

UGANDA POLICE FORCE
Sector Strategic Plan for Statistics
2006/07-2010/11

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Table of Contents

Acronyms.....	iv
Foreword.....	v
Executive Summary.....	1
1 BACKGROUND.....	1
1.1 Mandate Analysis.....	1
1.2 Process of Developing the Plan.....	2
1.3 Structure of the Plan.....	2
2 SITUATIONAL ANALYSIS.....	3
2.1 Stakeholder Analysis.....	3
2.2 Status of data production and use.....	4
2.3 Quality of data produced.....	5
2.4 Challenges in Police Statistics Production.....	8
2.5 SWOT Analysis.....	8
3. STRATEGIC FRAMEWORK FOR THE SSPS.....	11
3.1 Vision.....	11
3.2 Mission.....	11
3.3 Strategic Objectives.....	11
3.4 Values and Principles.....	11
4 STRATEGY FOR IMPROVING STATISTICS PRODUCTION.....	12
4.1 SO1: Coordination and Management.....	12
4.2 SO2: Human Resource Development and Management.....	13
4.3 SO3: Statistical Development Programmes.....	14
5 IMPLEMENTATION PLAN.....	15
5.1 Mechanisms.....	15
5.2 Monitoring and Evaluation.....	15
5.3 Risk Analysis.....	16
ANNEX A: STATISTICS PRODUCTION SCHEDULE.....	17
ANNEX B: LOGICAL FRAMEWORK.....	21
ANNEX C: ACTIVITY SCHEDULE (2006/07-2010/11).....	26
ANNEX D: BUDGET ESTIMATES (2006/07- 2010/11) (Uganda Shillings "000").....	28
ANNEX E: CHALLENGES, STRATEGIES AND PRIORITY ACTIVITIES (2007).....	30
ANNEX F: POLICE INFORMATION SYSTEM (POLIS).....	31

Acronyms

ADM	Administration
CID	Criminal Investigation Department
CIS	Crime Information System
ICT	Information and communication Technology
IGP	Inspector General of Police
INTERPOL	International Police
LAN	Local Area Network
LAP	Local Administration Police
DIGP	Deputy Inspector General of Police
MIS	Management Information System
MTEF	Medium Term Expenditure Framework
OPS	Operations
PCTA	Police Counter Terrorism Agency
PEAP	Poverty Eradication Action Plan
PISC	Police Information System Center
PNSD	Plan for National Statistical Development
POLIS	Police Information System
PSIS	Police Station Information System
PSU	Professional Standards Unit
R & P	Research and Planning Unit
SCIS	Support Criminal Investigation System
SIS	Security Information System
SSIS	Social Services Information System
SSPS	Sector Strategic Plan for Statistics
WAN	Wide Area Network
Yr	Year

Foreword

The fragile status of Police statistical capacity has been discussed at numerous management fora. Most discussions have zeroed on the weaknesses in statistical development particularly the collection, analysis and dissemination of statistics. Currently, the statistical process in the Uganda Police is poor, inaccurate, uncoordinated and not time sensitive.

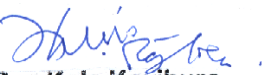
This strategic plan is an outcome of the statistical committee of the Uganda Police Force Research and Planning Department, in consultation with all police departments and the technical support of consultants hired by UBOS. I am grateful for all the support UBOS has provided during the development of this strategic plan. The plan will help put up a computerized and integrated information system that will contribute to proper planning, formulation of policies, monitoring and evaluation of projects and programmes.

I call upon all police personnel at all levels to support this plan to enable generation, analysis, storage and dissemination of quality statistical information and embrace statistics as an indispensable tool for day to day decision making, operational and administrative work.

Finally, the plan provides a framework for generating reliable information which is critical in policy formulation, planning, programming, monitoring and evaluation.

Without doubt, this is a step forward towards realizing the vision of producing an enlightened and motivated police that is efficient and accountable to the people.

