



**UGANDA POLICE FORCE**



# **STRATEGIC PLAN FOR STATISTICS**

## **(2020/21-2024/25)**



**Theme:**

**Innovation, Modernization and  
Transformation of the UPF Statistical System**



**UGANDA POLICE FORCE**



# **STRATEGIC PLAN FOR STATISTICS**

**(2020/21-2024/25)**

**Theme:** Innovation, Modernization and  
Transformation of the UPF Statistical System

**February, 2023**



# Table of Contents

List of Tables.....	iv
List of Acronyms.....	v
Explanatory Notes.....	vi
Foreword.....	ix
Executive Summary.....	x
<b>Chapter One: BACKGROUND.....</b>	<b>1</b>
1.1. Introduction.....	1
1.2. Linkage with the Development Frameworks.....	1
1.3. Legal Framework.....	2
1.4. Rationale for designing Strategic Plan for Statistics.....	2
1.5. Process of developing the Strategic Plan for Statistics (SPS).....	2
1.6. Scope and coverage of the Plan.....	3
1.7. Structure of the UPF SPS.....	3
<b>CHAPTER Two: SITUATION ANALYSIS.....</b>	<b>4</b>
2.1. Introduction.....	4
2.1.1. Status of the UPF Statistical System.....	4
2.1.2. Data production process in UPF.....	5
2.2. Stakeholder Analysis.....	6
2.2.1 Key Stakeholders.....	6
2.2.2 Coordination mechanisms in the Sector/MDA.....	7
2.3. Data Production.....	7
2.3.1 Data User Needs Assessment.....	7
2.3.2 Statistical production.....	7
2.3.3 Gender Statistics production.....	8
2.3.4 Sources of data.....	8
2.3.5 Data Management Systems.....	8
2.3.6 Data quality mechanisms (with respect to institutional environment assessment).....	8
2.4 Strength, Weaknesses, Opportunities and Threats.....	9
2.5 Challenges, Risks and Mitigation Measures.....	9
2.6 Priorities over the next five years.....	10

## **CHAPTER Three: STRATEGIC FRAMEWORK FOR UGANDA POLICE FORCE ..... 11**

3.1. Introduction.....	11
3.2 Strategic Foundations.....	11
3.3 StrategicGoals.....	12
3.4 Strategic Objectives, interventions and activities.....	12
3.4.1 Strategic Goal 1: Strengthen coordination, cooperation and partnerships.....	12
3.4.2 Strategic Goal 2: Increased statistical capacity.....	12
3.4.3 Strategic Goal 3: Strengthened systems for data production and development.....	13
3.4.4 Strategic Goal 4: Enhanced dissemination, uptake and use of statistics.....	14

## **CHAPTER FOUR: IMPLEMENTATION, MONITORING AND EVALUATION ..... 15**

4.1 Introduction.....	15
4.2 Implementation mechanisms.....	15
4.3 Monitoring and Evaluation.....	15
4.3.1 Monitoring.....	15
4.3.2 Evaluation.....	16
4.3.3 Reporting arrangements.....	16

## **CHAPTER FIVE: FINANCING PLAN..... 17**

5.1 Introduction.....	17
5.2 Cost of the Plan.....	17
ANNEXES.....	20-24

## List of Tables

Table 2.1 Stakeholder Analysis Matrix.....	6
Table 2.2: SWOT Matrix.....	9
Table 2.3: Risks and mitigation measures.....	10
Table 3.1: UPFSPS summary budget (Uganda shillings).....	12
Annex 1: Data Production Schedule by Sector/MDA.....	20
Annex 2: Logical Framework.....	21
Annex 3: List of UPF statistical Committee members.....	24

## List of Acronyms

EAC	East African Community
HRD	Directorate of Human Resource Development
ICT	Directorate of ICT
JLOS	Justice Law Sector
NDP	National Development Plan
NPA	National Planning Authority
OPM	Office of the Prime Minister
PNSD	Plan for National Statistical Development
R, P& D	Directorate of Research, Planning & Development
SDGs	Sustainable Development Goals
SPS	Strategic Plan for Statistics
UPF SPS	Uganda Police Force Strategic Plan for Statistics
UPF	Uganda Police Force

## Explanatory Notes

Plan for National Statistical Development	This is the national plan for developing statistical capacity across the entire national statistical system (NSS). It sets out a vision of where the NSS should be over a five-year period, and presents a comprehensive and unified framework for the continuous assessment of users' evolving needs and sets the priorities necessary to build capacity to meet these needs in a coordinated, synergistic and efficient manner.
Strategic Plan for Statistics	This is the individual sector/Ministry, Department, or Agency/ Higher Local Government, five-year plan for strengthening statistics production and development to meet data user needs for evidence based decision-making. It forms a building block to the PNSD aspirations.
Data sources	A data source is the where data originates, and may be directly or indirectly obtained. Direct methods of data collection involve scientifically collecting new data for a specific purpose - known as primary data (Censuses, Surveys). Indirect methods of data collection involve sourcing and accessing existing data that were not originally collected for the purpose it is demanded for but suits the need - secondary data – administrative data.
Non-Traditional Data	Non-traditional data includes information that may be publicly available but often difficult to get in a structured and easily usable format e.g. Big Data, Citizen Generated Data, social media, cloud sourcing etc. These data are mostly generated from the non-traditional sources like telecom services etc.
Data ecosystem	A data ecosystem includes the national statistical system along with the complex organizations of dynamic social relationships, which move and transform data/information such as (data infrastructure, tools, media, producers, consumers, curators and sharers) (PARIS21, 2018b).

