the secretariat.

The secretariat is comprised of the Executive Director, Capacity building officer, Finance & Administration officer, Advocacy officer, knowledge management officer, and an Administrative Assistant. The Secretariat is currently run by the Executive Director, Finance and Administrative Officer and an Administrative Assistant. The M&E function is outsourced while the other positions are filled by part time volunteers.

The organizational structure for UPDN seeks to have a competent team that is both effective and efficient. It is important to note that all the vacant positions in the structure need to be filled with competent staff. The existing Board values capacity strengthening to be able to effectively perform its governance roles.

1.2 Road Safety in Uganda

In the last decade, road crash fatalities in Uganda rose by 25.9%. The accident severity index is 24 people killed per 100 road crashes. On average, Uganda loses 10 people per day in road traffic crashes which is the highest in East Africa. The annual cost of road crashes is estimated to be UGX 4.4 trillion representing 5% of the GDP. Whereas there are some efforts by the Government to address road safety, there is lack of a national focus. Even though the national policy on road safety is in place, it remains not rolled out. Additionally, Uganda lacks up to date framework for monitoring and evaluating road safety on a regular basis.

A national road safety council exists within the Ministry of Works and Transport but is structurally underfunded and under resourced in terms of human resources and institutional setting to effectively coordinate road safety efforts.

Uganda is yet to optimise the road safety awareness programmes. The only event championed by Government is the annual national road safety week. Child and youth safety programmes which could contribute to greater road safety awareness are lacking.

The driver licensing system (training, testing and certification) is weak. Many people acquire driving permits without undertaking the necessary training and testing. There are many driver training schools which are not well regulated. There is no registered institution in the country that

trains drivers’ trainers/ instructors. Driving standards in Uganda are generally of poor quality and this, coupled with poor driver behaviour leads to a large number of road accidents.

1.4 Rationale for the Strategic Plan

Road crashes continue to be a huge killer in Uganda often pushing families into poverty, creating a massive burden on the under-resourced health services and adversely affecting businesses and the economy as a whole. UPDN recognizes that through investments in professional development of the driving industry, and amplified advocacy for road safety with all key stakeholders; drivers can become safer and more risk aware, ultimately contributing to reducing the number of fatalities and costs to the economy.

As UPDN seeks to position herself as a leading actor in professionalization of the driving industry in Uganda; the need for a strategy to deliver this aspiration is critical imperative. The strategic plan 2020-2024 has hence been formulated to seize current opportunity window of massive government investment in the road infrastructure and development of the oil and gas sector and address challenges of the future and propel UPDN to the next stage of development. This strategic plan has been developed through a process of self-assessment and broader stakeholder consultation.

CHAPTER2: SITUATION ANALYSIS

2.1 SWOT Analysis of the internal environment of UPDN

Strategic analysis of the internal environment of UPDN was carried using the SWOT approach. The findings of the analysis are summarized in the table below.

STRENGTHS	CONSOLIDATING STRATEGY
<ul style="list-style-type: none"> i. Big office space in a strategic location ii. Strong name recognition iii. Committed volunteer staffs 	<ul style="list-style-type: none"> – Utilise the existing space for paid training programmes. – Leverage the strong name recognition to build strategic partnerships.
WEAKNESSES	REDRESS APPROACH

<ul style="list-style-type: none"> i. Inadequate skilled staffs in the organizational core business ii. Limited presence of UPDN beyond the capital city iii. Inadequate data on the driving industry and road safety iv. Lack of harmonized and specialized competence based grading curriculum for drivers in Uganda v. Absence of reliable data of practicing drivers 	<ul style="list-style-type: none"> – Establish capacity building initiatives for staff development – Establish offices in all the five regions of Uganda – Establish a one stop data/resource centre on driving industry and road safety – Strategise to participate in development and advocate for adoption of competence based driver curriculum according to market demand – Establish a database for existing professional drivers in Uganda
OPPORTUNITIES	EXPLOITATION MEASURES
<ul style="list-style-type: none"> i. High demand for professional drivers in the oil and gas sector ii. Large informal driver workforce which needs skills to connect with employment opportunities iii. Strong good will for road safety initiatives iv. Government interest in organizing the transport sector v. Increasing partnerships for skilling drivers in the oil and gas sector 	<ul style="list-style-type: none"> – Establish centre of excellence in professional drivers skills building – Establish a flexible programme for driver continuing professional development and resourcing – Establish partnership with Government and global road safety initiatives – Negotiate for partnerships to establish a centre of excellence for quality assurance for skilling Ugandan drivers