For God and my Country


Maj Gen Kale Kayihura
Inspector General of Police

Executive Summary

The Mandate of the Uganda Police Force (UPF) is derived from the 1995 Constitution of the Republic of Uganda under article 212. It is charged with advancement and enhancement of peace and stability, order and adherence to the rule of law and good governance to ensure internal co-existence with the public. The Police therefore, contribute directly to the realization of the strategic objectives under pillars 3 and 4 of the Poverty Eradication Action Plan (PEAP) through securing life and property, managing disasters and contributing to good governance and democratization.

The Police SSPS covers 5 years (2006/7 – 2010/11) and provides a framework and mechanisms for further reform and acceleration of statistical development in the Police statistical system. This plan is intended to develop an integrated, harmonised, coordinated and coherent Statistical System which ensures harmonised data production processes in the at all levels of administration.

One important step in the SSPS process was the comprehensive assessment of the current status of the statistical status including its challenges. The challenges identified related to:

- limited co-ordination arrangements within and among producers and users of statistics at all levels of administration;
- user capacity and demand
- existing capacity (institutional, infrastructural, technical and resources) to meet these needs and fill existing capacity gaps;
- how statistics are collected, processed, and analysed; and
- how statistical data are disseminated and stored (IT policies, standards and databases).

In order to successfully implement this statistical plan, setting up mechanisms for coordination and data production and management is important. Such a system will guarantee the production of accurate and reliable statistics at all levels. It is also fundamental to motivate and build capacity for existing human resource engaged in data compilation, processing and analysis as well as secure and deploy supportive financial resources to boost the planned activities.

Budget

This plan has been costed at 26.5 billion Uganda shillings, equivalent to US\$15.6 million at the ruling market rate over the five year period. The major source of funding will initially be from development partners such as DFID through the Uganda Bureau of Statistics (UBOS), and subsequently by the Government of Uganda.

UPF SSPS Summary Budget (Uganda Shillings “000”)

Strategic Area	Yr 06/07	Yr 07/08	Yr 08/09	Yr 09/10	Yr 10/11	5 yr TT
Coordination and Management	760,800	5,404,275	6,783,075	5,817,575	5,801,575	24,567,300
Human resource development and management	10,000	83,000	83,000	79,000	78,000	333,000
Statistical Development Programmes	16,000	380,000	419,000	415,000	425,000	1,650,000
Total (Ugsh)	786,800	5,867,275	7,285,075	6,311,575	6,304,575	26,550,300
US\$ “000”	462.82	3,451.34	4,285.34	3,712.69	3,708.57	15,617.82

US\$=1700 Uganda Shilling

1 BACKGROUND

1.1 Mandate Analysis

Uganda Police Force became a fully fledged institution on 25th May 1906. Before that it was a Para-military force called The Uganda Armed Constabulary whose main function was to quell riots and unrest in the different parts of the then British Protectorate. Since then it has undergone institutional metamorphosis which culminated into the current Uganda Police Force which was established under Article 212 of the 1995 Constitution of the Republic of Uganda. It is charged with advancement and enhancement of peace and stability, order and adherence to the rule of law and good governance to ensure internal co-existence of the public.

Police Force under article 212 of the Constitution of the Republic of Uganda is mandated to:

- (i) Protect life and property
- (ii) Preserve law and order
- (iii) Prevent and detect crime
- (iv) Cooperate with civilian authority and other security organs established under the Constitution and the population generally.

The police force is further mandated under Section 4 of the Police Act CAP 303 to:

- (i) Protect other rights of the individual
- (ii) Maintain security within Uganda.
- (iii) Ensure public safety.
- (iv) Perform the functions of a military force.

Police therefore, contributes directly to the realization of the strategic objectives under pillars 3 and 4 of the Poverty Eradication Action Plan (PEAP) through securing life and property, managing disasters and contributing to good governance and democratization. It contributes indirectly to PEAP pillars 1, 2 and 5 by:

- Providing a secure environment within which individuals/households can work towards improving their incomes and livelihoods
- Providing an environment conducive to investment.
- Enforcing individuals' rights, including the right to property.
- Taking services nearer to the people, especially the marginalized and the poor.
- Providing emergency rescue services for any form of distress.

1.2 Process of Developing the Plan

The Uganda Bureau of Statistics identified a contact person in the Uganda Police Force to coordinate the process. Strategically, the person was drawn from the research and planning department since it technically coordinates all the departments in police as far as information management is concerned. The contact person in consultation with the immediate supervisors constituted a strategic working committee. Top management was further sensitized to support the process.