Data revolution	“Data revolution” is that set of transformative actions needed to make statistics an integral part of evidence-based decision making. It is about providing the right data to the right people at the right time and in the right format, and involves reshaping of how statistical information is produced and used . A true data revolution focuses on sustainable improvements in both the production and uptake/use of statistics. Data revolution draws on both existing (traditional) and new (non-traditional) data sources
Unprecedented demand for development data	Changing and increased demand for data to inform monitoring and reporting progress on different development frameworks such as the District Development Plan, NDP III, Sustainable Development Goals etc.
Gender indicators	Gender indicators serve to measure and compare the situation of women and men over time. Gender indicators can refer to quantitative indicators (mainly but not exclusively based on statistics differentiated by sex) or to qualitative indicators (based on women’s and men’s experiences, attitudes, opinions and feelings) (EIGE, 2015).
Gender mainstreaming in statistical system	Gender mainstreaming in statistical system include activities that aim to apply a gender perspective holistically at all stages of data production, statistical coordination, communication and statistics use.
The Issue	The Issue refers to the fundamental question or critical challenge affecting the CSOs ability in the specified goal. I.e. what the problem is that the CSO needs to address.
Goal	A goal is a broad primary outcome
Strategy	A strategy is a plan of action to achieve an objective that is usually major, comprehensive and long-term (Higgins and Vincze, 1989). A strategy is basically the approach you take to achieve a goal
Strategic Objective	A strategic objective (SO) is a measurable step you take to achieve the strategy.
Strategic Intervention	Strategic intervention (SI) refers to a set of sequenced planned actions or events intended to facilitate attaining of an objective. A Strategic objective may have one or more strategic interventions.



Strategic Action	A Strategic Action is the concrete step or activity needed to make the strategy a reality. A strategic intervention may have one or more strategic actions simultaneously or sequenced into an action plan.
Key Output	A Key Output is a projected result of an action or activity. Each action is expected to yield specific outputs. An activity may have one or more outputs. These outputs may at times be unintended
Output Indicator	An Output Indicator is the clue, sign or markers that measure one aspect of an action and show how close it is to its desired path and outcomes. Indicators usually describe observable changes or events, which relate to an intervention. Indicators must be realistic and measurable. Each of the expected output must have a measurable indicator of success.

## Foreword

The Uganda Police Force Strategic Plan for Statistics (UPF SPS) 2020/21-2024/25 is based on the theme “Enhancing Innovation, Modernization and Transformation of the UPF Statistical System” and is hinged on four strategic areas of:


1. Transform and strengthen coordination, cooperation and partnerships
2. Modernize and increase statistical capacity
3. Innovate and strengthen systems for data production and development
4. Enhance dissemination, uptake and use of statistics

The UPF SPS provides for integration and streamlining of directorate/ departmental statistical requirements; mechanisms for improved production of quality data; user orientation; strategic partnerships with stakeholders to reduce duplication of effort and wastage of scarce resources; and enhancing synergy in statistical production.

I would like to sincerely appreciate all those who took part in the process of developing this UPF SPS. In particular, the Directorate of Research, Planning & Development which led the process; the UPF statistical committee and above all the Uganda Bureau of Statistics (UBOS) for the continued support they have exhibited towards the improved statistical production in UPF.

I appeal to all Directorates and Departments to demonstrate the same enthusiasm during the plan implementation. The Directorate of Research, Planning & Development should ensure all Units in UPF endeavor to deliver the statistical outputs and outcomes specified in this Plan through continuous mentoring, monitoring and evaluation.

As we Protect and Serve.



AIGP Ocaya James

Director Research, Planning and Development

## Executive Summary

The Uganda Police Force (UPF) is established and mandated under the 1995 Constitution of the Republic of Uganda. The Police Act of 2006 as amended and Article 212 of the Constitution provides the functions of the Uganda Police Force as follows;

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

### **Vision:**

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

### **Mission**

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

UPF Strategic Plan for Statistics (2020/21- 2025/26) is the third volume after UPF SPS (2013/14- 2017/18) and UPF SPS (2006/07- 2010/11). Despite the implementation of these strategic plans, UPF's statistical set up is still fragile and vulnerable due to a number of challenges including: organizational and institutional weaknesses; unpredictable and insufficient funding; data gaps on key indicators; inadequate statistical infrastructure; unrealizable data flows; and underutilization of existing data. UPF SPS (2020/21-2025/26) is designed to address these shortcomings in the next five years. In particular, aiming at:

- Transforming and strengthening coordination, cooperation and partnerships
- Modernizing and increasing statistical capacity
- Innovation and strengthening systems for data production and development
- Enhancing dissemination, uptake and use of statistics

To ensure ownership and effective implementation, this plan has been designed in a participatory and consultative manner with key directorates/units that produce and use data in UPF. A statistics committee comprising of representatives of the various directorates undertook directorate assessments and identified the respective directorate data needs but also agreed on the priorities interventions for improving the UPF statistical capacity. These were then compiled into UPF SPS



Among the key challenges identified in the assessment were:

- Limited funding of for statistical production
- Inadequate statistical advocacy in the UPF
- Limited appreciation and use of statistics and use in policing especially at lower level
- Inadequate ICT infrastructure including internet connectivity, Backup and Data recovery solutions.
- Inadequate physical and statistical infrastructure especially at post and stations
- Inadequate skills for statistics production

For proper implementation of the UPF SPS, the UPF statistics committee shall conduct monthly meetings to review implementation progress and compile quarterly progress reports. Annual reviews will also be conducted.

The estimated cost for implementing the UPF SPS is UG Shs. 3,507,000,000 over a five year period. The budget will be annually reviewed and revised in line with the MTEF planning and budgeting process. The UPF SPS is expected to be financed by the government with contributions from development agencies.

# Chapter One:

## BACKGROUND

---

### 1.1 Introduction

Globally, there is an unprecedented demand for statistics triggered by changes in the social, economic, environmental and political domains in the country as well as the regional, continental and international reporting requirements. These changes present statistical challenges, threats and opportunities that manifest themselves during the process of data production, dissemination and use of information. This unprecedented demand can only be met by harnessing other data sources other than censuses and surveys and therefore the need to strengthen administrative data to facilitate statistical production.