vi. There is no officially registered school for training of driver trainers	– UPDN could strategise to specialize in training of trainers through its' membership structure
THREATS	MITIGATION MEASURES
i. Limited organizational capacity among UPDN member organisations ii. Limited legitimate membership iii. Weak financial base	– Establish capacity building programme for member drivers associations – Undertake deliberate membership development among drivers associations /organisations – Diversify resources through business, grants and membership development

2.2 PEST analysis of the external environmental of UPDN

POLITICAL	STRATEGIC RESPONSE
i. Government policy focus on skilling creates a favourable advocacy environment for UPDN ii. Growing progress towards the East African Federation may provide a wide market for UPDN programmes iii. Weak legal enforcement of road safety related laws and policies will adversely affect UPDN programme outcomes	– UPDN will align drivers skilling programmes to government skilling Uganda policy – UPDN will customize the EAC professional driver training curriculum standards to UPDN driver certification programme – UPDN will advocate for policy reforms in relation to roadsafety
ECONOMIC	

Volatile inflation may affect costing of UPDN programmes	<ul style="list-style-type: none"> - UPDN will project programme costs based on a reliable international currency-the US dollar
SOCIAL	
Increasing middle class is an opportunity for business programmes	<ul style="list-style-type: none"> - UPDN will design flexible Continuous professional Development driving package for elite middle class
TECHNOLOGICAL	
Fast growing ICT and mobile phone technology which can be harnessed for driver training and community education	<ul style="list-style-type: none"> - UPDN will design e-driver training packages targeting educated youth and elite middle class - UPDN will utilize the mobile phone technology for community education on road safety

2.3 Stakeholder Analysis

A number of stakeholders have influenced, and are influenced by UPDN activities. The stakeholder mapping and analysis provides guidance on the strategic engagements UPDN will undertake during implementation of this strategic plan. The stakeholder analysis was conducted. Those contacted included leaders of drivers associations, Officials from Ministry of Works and Transport, Ministry of Education, Ministry of Health, Ministry of Trade, National and International Donors. These findings are presented in **appendix 1**

2.4 Competitor Analysis and comparative advantage

The major actors within the sphere of UPDN core business focus on training heavy goods (HGV) vehicles. Drivers are a critical lever in the transport industry in driving socio-economic development. UPDN being an umbrella organisation of drivers' organisations gives it a

competitive advantage. UPDN has access to large number of drivers and their leaders. UPDN can leverage these numbers in terms of mobilizing for professional trainings and policy influence.

2.4 Emerging Strategic issues and priorities for UPDN

- Lack of professionalism in drivers training, assessment and certification standards
- Limited visibility of roadsafety in policy and public discourse
- Limited voice capacity of Drivers in road safety policies and programmes
- Weak institutional capacity of UPDN to execute its mandate

CHAPTER 3: STRATEGIC DIRECTION

Our Commitment

UPDN re affirms its commitment towards road safety through professionalization of the driving industry. This strategic five year plan provides the policy framework to pursue this commitment and is well aligned to the UPDN Mission of ;Professional Driver Training for improved road safetyconducted. UPDN seeks to work with likeminded partners to:

Strategic focus areas for 2020-2024

The UPDN's strategy for 2020-2024 is designed to contribute to road safety in Uganda through professionalization of the driving industry with drivers as the cornerstones. With this strategy, UPDN intends to strengthen the institutional and advocacy capacity of the network to positively influence driver training, assessment and licensing policy frameworks while increasing community awareness, education and responsibility in regard to road safety.