The committee comprised of representatives from each of the departments in the Police force. It was given specific terms of reference under which to operate. Each of the committee members was requested to identify their data needs after consultations with their respective departments. Supported by a strategic management consultant hired by UBOS, findings from the internal consultative meetings were shared with other sectors in the first phase in a number of Inter-Agency Committee meetings. These findings were an input into the Police strategic plan for Statistics

1.3 Structure of the Plan

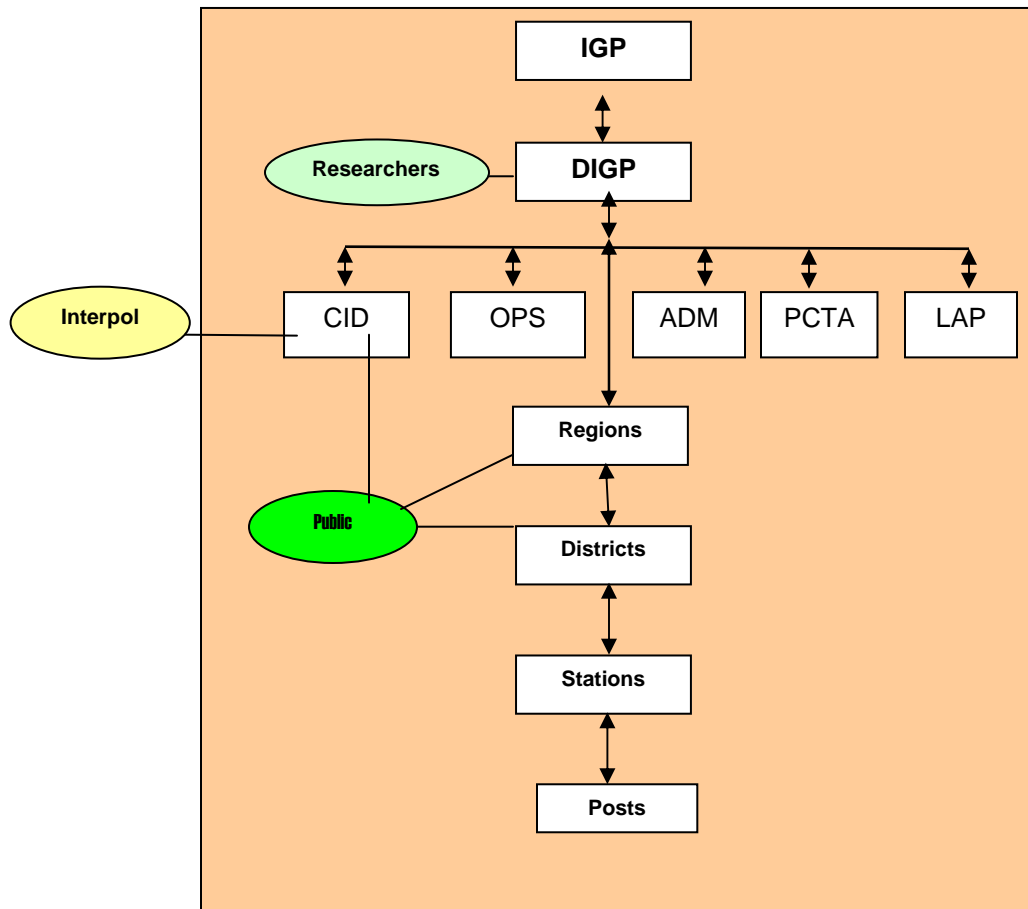
The plan is divided into six sections with the first section giving the background information, the second providing a situational analysis of the sector, the third and the fourth sections addressing strategic issues for statistics including the vision, mission and the strategy for improving statistical production. Section five presents the implementation plan while the last section presents appendices.