The Uganda Police Force (UPF) through its operations of policing generates vast amounts of administrative data. Conversely, UPF requires this data, statistics and information in planning, budgeting, monitoring and evaluation to inform decision-making processes. To this end therefore, the UPF has developed a well-thought SPS (2020/21- 2024/ 25) as framework for strengthening its statistical capacity along the data-value chain.

### 1.2 Linkage with the Development Frameworks

UPF directly contributes to realization of various international, regional, national, and sector development frameworks. At the national level, the Vision 2040 and its third National Development Plan (NDPIII) defines the broad aspirations of the country. The UPF has developed and is implementing its Strategic Policing Plan that is cognizant of the national aspirations. At regional level and international level, the EAC Vision 2050, Africa Agenda 2063 and Agenda 2030 for Sustainable Development define a core set of indicators that are critical in tracking progress and development. The UPF SPS 2020/21 – 2024/25 therefore defines the framework for strengthening the statistical capacity of UPF to meet the data demands of measuring performance against various development frameworks including protocols, conventions and treaties that the Government of Uganda has ratified.

In addition, the current global and national statistical landscape that has undergone changes in terms of statistics user needs, desire for better quality data, technological advancement and the need for mainstreaming of gender and other cross-cutting issues in statistical production, the UPF needs to strategically position to provide quality crime and policing statistics.

### 1.3 Legal Framework

The UPF is established and mandated under the 1995 Constitution of the Republic of Uganda, and the Police Act of 2006 as amended. Article 212 of the Constitution provides the functions of the Uganda Police Force as follows;

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

In the execution of this mandate, the Uganda Police Force (UPF), compiles a lot of information, data and statistics that facilitates evidence based planning and decision making. Sound decision-making, research and innovation in the Police Force relies on the range and quality of information available therefore improving the availability and quality of data in the Force is vital for fulfilment of its mandate.


### 1.4 Rationale for designing the UPF Strategic Plan for Statistics

Strategic Planning is a key element in promoting a culture of evidence based policy and decision making in order to improve effectiveness through setting of long-term objectives for improved performance and prioritized use of limited resources among different activities. The UPF SPS provides a framework for efficient and effective implementation of UPF statistical activities so as to deliver quality statistics.

The UPF SPS has been designed under the auspices of the third Plan for National Statistical Development (PNSD) as one of the building blocks and provides a framework for streamlining statistics development in UPF. The UPF SPS provides a basis for improving institutional statistics production by identifying the different data requirements from each individual department as well as the stakeholder requirements, critically looking at the data produced and disseminated to the prospective users.

### 1.5 Process of developing the UPF Strategic Plan for Statistics

The process commenced with the End term review of the PNSD II that required all agencies implementing the PNSD to undertake their institution's statistical capacity assessment at department and directorate levels to identify priority data needs, institutional strengths and weaknesses, challenges in statistical production as well as key interventions to drive the statistical agenda. These aspects were synthesized and consolidated into the UPF SPS. During the process of designing the UPF SPS, the



Statistics Committee (SC) held meetings to facilitate internal coordination, information sharing, documentation of lessons learnt and experiences across directorate and specialized departments. Further, the statistics committee facilitated defining of priority interventions and the costed statistical activities to be implemented.

## **1.6 Scope and coverage of the Plan**

The UPF SPS covers the routine and emerging data requirements of all the 17 directorates of the UPF as well as data needs that inform the UPF Strategic Policing plan, NDP III, EAC Vision 2050, Africa Agenda 2063 and the Sustainable Development Goals. It embraces cross-cutting issues such as Gender and Equity, Human Rights and Environment.

## **1.7 Structure of the UPF SPS**

The plan is organized in five chapters. Chapter one provides an introduction and context of the plan including the legal frameworks that guide statistical production in UPF. Chapter two presents the situational analysis while Chapter three highlights the strategic framework i.e. the vision, mission and the strategic goals of the plan as well as the core values and principles. Chapter four elaborates the mechanisms for implementation, monitoring and evaluation and lastly chapter five covers the cost and financing plan. The plan also has annexes that present the detailed budget, data production and activity schedules.



## Chapter Two:

### SITUATION ANALYSIS

---

#### 2.1 Introduction

This chapter provides the status of statistical production and management in UPF, stakeholder analysis, Strengths, Weaknesses, Opportunities and Threats (SWOT), as well as the challenges and risks encountered in statistical production.

##### 2.1.1. Status of the UPF Statistical System

The implementation of UPF SPS (2013/14- 2017/18), extended to 2019/20 under the PNSD II was successfully implemented although some challenges were also encountered. The following were the key achievements;

###### a. Coordination and management

(i) Operationalization of a one-stop statistics center commenced; a data needs assessment was conducted and the different challenges hindering production of quality statistics were identified. Among the challenges was lack of standardized data collection tools for some units and departments. For some units such as Marine Police, data collection forms have been developed and are currently being protested.

(ii) Lobbying for statistics budgetary allocation yielded results and to date at least every quota, funds are released towards statistics production.

(iii) Integration of gender in UPF systems, policies, structures and practices is taken into consideration with guidance of the UPF gender policy

(iv) The GIS unit was fully operationalized and is managed by the Directorate of ICT.

(v) Increased technical support from UBOS and Makerere University.

###### b. Usability and dissemination

(i) The UPF produced and disseminated a number of statistical publications including the Annual Crime Report, Statistical abstracts and a Manual on data production.

(ii) Weekly crime briefs produced disseminated to the media.

(iii) Data needs assessment was conducted and data needs were identified by the directorate.



## c. Quality Assurance

(i) Because data validation is an expensive venture, this is done in sampled regions annually.

(ii) A manual on data production was produced to guide data producers like CID, Traffic & Road safety, Human Resource Administration on the appropriate statistics compilation procedure and methodology.

(iii) From the data needs assessment conducted, a number of indicators that are demanded but not produced were identified. These are demanded by both the internal and external users

## d. Human Resource Development and Management

UPF has improved its capacity and competence through recruitment of technical, training of other staff and conducting refresher and specialized trainings.