UPDN's areas of focus in this five year's period will be on four core business areas;

- Capacity Building for a professional driving industry
- Advocacy for road safety
- Organisational capacity for UPDN member driver organisations
- Sustainability of UPDN

Strategic Goal: Within 2020-2024, UPDN aims to professionalise 5,000 drivers and to create an enabling policy and legal framework through which drivers can significantly contribute to reducing the road carnage in Uganda by 50%.

3.4 Strategic Pillars and Objectives

To achieve the above strategic plan goal, UPDN will operate within four strategic pillars, aligned under strategic objectives described below. These objectives directly address the key issues identified in the situation analysis. The strategic objectives are to:

1. To improve professional skills for 5000 drivers credibly certified by the end of 2024
2. To increase advocacy capacity for the network by the end of 2024
3. To increase value for 20 member drivers organisations by the end of 2024
4. To increase institutional sustainability of UPDN by the end of 2024

3.5 Strategies and Strategic Actions

Pillar 1: Professional Driver Skills

The strategic focus will be put on strengthening knowledge, skills and attitudes of informally trained drivers, certification of commercial and drivers of PSV vehicles as well as continuous professional development of drivers.

Summary Strategic Priorities

Strategic Priority	Objective	Actions
Professionalism in the driving industry	To improve professional skills for drivers to increase their competitiveness and to effectively contribute to reduced road accidents	<ul style="list-style-type: none"> • Establish a Commercial Driver Database System for the Network • Initiate a robust professional driver training needs

		<p>assessment informed by market demand and prioritizing women</p> <ul style="list-style-type: none">• Advocate for adoption of EAC curriculum and Lead process of development of a National Driver Qualification framework using the same• Coordinate training of instructors• Monitor quality assurance of driver instructors' and driver trainees' training across the country• Pursue harmonization of driver training curriculum across all driver training schools• Establish a model (quality assurance center) for drivers/instructors training academy/institute
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		<ul style="list-style-type: none"> • Seek accreditation status with Directorate of Industrial Training (MoES) for certification of informal learning of drivers. • Design and deliver continuous driver professional development courses to 5000 drivers • Establishment of a certification programme (Driver passport system) for commercial and PSV vehicle drivers
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Pillar 2: Enabling policy environment for road safety

The strategic focus is to catalyse reform on driver training, assessment and grading of permits, increase visibility of road safety in public discourse/policy agenda and expand community awareness and education on road safety.

Summary Strategic Actions

Strategic Priority	Objective	Actions
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Visibility in road safety in public discourse	To increase advocacy capacity for drivers organisations	<ul style="list-style-type: none"> • Conduct research on the Government response to road accidents in country • Develop UPDN advocacy strategy for road safety • Establish a road safety advocacy coalition • Establish a resource centre to support evidence based to support advocacy on road safety • Lobby government to develop and implement national road safety policy and strategy
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Pillar 3: Strong Drivers Organisations

The overall strategic focus is to strengthen governance and management of drivers' organisations, amplify their organisations' voice in the road safety public discourse and position driver organisations as guarantors of members' welfare

Summary of Strategic Actions

Strategic Priority	Objective	Actions
Sustainable value proposition to members organisations	To increase value for member drivers organisations	<ul style="list-style-type: none"> • Re-orient organisations of drivers into viable and sustainable "trade" based organisations

		<ul style="list-style-type: none"> • Implement a needs based capacity building programme to strengthen leadership and management for driver's organisations. • Strengthen leadership capacity of drivers organisations to address health, safety and socio-economic initiatives for drivers organisations • Secure market oriented trainings and job opportunities for member organisations
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Pillar 4: Sustainability of UPDN

The strategic focus will be put on strengthening organisation governance and management as well as business development.