2 SITUATIONAL ANALYSIS

2.1 Stakeholder Analysis

Police generates data from Police Posts, Stations up to the directorate level (Figure 1). This data is analyzed manually and is used for policing. The stakeholders in this process can be classified as; primary Stakeholders who are mainly immediate users of Police data/information including; Police, Government e.g. Ministry of Works, Ministry of Justice and Constitutional Affairs, Ministry of Health, Members of the public, Uganda Bureau of Statistics, the Media, Banks, and the Parliament. The secondary users who indirectly access and use this information through the later agencies include; researchers, Courts of Laws, Advocates in private practice, Higher Institutions of Learning, Injury control Centers for casualties, and Transport organizations such as UTODA.

Figure 1: Structure of the present Police information flow



2.2 Status of data production and use

Police Information flow is still through the old vertical procedure of operations. The information flows through the channels of command, even if it is classified as distributable. For instance, a researcher in need of crime statistics from CID must get a written permission from the department of research and planning under DIGP prior to requesting the AIGP - CID and finally to the Crime intelligence Section. Likewise an officer from Police Counter Terrorism Agency (PCTA) in need of traffic information must access it through Central Police/Traffic instead of obtaining it directly from the traffic records office. The process is time consuming and calls for a more efficient horizontal procedure of information flow.

The Police is mandated to provide statistical information on crime statistics and other related data from different sources. The key Data Types are summarised in table 1 below

Table 1: Data Types

CASES	VIOLENT CRIME	SENTENCES BY COURT	TRAFFIC & ROAD SAFETY
<ul style="list-style-type: none"> ▪ Total Reports made to police (criminal and non-criminal) ▪ Criminal cases reported and investigated ▪ Non criminal cases reported ▪ Cases taken to court Cases finalized in court with convictions ▪ Cases pending under investigation by close of the year 	<ul style="list-style-type: none"> ▪ Homicide ▪ Kidnapping ▪ Assault ▪ Robbery ▪ Sexual assault ▪ Family / domestic violence ▪ Weapons 	<ul style="list-style-type: none"> ▪ Persons imprisoned by end of year 	<ul style="list-style-type: none"> ▪ Accidents: <ul style="list-style-type: none"> ○ Fatal ○ Serious ○ Minor ○ by <ul style="list-style-type: none"> ○ Motor vehicle ○ Motor vehicle ▪ Offences ▪ Express Penalty Scheme (EPS) ▪ Road Users <ul style="list-style-type: none"> ○ Passengers ○ Pedestrians ▪ Cases
PERSONS	PROPERTY CRIME	DRUGS	FRAUD AND DECEPTION
<ul style="list-style-type: none"> ▪ Persons arrested and charged ▪ Persons convicted by court ▪ Persons acquitted or discharged ▪ Persons awaiting trial by end of year ▪ Victims of crime ▪ Human trafficking ▪ Human Rights cases <ul style="list-style-type: none"> ○ Deaths in police custody ○ Injuries in police custody 	<ul style="list-style-type: none"> ▪ Unlawful entry with intent / burglary, break and enter ▪ Motor vehicle theft ▪ Value of property lost/recovered ▪ Motor vehicles/Motor cycles stolen/ robbed ▪ Persons affected by property crime 	<ul style="list-style-type: none"> ▪ Drug offences ▪ Drug use ▪ Drug use among offenders/detainees 	<ul style="list-style-type: none"> ▪ Fraud ▪ Cyber-crime ▪ Money laundering ▪ Piracy and intellectual property offences
<ul style="list-style-type: none"> ▪ Non Human <ul style="list-style-type: none"> ○ Physical and IT Infrastructure 			

2.3 Quality of data produced

The current data production method is predominantly manual and most of the information is stored in hard copies (in filing cabinets) not electronically. The Police Data was assessed for quality using the following criteria:

Integrity: This dimension captures the notion that statistical systems should be based on adherence to the principle of objectivity in the collection, compilation, and dissemination of statistics. The dimension encompasses institutional arrangements that ensure professionalism in statistical policies and practices, transparency, and ethical standards.

Methodological soundness: This dimension covers the idea that the methodological basis for the production of statistics should be sound and that this can be attained by following internationally accepted standards, guidelines, or good practices. This dimension is necessarily data set-specific, reflecting different methodologies for different datasets.