## e. Statistics Production and Management

(i) The process of developing and standardizing data collection tools is ongoing with a number of CID Police Forms reviewed and others developed for Units that do not have gazette police forms like Marine, accommodation/barracks administration.

(ii) A number of statistics publications are produced and these include the Annual Crime report, statistical abstract, quarterly crime briefs

(iii) Routine updating of statistics indicators linked to development frameworks like the SDGs, NDP III, NSI etc

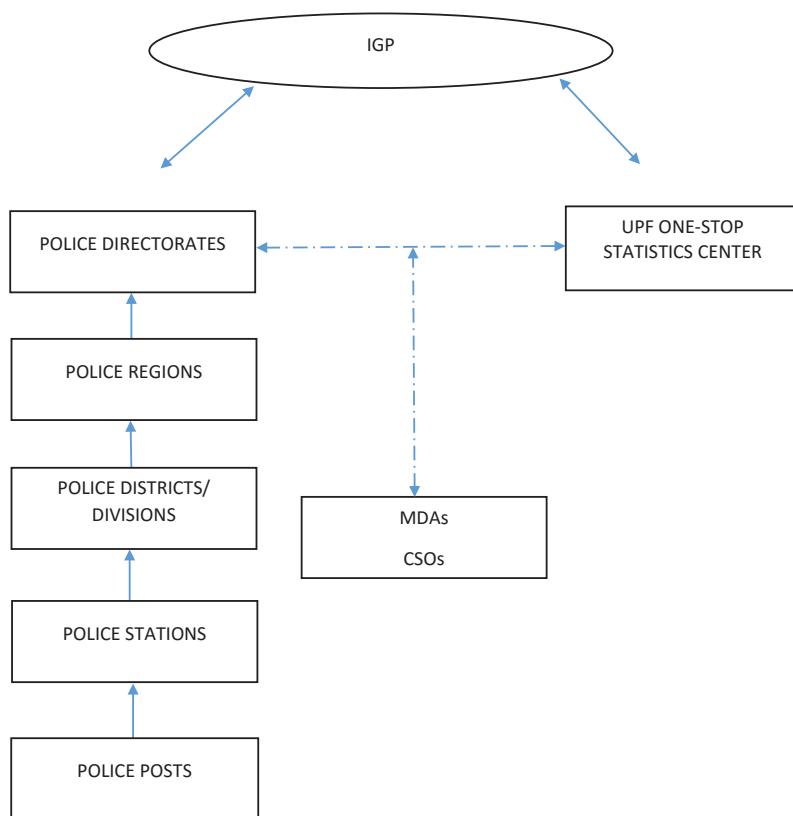
(iv) With support from JLOS, UPF acquired some computers for improved data production. These have been placed in the one stop statistics center

### 2.1.2. Data production process in UPF

UPF generates various types of data through its daily operations and this is mostly administrative data. Data is generated from a police post through a police station to the regional headquarters. These regions report to directorates through departments and specialized units. The IGP's office endorses the statistics for dissemination to stakeholders. These statistics are both for internal and external usage. As illustrated in

Figure 1 below;

**Figure 2.1: Data flow in UPF**



## 2.2. Stakeholder Analysis

### 2.2.1 Key Stakeholders

There are several stakeholders in the production and use of UPF statistics. These include: Uganda Bureau of Statistics as the lead agency in statistical matters and other Ministries, Departments and Agencies MDAs like Ministry of Works and Transport, Ministry of Public Service, Ministry of Finance, Planning and Development, the Media, academia, researchers, civil society organisations and Development Partners among others. While these statistics are well received by users, there is continuous demand for more timely and frequent statistics on new topical issues.

**Table 2.1 Stakeholder Analysis Matrix**

S/No.	Stakeholder	Role of stakeholder
1.	UBOS	User and producer
2.	MDAs	User and providers
3.	Media	User

S/No.	Stakeholder	Role of stakeholder
4.	Academia	User
5.	Researchers	User
6.	Development partners	User and Technical support
7.	Civil Society Organisations	User and provider

## 2.2.2 Coordination mechanisms in UPF

Institutionally, the Directorate of Research, Planning & Development is responsible for developing and coordinating strategic plans, policy formulation and carry out reviews in the UPF. With support from stakeholders and development partners, the directorate has been able to coordinate the statistics production in UPF.

## 2.3 Data Production

### 2.3.1 Data User Needs Assessment

UPF data is demanded by both internal and external users. All these have different data needs that have to be timely, accurate and of quality.

### 2.3.2 Statistical production

UPF generates various types of statistics through its routine operations. These statistics are for both internal and external use and are department specific. While these statistics are well received by users, there's continuous demand for more timely and frequent statistics on new topical issues. The statistics highly demanded is the crime and crash statistics to feed in the NSI as well as sustainable Development Goals especially Goals 3 and 16.

The UPF with guidance from UBOS has embraced the data revolution. The 'Data revolution' refers to the transformative actions needed to respond to the demands of a complex development agenda, improvements in how data is produced and used; closing data gaps to prevent discrimination; building capacity and data literacy in "small data" and big data analytics; modernizing systems of data collection; liberating data to promote transparency and accountability; and developing new targets and indicators.

Data collection tools are being developed, reviewed and automated. This is helping the institution move from manual data compilation to digital thus making UPF data/ statistics timely making it usable for informed decision making, monitoring of progress and evaluation of outcomes.

### 2.3.3 Gender Statistics production in UPF

Because of the increasing demand for gender statistics, there's need for development of gender policies to guide in the data compilation and production on gender. UPF has developed a gender policy and strategy to facilitate the mainstreaming of gender statistics in policy formulation, implementation, Monitoring and Evaluation.

Funding for gender statistics from Government of Uganda (GoU) is still minimal. Much of the funding is coming from development partners like UN Women etc.