Summary of Strategic Actions

Strategic Priority	Objective	Actions
UPDN sustainability	To increase institutional sustainability for UPDN	<ul style="list-style-type: none"> • Develop an organisational structure for the strategic plan • Review organisational structure, governance and

		<p>management policies and systems in alignment with UPDN strategic plan</p> <ul style="list-style-type: none"> • Establish a central data base for drivers and drivers organisations in Uganda • Develop a resource mobilisation strategy to support in-house and external resource mobilisation. • Establish a company to serve as business vehicle of UPDN • Acquire a permanent home for UPDN
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3.6 Strategic Plan Implementation

Effective implementation of this strategic plan requires significant resources, financial, human, physical and technological which are not adequately available in the short-term. However, the network has developed a three-year business plan to support in the sequencing and prioritization of strategic actions. Annually, a work plan will be developed from the business plan, and quarterly plans as well as monthly work plans will be developed. In the first year of operations (as resources are being generated) high impact, low cost activities that lie on the critical path of the achievement of the overall strategic plan will be implemented. Implementation will start with those activities that do not require financing at all. Also building synergies will be pursued to ensure that certain key activities are supported by the focal stakeholders. Tough choices are

going to be made regarding the allocation of the available resources as more resources are being looked out for.

3.7 Strategic Plan Financing Mechanism

Basis for financing projections

Projections for expenditure on the strategic plan actions was based on a number of factors namely; existing cost estimates for related activities; benchmarking with similar projects in the Uganda; and estimates from supplier proforma invoices and quotations for goods and services anticipated sequencing of interventions over the planned period; and lastly provision for inflation and exchange rate variations over the plan period.

With regard to the spread of costs over the plan period, the major determinant was the anticipated sequencing of interventions.

Financing Mechanisms

Mobilisation of resources to implement the strategic plan is a shared responsibility between the Board and management. Resources include human, financial and material resources. The Executive director will take lead in identifying business and grants opportunities as well as potential sponsors for UPDN strategic activities. A resource mobilisation strategy will be developed to guide all resource mobilisation and fundraising efforts. UPDN has estimated that it will require UGX. 17,826,167,000 to implement this strategic plan. The budget projections for the strategic plan are presented as **appendix 2**.

CHAPTER 4: CRITICAL ISSUES TO STRATEGIC PLAN IMPLEMENTATION

4.1 Coordination of implementation of the strategic plan

Governance

The UPDN Board has the ultimate strategic role in the implementation of this strategic plan. It is expected that the Board will continue to provide strong, visionary, supportive and nurturing style of leadership. The Board will meet regularly to review progress and share information related to UPDN's work to key stakeholders. The Board will support fundraising efforts for this strategic

plan by way of advocacy for UPDN programmes; making recommendations for fundraising initiatives and engagements of current and prospective donor partners.

UPDN management

UPDN management team under the leadership of the Executive Director will lead the implementation of the strategic plan. The management will mobilise resources, design/implement programmes aligned to the strategic plan and provide regular updates on the progress of implementation of the strategic plan to the Board and eventually to the Annual General Meeting (AGM). The management will constantly monitor changes in the external operational environment, adapt and actively respond through innovative ways to enable UPDN to deliver on its mission.

4.2 Strategic Plan Monitoring and Evaluation Framework

Monitoring strategy

The strategic plan will be monitored quarterly and annually against strategic and programmatic indicators outlined in the SP logical framework matrix annex (Appendix 1). The results matrix will be operationalised through a detailed M&E framework to inform data collection analysis and usage. The M&E framework will also be used as guiding tool on how to effectively track progress in the implementation of the UPDN Strategic Plan, entrench the practice of evidence based programming as well as and final impact assessment. UPDN management will prepare quarterly status reports on the progress of the strategic plan implementation and submit to the Board. The progress reports will highlight results achieved against planned activities, challenges and proposals to resolve them. Financial reports will indicate the income realised and expenditure against the approved budget and reasons for variances.

Evaluation Strategy

Mid-term Evaluation

A mid-term review of the strategic plan will be conducted in 2022 financial year to assess performance against the objectives and key outputs. The evaluation will be led by the Executive Board, and will make recommendations required to achieve the targets and objectives.

Final Evaluation

A final evaluation of this strategic plan will be conducted in the last quarter of 2020. The purpose of this evaluation will be to assess the overall effectiveness of the plan against its objectives. This evaluation will highlight among the many issues important lessons learnt from implementing the plan as well as recommendations for the next planning phase for the network.