Accuracy and reliability: This dimension covers the idea that statistical outputs sufficiently portray the reality being measured. It relates to the notion that source data provides an adequate basis to compile statistics that statistical techniques are sound and that source data, intermediate data, and statistical outputs are regularly assessed and validated inclusive of revision studies.

Serviceability: This dimension relates to the need that statistics cover relevant information on the subject field, that they are disseminated in a timely fashion, with an appropriate periodicity, are consistent internally and with other major datasets, and follow a regular revision policy.

Accessibility: This dimension relates to the need to ensure that data and metadata are presented in a clear and understandable manner on an easily available and impartial basis, that metadata are up-to-date and pertinent, and that a prompt and knowledgeable support service is available.

The responses from data users indicated that Police statistics are;

- (i) inaccurate and untimely
- (ii) inadequate and lack certain required statistics
- (iii) Not easily accessible due to the bureaucracy within.
- (iv) Not coordinated amongst the different data producers.
- (v) Inadequate with incompetent staff in the management of data, and
- (vi) Poorly generated due to lack of logistical support such as transport, and communications facilities.

The quality of statistical products by key departments is outlined below. The scores indicate – **(Strictly observed – 3 Observed – 2 Not Observed – 1)**

Table 2: Data Assessment Framework

QUALITY MEASURE	Score	Why
CRIMINAL INVESTIGATION DEPARTMENT		
1. Integrity		
1.1 Independence of statistical operations	2	Some police forms from mother stations come with Errors. There are also delays in submissions of police forms
1.2 Culture of professional and ethical standards	2	No routine surveys/censuses or validity checks on the monthly Police forms (PF 66 A) from the Stations.
2. Methodological soundness		
International/regional standards implemented	1	Standards are not yet fully emphasized in relation to our data production.
3. Accuracy and reliability		
3.1 Adequacy of data source	2	Crime returns are always filled from mother stations on monthly basis (capturing all cases reported).
3.2 User response monitoring	2	Error checks on the crime returns are always queried for clarification purposes during data entry.
3.3 Validation of administrative data	1	Limited capacity to validate crime data filled in the data forms filled by the stations/units.
3.4 Validation of intermediate and final outputs	2	Compilation and data analysis is at Headquarter level and is reasonably reliable.
4. Serviceability		
4.1 User consultation	2	Always done at top management level.
4.2 Timeliness of statistical Outputs	1	Submissions from the mother stations are always delayed.
4.3 Periodicity of statistical Outputs	2	Produced with delays mostly due to financial constraints.
5. Accessibility		
5.1 Clarity of dissemination	2	Monthly, quarterly, half-yearly and annual reports disseminated.
5.2 Updated metadata	2	Done on regular basis as need be and required but done manually.
TRAFFIC AND ROAD SAFETY		
1. Integrity		
1.3 Independence of statistical operations	2	Delays in submission from lower levels

QUALITY MEASURE	Score	Why
1.4 Culture of professional and ethical standards	2	No validation chains in the system
2. Methodological soundness		
International/regional standards implemented	1	Not yet fully understood by the statistical producing offices
3. Accuracy and reliability		
3.1 Adequacy of data source	2	Absence of well trained and skilled personnel at data production units.
3.2 User response monitoring	2	Absence of any mechanism
3.4 Validation of administrative data	1	There is no validation mechanism in place
3.5 Validation of intermediate and final outputs	2	Final output is done at police headquarters with emphasis on professionalism
4. Serviceability		
4.1 User consultation	2	Done at various managerial levels more especially at District, Region and Headquarters.
4.4 Timeliness of statistical outputs	1	Inadequate and irregular necessary resources
4.5 Periodicity of statistical outputs	2	Inadequate and irregular necessary resources
5. Accessibility		
5.1 Clarity of dissemination	2	Inadequate trained personnel
5.2 Updated metadata	1	Under developed IT and poor mode of communication.
HUMAN RESOURCES MANAGEMENT		
1. Integrity		
1.5 Independence of statistical Operations	2	The personnel statistics from districts come with errors.
1.6 Culture of professional and ethical standards	2	We have no method of validation.
2. Methodological soundness		
International/regional standards implemented	1	Lack of knowledge on standards.
3. Accuracy and reliability		