### 2.3.4 Sources of data

Data in the UPF is compiled administratively using various tools which include Police Forms (PF), Police Books (PB), Police files among others. Through the territorial command, this data flows from Police Posts to Police Stations to Districts/Divisions to Regions and finally to Police Headquarters. Despite the many types of data being produced by UPF, there still exist various challenges in data production and management. The collection, analysis, dissemination of the statistics is poor and uncoordinated.

### 2.3.5 Data Management Systems

Data compilation at the stations is majorly manual. The manual monthly submissions are then submitted to headquarters where it is entered in MS Excel and reports generated. These reports are then disseminated either quarterly, annually etc. in hard copies, CDs, press release etc.

There are many systems in place being pretested at KMP and these include the HRMIS (Human Resource Management Information System), CRMS (Crime Records Management System), suspect Profiling, Express Penalty system etc.

### 2.3.6 Data quality mechanisms

Data production in UPF has greatly improved from manual to automated over the years.

A handbook on data production and crime recording is in place to guide in compilation of crime, traffic and human resource. This acts as a guide to improving data production and standardization for informed decision making and improved UPF publications like the Annual crime and traffic report, UPF statistical abstract, quarterly crime briefs etc.

A national quality assessment is planned by UBOS in collaboration with MDAs to assess the quality of the statistics in MDAs with UPF inclusive.

## 2.4 Strength, Weaknesses, Opportunities and Threats

**Table 2.2: SWOT Matrix**

<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• High level appreciation and use of statistics by senior management of UPF</li> <li>• Existence of numerous management information systems and a one stop statistics center</li> <li>• Existence of professional statisticians and trainable personnel in UPF</li> <li>• Existence of Police forms and books that facilitate compilation of statistics from administrative data.</li> <li>• Existence of numerous dissemination channels including the crime report, media briefings with sign language translations.</li> </ul>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• Inadequate human resource for the statistics function in UPF</li> <li>• Inadequate statistical skills among data clerks.</li> <li>• Limited statistical capacity building within UPF</li> <li>• Inadequate information communication technology infrastructure at UPF posts and stations.</li> <li>• Low appreciation and use of statistics in day to day policing especially at lower management levels.</li> <li>• Manual systems for data compilation in the UPF.</li> </ul>
<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• Interest and support from key partners like UBOS, JLOS, Makerere University and other MDAs among others</li> <li>• Increased demand and use of crime statistics.</li> <li>• Existence of international and national statistical standards and guidelines.</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>• Limited funding for the statistics production and development</li> <li>• Rapidly changing, complex and costly ICT infrastructure</li> <li>• Vulnerability to cyber-attacks on database infrastructure.</li> <li>• Limited statistical literacy across societies</li> </ul>

## 2.5 Challenges, Risks and Mitigation Measures

### Challenges

Much as there has been some achievements attained as a result of the implementation of previous UPF SPS, the institution still faces some challenges and these include;

- Limited funding for statistical production
- Inadequate statistical advocacy in the UPF
- Limited appreciation of statistics and use in policing especially at lower level
- Inadequate ICT infrastructure including internet connectivity, Backup and Data recovery solutions.
- Inadequate physical and statistical infrastructure especially at post and stations
- Inadequate skills for statistics production

**Table 2.3: Risks and mitigation measures**

S/No.	Risk	Mitigation measure
1.	Staff turnover attributed to opportunities out of the UPF, deaths, retirements and transfers	i) Implement a robust recruitment, retention and transfer policy. ii) Continuous capacity building of relevant staff
2.	Inadequate funding for statistical production and development	i) Increase advocacy and lobby for funding opportunities ii) Incorporation on funding for statistics in the UPF MTEF
3.	ICT disasters and Data Loss	i) Acquire modern Data Backup and Disaster Recovery solutions.
4.	Data misuse by stakeholders	i) Regular sensitization of stakeholders on the use of particular statistical data. ii) Compilation of metadata for UPF statistics. iii) Strengthen vetting mechanism. through Release of data on “need to know” basis

## 2.6 Priorities over the next five years

Statistical production and development in UPF will be guided by the following priorities over the next 5 years:

- Automate UPF statistics/ data production processes
- Improve the quality of UPF statistics
- Enhance dissemination of statistics

## Chapter Three:

### STRATEGIC FRAMEWORK FOR UGANDA POLICE FORCE

---

#### 3.1 Introduction

This section presents the vision, mission, strategic goals, values and principles that will guide statistical production in UPF for 5- years. (FY 2020/2021 - 2024/2025).

#### 3.2 Strategic Foundations

##### **Vision**

A reliable statistical system that effectively facilitates the development of the Uganda Police Force

##### **Mission**

To provide quality statistics and statistical services that support evidence based decision making in policing by Uganda Police Force

##### **Core Values for UPF Statistics**

###### **Integrity:**

Data producers at the different levels shall ensure that no alteration of data records occurs. This shall be maintained through validation routines.

###### **Methodological Soundness:**

In generating outputs, international and national standards, guidelines, and practices shall be applied.

###### **Accuracy and Reliability:**

The statistics generated shall be of the highest level of accuracy and reliability.

###### **Timeliness:**

Statistical outputs shall conform to the release calendar which is spelt out in the Meta data dictionary.

###### **Gender Responsiveness:**

The Uganda Police Force will ensure gender responsiveness in statistical production, management and use.