4.3 Critical Success Factors

In coming up with the strategies for the next five years, UPDN has considered the following success factors as determinants of success of its programmes

Critical Success Factor	Team behaviour
Innovation	Develop new and replicable models in response to emerging programmatic challenges and business opportunities
Pro-activity	Anticipate and respond more decisively in response to emerging opportunities and threats
Cost effectiveness	Optimise results within the limited financial resources

Additionally, success in execution of the strategic plan will be hinged upon; strong leadership from the Board, appointment and maintenance of a well-motivated, skilled and professional team at the secretariat and mobilisation of sufficient resources, financial, human and other resources necessary to achieve the targets set out in this strategy.

CHAPTER 5: BUSINESS PLAN

As part of implementing this strategic plan, this business plan will be developed to translate broader strategic objectives and activities into detailed actions, sequenced logically over a three year period with appropriate budgets. The major activity areas are broken down into sub-activities which will be executed on a quarterly basis. These are documented along the priority areas which constitute the major strategic intervention areas. The sub-activities that are generated do exhaust the major activities from which they emanate and specific budgets are allocated to every sub-activity to ensure that each major activity is fully budgeted for. Because not all sub-activities will be executed at a cost, some sub-activities have no budget line.

Management will start with execution of the activities that do not require additional resources as the resource mobilization drive commences: to source for the funds needed to implement the activities that need additional funding. This strategy will be complemented with optimal utilization of the few available resources to ensure that whatever these resources are spent on provides leveraged impact to UPDN and her members.

It is estimated that implementation of this business plan will require a total of 17,826,167,000 . Up to 20% of the resources will be generated internally by UPDN.

APPENDICES:

APPENDIX 1: UPDN STAKEHOLDER MAPPING, ANALYSIS AND ENGAGEMENT STRATEGIES

STAKEHOLDER	INTEREST IN UPDN	AREA INFLUENCE	STRATEGIC ENGAGEMENT
GOVERNMENT AGENCIES			
i. Ministry of Works and Transport	– High standard in driver training	– Policy development	– UPDN will seek representation
ii. Ministry of Internal Affairs	– Community awareness on road safety	– Policy and legal enforcement	– on government bodies for policy
iii. Ministry of Education and Sports	– Organisation of drivers into cooperatives	– Financial Resources	– influencing
iv. Ministry of Trade			– UPDN will build positive working partnerships with Government agencies
PRIVATE SECTOR			
i. Companies in Transport business	Certified Professionally trained and skilled drivers	– Business for driver assessments and continuing professional development	– UPDN will proactively seek business partnerships with the private sector
ii. Driver training schools			
iii. Driver sourcing companies			
iv. Petroleum and gas production companies		– Jobs for professional drivers	

v. Large telecoms and other corporates			– Financial resources for road safety advocacy	
vi. Private Sector Foundation Uganda				
CIVIL SOCIETY				
i. CSO on road safety	Road safety advocacy		– Legitimacy of UPDN	– UPDN will pursue strategic partnerships with value adding CSOs
ii. Drivers Associations	Welfare and voice for drivers			– UPDN will constructively engage with vehicle owners associations on issues of road safety and drivers welfare
iii. Vehicle owners Associations	Professional drivers			
iv. Trade unions				

APPENDIX 2: MONITORING AND EVALUATION FRAMEWORK

Objective/ Activities	OVI	Baseline (2020)	Target (2024)	Target /year	MOV	Risks & Assump tions	Responsible unit
To improve professional skills for drivers							

Establish a model (quality assurance center) for drivers/instructors ' training academy/institute	Academy/Institute established	0	1	-	Registration certificate Enrollment records	ED
Secure accreditation status with Directorate of Industrial Training (MoES) for certification of informal drivers.	Accreditation secured	0	1	-	Accreditation certificate	CD
Design and deliver approved continuous driver professional development courses to drivers of PSVs	Approved CPD courses No. of drivers trained	0	2000	400	Training records	CB
Establishment of a certification programmes for commercial and PSV vehicle drivers	No. of drivers certified	0	3000	-	Training records	CB