QUALITY MEASURE	Score	Why
3.1 Adequacy of data source	2	Monthly reports are filled by District officials.
3.2 User response monitoring	1	Inconsistencies in figures.
3.5 Validation of administrative Data	1	Absence of validation mechanism.
3.6 Validation of intermediate and final outputs	2	Manual system in place at Headquarters.
4. Serviceability		
4.1 User consultation	2	Consultation mainly at management levels.
4.6 Timeliness of statistical Outputs	2	Delays in submission from districts.
4.7 Periodicity of statistical Outputs	2	System manual.
5. Accessibility		
5.1 Clarity of dissemination	2	Annual report normally disseminated.
5.2 Updated metadata	1	No follow up mechanism and the system is manual.

2.4 Challenges in Police Statistics Production

The Police system has been in existence for a hundred years, but it faces various challenges in data production and management. Currently, there is no central Information System for the Police in Uganda. The Police system is characterized by a decentralized system with isolated and uncoordinated pockets of statistical units at different levels of governance - district, Sub County and parish levels. The collection, analysis, dissemination of statistics is poor and uncoordinated. In addition, data usage is limited due to the bureaucratic tendencies. The Data is collected using police outdated forms and books which were designed during the colonial times.

2.5 SWOT Analysis

Strengths, Weaknesses, Opportunities and Threats (SWOT) taking account of internal and external factors.

a) Strengths

- (i) The Police employs committed men and women.
- (ii) There is strong leadership to spearhead Police operation in the country.
- (iii) The Police operate through well established rules and procedures.

- (iv) There is a data management system in place with an open Registry, records management, and a communication system etc, at all police units which can be improved to generate better statistics.
- (v) There is a flexible and disciplined manpower to cope with new innovations
- (vi) The institutional and structural settings e.g. CID, OPS, PCTA, ADM, LAP are already established pillars for the statistical system to function.

b) Weaknesses

- (i) The data production process is manual. This is slow and prone to errors yet police operations require accurate, timely and reliable information. This gives a setback in the fulfillment of its mandate.
- (ii) Lack of an established structure (department/offices) to handle the generation, coordination and dissemination of Police statistics.
- (iii) Stringent institutional bureaucratic procedures which hinder access and use of information including the non confidential data.
- (iv) Rigidity in data sharing due to lack of sensitization and advocacy for data/information.
- (v) There is inadequate manpower capacity (Statisticians, programmers, technicians and other relevant professionals) to handle statistical production.

c) Opportunities

- (i) Most police personnel have minimum basic qualifications and can easily be empowered to manage data appropriately e.g. regional communicational officers.
- (ii) There is willingness of other stakeholders to support Police e.g. Justice, Law and Order Sector(JLOS), Line Ministries, Uganda Communication Commission (UCC) and Uganda Telecom Ltd (UTL)
- (iii) There is established collaboration between Uganda Police and the Police of other countries namely; South Africa and Botswana which have developed data systems from which experiences and ideas can be shared to improve our systems.
- (iv) Police collaborates with other security organs like Chieftaincy of Military Intelligence (CMI), Internal Security Organization (ISO), and External Security Organization (ESO) which are primary stakeholders in the generation and use of statistics.

d) Threats

- (i) Technological changes: Technology challenges in today's digital world require redesigning the organization and building new communication architecture and information technology (IT) infrastructure.
- (ii) Security of the system to safeguard highly confidential information.
- (iii) Hackers and crackers may pose a big threat and therefore requiring building a robust system.

3. STRATEGIC FRAMEWORK FOR THE SSPS

3.1 Vision

A reliable Statistical System that effectively contributes and supports to the accountable Police Force.

3.2 Mission

To promote effective planning and operation in the Police Force by efficiently producing accurate and quality statistics.

3.3 Strategic Objectives

In order to address challenges and weaknesses that have been identified through the SWOT, the following strategic objectives have been generated:

SO1: Coordination and Management.

SO2: Strengthening Human Resource capacity for statistical development.

SO3: Statistical development program for data production.