### 3.3 Strategic Goals.

**Goal 1:** Strengthen coordination, cooperation and partnerships.

**Goal 2:** Increased statistical capacity.

**Goal 3:** Strengthened systems for data production and development.

**Goal 4:** Enhanced dissemination, uptake and use of statistics.

### 3.4 Strategic Objectives, interventions and activities

#### 3.4.1 Strategic Goal 1: Strengthen coordination, cooperation and partnerships

Strengthening coordination, cooperation and partnerships in statistical production by UPF shall involve creating functional statistical structures and partnerships as well as statistical awareness and advocating for investment in statistical production as illustrated in Table 3.1

**Table 3.1: Strengthen coordination, cooperation and partnerships**

Strategic Objective	Strategic interventions	Strategic activities
1.1 Strengthen co-ordination within and outside the institution for improved statistical production	1.1.1 Enhance functionality of statistics production structures within the UPF	1.1.1.1 Develop standard operating procedures (SOPs) for statistics/ data sharing among units in UPF 1.1.1.2 Formation and empowerment of UPF statistical committee 1.1.1.3 Holding statistical committee meetings 1.1.1.4 Implement statistical committee recommendations (field visits, data validations etc)
	1.1.2 Enhance statistical co-ordination with other MDAs and stakeholders	1.1.2.1 Liaise with stakeholders in statistical production 1.1.2.2 Conducting regular joint performance reviews to facilitate information sharing

#### 3.4.2 Strategic Goal 2: Increased statistical capacity

Increased statistical capacity requires a human resource that is adequate in terms of numbers and skills to produce, supply and use statistics efficiently and effectively. There's need for high calibre, well-qualified staff with the requisite knowledge and skills to produce quality statistics. The strategic objectives, interventions and activities in table 3.2 will guide during implementation of this plan



**Table 3.2: Increased statistical capacity**

Strategic Objective	Strategic interventions	Strategic activities
2.1 Strengthen human capital development	2.1.1 Increase personnel in statistics production	2.1.1.1 Recruit more personnel for statistics
	2.1.2 Develop skills for personnel in statistics	2.1.2.2 Train personnel in statistics production
	2.1.3 Retention of personnel in statistics production	2.1.3.1 Improve welfare of personnel in statistics production
		2.1.3.2 Advocate for proper placement of qualified statistics staff

### 3.4.3 Strategic Goal 3: Strengthened systems for data production and development

This involves the use of sound and well-accepted statistical techniques for data production and management across the entire UPF. Data collected from various sources and often in varied formats must be organized and processed to provide meaningful interpretations to users, while also facilitating the ease of access and sharing the data.

UPF still has challenges associated with incompatibility of equipment, outdated data collection instruments, poor maintenance system. There's need to adopt measures for enhancing sound analysis and comparability of data as well as proper storage and retrieval; however, with the operationalization of a UPF centralized Statistics center will improve efficiency and effectiveness of UPF statistical system through timely, accurate and reliable data.

**Table 3.3: Strengthened systems for data production and development**

Strategic Objective	Strategic interventions	Strategic activities
3.1 Strengthen data production systems	3.1.1 Operationalize the Centralized statistics center	3.1.1.1 Develop and maintain databases for statistics 3.1.1.2 Regular update of the statistics data base
	3.1.2 Review and automate data collection processes	3.1.2.1 Review and standardize data collection tools 3.1.2.2 Digitize data collection tools

Strategic Objective	Strategic interventions	Strategic activities
	3.1.3 Acquire and adopt appropriate ICT infrastructure for statistical production	3.1.3.1 Procure appropriate hardware & software 3.1.3.2 Establish data recovery and backup plan
	3.1.4 Institutionalize generation and use of statistics responsive to contemporary policing issues	3.1.4.1 Integrate geo referencing technology in the data production processes

### 3.4.4 Strategic Goal 4: Enhanced dissemination, uptake and use of statistics

Data dissemination must be efficient and data products must reach all categories of users in the most usable format and through reader-friendly reports. Policies and plans must be established for the dissemination of statistical information. As a “public good” the statistics should be readily accessible to the public. Different dissemination media should be used including; hard copy publications, abridged reports, press releases and press briefings, websites, CD-ROM, internet (emails) and user/producer workshops. A data release plan and dissemination strategy should be developed to make effective use of these media

Dissemination in UPF is mainly on quarterly and annual basis but UPF routinely responds to formal data requests. However large amounts of good public information is not easily accessible to users either because it has not been made available or because of legal restrictions. The level of usage of statistics to guide routine policing is still low at the lower levels of management.

Data users need to be empowered to appreciate data by focusing on how to access and use data from statistical reports and existing databases and how to use data for results-based planning and management.

**Table 3.4: Enhanced dissemination, uptake and use of statistics**

Strategic Objective	Strategic interventions	Strategic activities
4.1 Improve dissemination of UPF statistics	4.1.1 Improve data packaging for effective dissemination	4.1.1.1 Produce UPF statistics in various popular versions
	4.1.2 Disseminate Police statistics	4.1.2.1 Develop communication strategy for statistics 4.1.2.2 Hold dissemination fora

## Chapter Four:

### IMPLEMENTATION, MONITORING AND EVALUATION

---

#### 4.1 Introduction

This chapter focuses on the implementation mechanisms and the monitoring and evaluation.

#### 4.2 Implementation mechanisms

The UPF SPS implementation shall be coordinated by the Directorate of Research, Planning & Development. This SPS shall be implemented during a period of five years. The statistics committees shall ensure that directorates/ departments develop own implementation plans. These plans shall be consolidated by the Directorate of Research, Planning & Development into one work plan. The consolidated work plan shall then be submitted to UBOS for guidance and technical assistance in implementation

#### 4.3 Monitoring and Evaluation

Monitoring and Evaluation shall be spearheaded by the Directorate of Research, Planning and Development. This shall involve monitoring each and every objective and the activities therein to check on progress and where necessary to improve the implementation processes.

A quarterly progress report shall be submitted too UBOS.

##### **Key assumptions;**

- Availability of funds to implement the UPF SPS.
- Stakeholders' willingness to partner and collaborate with UPF to improve the UPF statistical system.
- Management is committed to the implementation of the UPF SPS.
- Availability of technical guidance by UBOS on mainstreaming quality assurance in statistics.
- No diversion of statistical development resources.

##### 4.3.1 Monitoring

For proper implementation of the UPFSPS, a UPF statistics committee shall conduct monthly meetings to review implementation progress and quarterly progress reports relating to the implementation of UPFSPS, and annual reviews will be conducted.