To increase advocacy capacity for the network

Conduct research on the Government response to road accidents in country	No of studies conducted	0	4	1	Research Reports		RKM
Develop an advocacy strategy for road safety	Existence of an advocacy strategy	0	1	-	Publication		ED
Establish resource centre to support for evidence based advocacy on road safety	Existence of the resource centre	0	1	-	Inventory of resources		RKM
Lobby government to develop and implement national road safety policy and strategy	Existence of national road safety policy and strategy	0	1	-	Publication		Advocacy
	% Road sector Budget allocated to road safety		2%	-	MoWT budget framework papers		AD

To increase value for member drivers organisations

Re-orient organisation drivers into viable and sustainable “trade” based organisations with emphasis on women	No of subscriber organisations	2	20	5	Inventory		MPR
Implement a needs based capacity building programme to strengthen governance and management systems	No of organisations supported	2	20	5	TA reports		CB
Undertake regular, relevant and value adding information sharing platforms with member driver organisation	No of meetings held	0	20	4	Minutes		MPR
	No of interactive topics raised on social						

	media platforms							
Assess drivers organisations welfare and socio-economic and safety nets strategies	No of organisations assessed	0	20	4	Reports		RKM	
Strengthen leadership capacity of drivers organisations capacity to address health, safety and socio-economic issues affecting drivers	No of organisations supported No of leaders trained /mentored	0	20	4	Reports		CB	
Secure market oriented trainings and job opportunities for drivers from member organisations	No of drivers trained No of drivers placed into jobs	0	2000	400	Reports		CB	
To increase institutional sustainability for UPDN Secretariat								
Develop an organisational structure for the	Functional structure at	1	1	-	Publication		ED	

strategic plan and fill with competent human resources	UPDN secretariat						
	Fully staffed secretariat	3	10	2	Recruitment reports		FAO
	Functional staff performance management system	0	1		Performance appraisal reports		FAO
Review governance and management policies, systems and UPDN core business	No of UPDN operational policies/manuals/software	3	5	-	Publications /FU manuals		ED
Develop a business plan to operationalise the strategic plan	UPDN Business plan developed	0	1	-	Publication		ED
Develop a resource mobilisation strategy	RM strategy developed	0	1	-	Publication		ED

Develop strategic partnerships and private sector and develop bankable proposals for funding	Amount of funds raised	UGX 300m	UGX 4B	UGX 800m	Bank statements		ED
Establish a company to serve as vehicle of UPDN business ventures	Company registered	0	1	-	Registration Certificate		ED
Acquire a permanent home for UPDN	Property secured	0	1	-	Certificate of ownership		ED

APPENDIX 3: STRATEGIC PLAN IMPLEMENTATION SCHEDULE AND BUDGET (UGX)

Strategic Action	2020	2021	2022	2023	2024	Total
To improve professional skills for drivers						
Establish a model driver training academy/institute						
DIT Accreditation of UPDN for certification of informal drivers						
CPD courses for drivers						
Certification programme for commercial and PSV vehicle drivers						
To increase capacity for the network for road safety advocacy						

Commented [H1]: Insert a column for impact indicator and breakdown your targets for the years

Research studies on the Government response to road accidents in country						
Development of an advocacy strategy for road safety						
Resource centre to support for evidence based advocacy on road safety						
Engagement of government to develop and implement national road safety policy and strategy						
Strengthen capacity of drivers organisations to address health, safety and economic issues affecting drivers						
To increase value for member drivers organisations						
Re-orientation of drivers organisations into viable and sustainable “trade” based organisations						
Organisational capacity building for member drivers organisations						
Market oriented trainings and job opportunities for member organisations						
Assessement drivers organisations welfare and socio- economic and safety nets strategies						
To increase institutional sustainability for UPDN						
Staffing organisational structure competent human resources						
Development/Review governance and management policies, systems						

Development of a business plan to operationalise the strategic plan						
Develop a resource mobilisation strategy						
Fundraising for the strategic plan						
Registration of UPDN business arm						
Acquisition of UPDN owned office						