### **4.3.2 Evaluation**

Evaluation shall be done by UBOS through annual reviews. UPF shall give an update on the current developments, source of funding, experiences, challenge and lessons learnt while implementing the UPF SPSs

### **4.3.3 Reporting arrangements**

A progress report on the implementation of the UPF SPS shall be submitted to UBOS on quarterly basis.

## Chapter Five:

### FINANCING PLAN

#### 5.1 Introduction

This chapter covers the annualized budget by goal, objective and activities for the 5 years and the financing plan

#### 5.2 Cost of the Plan

**Table 5.1: UPFSPS summary budget (Uganda shillings)**

Goal	Strategic Activity	REQUIRED BUDGET IN UGX '000,000					Total
		FY2020 /2021	FY2021 /2022	FY2022 /2023	FY2023 /2024	FY2024 /2025	
1	Strengthen coordination within & outside the institution for improved statistical production						
1.1.1.1	Develop SOPs for statistics/ data sharing among units in UPF			50			50
1.1.1.2	Formation & empowerment of UPF statistical committee	20	25	30	40	50	165
1.1.1.3	Holding statistical committee meetings	20	20	20	20	20	100
1.1.1.4	Implement statistical committee recommendations (field visits, data validations etc.)	40	40	45	50	50	225
1.1.2.1	Liaise with stakeholders in statistical production	15	15	15	15	15	75

Strategic Activity		REQUIRED BUDGET IN UGX '000,000					Total
Goal		FY2020 /2021	FY2021 /2022	FY2022 /2023	FY2023 /2024	FY2024 /2025	
1.1.2.2	Conduct regular joint performance reviews to facilitate information sharing	30	30	30	30	30	150
	<b>Sub-total</b>	<b>12</b>	<b>130</b>	<b>190</b>	<b>155</b>	<b>165</b>	<b>765</b>
2	Increase statistical capacity						
2.1.1.1	Recruit additional personnel for statistics		10				10
2.1.1.2	Train personnel in statistics production	50	50	50	50	50	250
2.1.1.3	Improve welfare of personnel in statistics production	40	40	40	40	40	200
2.1.1.4	Advocate for proper placement of qualified statistics staff	20	20	20	20	20	100
	<b>Sub-total</b>	<b>110</b>	<b>120</b>	<b>110</b>	<b>110</b>	<b>110</b>	<b>560</b>
3	Strengthen data production systems						
3.1.1.1	Develop and maintain databases for statistics	80	80	80	80	80	400
3.1.1.2	Regular update of the statistics database			20	12	12	44
3.1.2.1	Review and Standard data collection tools	30	30	30	30	30	150
3.1.2.2	Digitise data collection tools		100	100	100	100	400
3.1.3.1	Procure appropriate hardware & software	40	50	60	70	80	300
3.1.3.2	Establish data recovery and back-up facility			80	20	20	120
3.1.4.1	Integrate geo-referencing technology in the data production processes			60	80	100	240
	<b>Sub-total</b>	<b>150</b>	<b>260</b>	<b>430</b>	<b>392</b>	<b>422</b>	<b>1,654</b>

Strategic Activity		REQUIRED BUDGET IN UGX '000,000					Total
Goal		FY2020 /2021	FY2021 /2022	FY2022 /2023	FY2023 /2024	FY2024 /2025	
4	Enhance dissemination, uptake and use of statistics.						
4.1.1.1	Produce UPF statistics in various popular versions	50	50	50	58	60	268
4.1.2.1	Develop communication Strategy for statistics				60		60
4.1.2.2	Hold regular dissemination fora	40	40	40	40	40	200
	Sub-total	90	90	90	158	100	528
	<b>GRAND TOTAL</b>	<b>475</b>	<b>600</b>	<b>820</b>	<b>815</b>	<b>797</b>	<b>3,507</b>

## Annex 1: Data Production Schedule by Sector/MDA

Data/ Statistics produced	Indicator/s	Frameworks to which Sector/ MDA responds (NSI, SDGs, Africa Agenda 2063, EAC Vision 2050, NDP III, SDP III, etc	Data Source (Administrative, Surveys, Census	Level of disaggregation (Sex, Age, Geography, Rural-Urban, Disability, wealth quintile, region, National	Frequency of production (monthly, quarterly, annually, 3 years, 5yrs, 10yrs)	Level of demand (Low, Medium, High )	Users of the indicator / statistics	Dissemination Channel
Crime statistics	Crime rate	NSI,	Administrative	region, Geography National	quarterly, annually	High	UBOS, OPM,	Workshop, print, media
	Intentional homicides	SDG	Administrative			High	UBOS, OPM,	Workshop, print, media
	Domestic violence	SDG	Administrative			High	UBOS, OPM, UN WOMEN	Workshop, print, media
	Incidence of crimes committed using small and light weapons	NSI	Administrative			Low	UBOS, OPM, NPA	On request
	Proportion of small and light weapons sized	NSI	Administrative			Low	UBOS, OPM, NPA	On request
Crash data	Fatalities per 10,000 persons	SDGs,	Administrative	Sex, Age, Geography, region, National	quarterly, annually	High	UBOS, OPM, MDAs	Workshop, print, media



## Logical Framework

(A) Strategic objective	(B) Strategic Initiatives for SPS	(D) Activities by Sector / MDA to attain DDP	(E) Objectively Viable Indicators(OVIs) for measuring performance of the activities (MOVs)	(H) Sources of data for indicators (MOVs)	(I) Risks and assumptions
<b>1. Strengthen coordination, cooperation and partnerships</b>					
Strengthen co-ordination within and outside the institution for improved statistical production	Enhance functionality of statistics production structures within the UIPF	Develop SOPs for statistics/ data sharing among units in UPF	-SOPs for statistics/ data sharing developed	R, P&D	
		Formation& empowerment of UPF statistics committee	-UPF statistics committee formed	R, P&D	
	Hold statistical committee meetings	-No of meetings held by UPF statistical committee	R, P&D		
Enhance statistical co-ordination with other MDAs and stakeholders	Implement Statistical committee meetings recommendations (field visits, validations etc)	Liaise with stakeholders in statistical production	-No. of validations done	R, P&D	
		Conduct regular joint performance reviews to facilitate information sharing	-No. of statistical stakeholders' engagements No. of joint performance reviews to facilitate information sharing conducted	R, P&D R, P&D	

(A) Strategic objective	(B) Strategic Initiatives for SPS	(D) Activities by Sector / MDA to attain DDP	(E) Objectively Viable Indicators(OVIs) for measuring performance of the activities (MOVs)	(H) Sources of data for indicators (MOVs)	(I) Risks and assumptions
<b>2. Increased statistical capacity</b>					
Strengthen human capital development	Increase personnel in statistics production	Recruit more personnel for statistics	-No. of personnel recruited for statistics	R, P&D	
	Develop skills for personnel in statistics	Train personnel in statistics production	No. of personnel skilled in statistics	HRD	
	Retention of personnel in statistics production	Improve welfare of personnel in statistics production	No. of personnel in statistics whose welfare has been improved	R, P&D	
		Advocate for proper placement of qualified statistics staff	No. of advocacies conducted for proper placement of statistics staff	R, P&D	
<b>3. Strengthened systems for data production and development.</b>					
Strengthen data production systems	Operationalize the Centralized Statistics Center	Develop & maintain databases for statistics	No. of databases for statistics developed	ICT	
		Regular update of the database			
	Review and automate data collection processes	Standardize data collection tools	No. of data collection tools standardized	R, P& D	
		Review & standardize data collection tools	No. of data collection tools reviewed & standardized	R, P& D	
Acquire and adopt appropriate ICT infrastructure for statistical production	Digitized data collection tools	No. of data collection tools digitized	No. of data collection tools digitized	R, P& D	
	Procure appropriate hardware & software	Procure appropriate hardware & software	Appropriate Software & hardware procured for statistical production	R, P& D	

(A) Strategic objective	(B) Strategic Initiatives for SPS	(D) Activities by Sector / MDA to attain DDP	(E) Objectively Viable Indicators(OVIs) for measuring performance of the activities (MOVs)	(H) Sources of data for indicators (MOVs)	(I) Risks and assumptions
Improve dissemination of UPF statistics	Institutionalize generation and use of statistics responsive to contemporary policing issues	Establish data recovery and back up facility Integrate geo referencing technology in the data production processes	Data recovery and back up facility established Geo referencing technology introduced in data production processes	R, P&D R, P&D	
	Improve data packaging for effective dissemination Disseminate Police statistics	Produce UPF statistics in various popular versions Develop communication strategy for statistics Hold dissemination fora	No. of popular UPF statistics versions produced No. of communication strategies developed No. dissemination fora held	R,P&D R,P&D	
<b>4. Enhanced dissemination, uptake and use of statistics.</b>					








## Annex 3

### List of UPF statistical Committee members

S/N	RANK& NAME	UNIT	Telephone Contact	Email address
1.	AIGP Ocaya James	R,P&D	0718328780	acut68@gmail.com
2.	SCP Halango Timothy	R, P&D	0718642428	thalango@yahoo.com
3.	CP Byamugisha Benedict	R,P&D	0714667764	byamkihirwa@gmail.com
4.	ACP Lutalo Richard	R,P&D	0718328785	lutalobr@gmail.com
5.	ACP Kamoya Joachim	CID	0787880208	kamoyj@yahoo.com
6.	ACP Okello Richard	Finance	0718357467	okello.rich@yahoo.com
7.	ACP Mulondo Eriphaz	R,P&D	0718328786	mulondoeriphaz@yahoo.co.uk
8.	SSP Nyamaizi Marion	R,P&D	0718328784	nmarionug@gmail.com
9.	SSP Nalugo Bettina	T&RS	0714629991	bnalugo@gmail.com
10.	SSP Mugume Julius	R,P&D	0714668108	mugumejulius@yahoo.co.uk
11.	SSP Nuwagaba Emmanuel	R,P&D	0714385284	nuwagaba82emma@gmail.com
12.	SP Bagoole Mustapha	HRA	0711042463	mustyb90@gmail.com
13.	SP Okobo Godfrey	F&RS	0711042360	okobo.godfrey@yahoo.com
14.	ASP Ssentongo Anthony	R,P&D	0716017869	ssentongoanthony@gmail.com
15.	ASP Mugumya Melexedec	R,P&D	0714012711	mmelexedec@gmail.com

S/N	RANK& NAME	UNIT	Telephone Contact	Email address
16.	ASP Nuwenyesiga Moses	R,P&D	0716162238	nuwenyesigamoses2@gmail.com
17.	ASP Nyirakiiza Faith	R,P&D	0709356918	nkurunzifaith@gmail.com
18.	ASP Twinamatsiko Edecias	R,P&D	0703666112	tadecias@gmail.com
19.	ASP Aejo Josephine	R,P&D	0773490191	josephineaejo@gmail.com
20.	ASP Baluka Rachael	R,P&D	0704762550	blkracheal289@gmail.com
21.	ASP Manano Phillips	R, P&D	0772879590	phalmansasah@gmail.com
22.	IP Namboozo Gladys	Marine	0700816686	eliza.nambozo@gmail.com
23	AIP Anguzu David	R,P&D	0782966623	anguzud@gmail.com

## Uganda Police Force

-  Plot 42/49, Katalima Road, Naguru
-  P.O.Box 7055, Kampala - Uganda
-  +256-414-343532 / 233814 / 232761 / 254033
-  080030019 / 0800199299
-  [info@upf.go.ug](mailto:info@upf.go.ug)
-  [Http://www.upf.go.ug](http://www.upf.go.ug)
-  Uganda Police Force
-  @PoliceUg