3.4 Values and Principles

- a. Objectivity
- b. Accountability
- c. Transparency
- d. Timeliness

4 STRATEGY FOR IMPROVING STATISTICS PRODUCTION

In order to realize the vision and mission for the police sector, specific actions in the next five years (2006/7 – 2010/11) will be targeted on the strategic objectives mentioned herein.

4.1 SO1: Coordination and Management

The Issue.

Police statistics are generated through regular administrative records at all levels. However, the methodology and mechanisms under which they are generated affects the quality. There is inadequacy in coordination and management at all levels of administration that affect the accuracy, completeness, timeliness and consistency of statistics produced. Effective coordination and management of statistics production will ensure that data producers at all levels produce accurate, efficient and quality statistics.

Main Strategies

In order to address the above issue the following strategies will be pursued;

- Institutionalising the function of the statistical committee for the Uganda Police Force
- Harmonising statistical production processes within the sector.
- Collaborating with UBOS in implementing the SSPS and Plan for National Statistics Development.

Specific Actions

- SO 4.1.1 Promote the role of statistics in designing strategies for crime prevention and reduction among policy makers in the Police. Operationalise the police sector statistical structures (committees) - PSIC.
- SO 4.1.2 Advocate and sensitize the UPF fraternity about the need and importance of good statistics
- SO 4.1.3 Coordinate and harmonise statistical production activities of all stakeholders in the Police fraternity.
- SO 4.1.4 Monitor implementation of the SSPS to ensure quality and availability of the Police statistics is strengthened.
- SO 4.1.5 Set up and equip statistical units at Directorate & Departmental levels

- SO 4.1.6 Establish and equip a central statistical Unit (One Stop Centre) at the Police headquarters, properly equipped to oversee the generation, storage, dissemination and usage of statistics.
- SO 4.1.7 Procure and apply relevant Statistical packages
- SO 4.1.8 Computerize and integrate the system into a LAN and WAN to ensure all police departments have access to timely, accurate and usable data.

4.2 SO2: Human Resource Development and Management

The Issue

There is need for well qualified, motivated and well equipped staff to produce quality statistics. On the other hand, data users also need to be empowered to access the data and information produced.

Main Strategies

In order to address the above issue, the following strategy will be pursued;

- Providing support to stakeholders to enhance the quality of generation, analysis, dissemination and use of statistics.
- Strengthening skills for data collection, analysis, management and dissemination.
- Strengthening skills in GIS design and application

Specific Actions

To achieve the above strategies following activities have been identified for implementation.

- SO 4.2.1 Train IT analysts/data managers/ programmers in conventional IT competences
- SO 4.2.2 Train relevant staff involved in production and management of statistics in data collection and analysis.
- SO 4.2.3 Train and apply skills in the use of the Geographical information system
- SO 4.2.4 Organize induction courses and short specialized refresher courses, study tours and attachments.

4.3 SO3: Statistical Development Programmes

The Issue

Most of the police statistics is generated through regular administrative records or through investigative activities. Statistics are produced as a routine and sometimes quality may not be given due attention. Data producers and users need to be empowered to appreciate the importance of producing and using good statistics.

Main Strategies

In order to address the above issue, the following strategy will be pursued;

- Improving and standardising data collection tools
- Updating statistical definitions, terminologies and concepts in line with international standards
- Developing data bases for all crime statistics
- Developing and regularly updating crime and related meta data

Specific Actions

Operationalisation of the above strategies will depend on the implementation of the following activities.

- | | |
|---------|--|
| SO3.1 | Review and standardize the data collection tools, |
| SO 3.2 | Establish a GIS facility to spatially map Police statistics (crime, traffic statistics, among others |
| SO 3.3 | Develop and continuously update a Statistics web page for dissemination. |
| SO 3.4 | Produce Hard copies of comprehensive statistics in form of reports, facts and figures, bulletins, statistics abstracts, calendars, CDs, etc. |
| SO 3.5 | Carry out crime and user satisfaction surveys after every three years. |
| SO 3.6 | Develop and regularly update the metadata |
| SO 3.7 | Develop statistics indicators that would be linked to MDGs & PEAP and update them regularly. |
| SO 3.8 | Conduct periodic statistical audits in sampled regions and districts. |
| SO 3.9 | Develop a statistics repository centre with updates in the UPF Library |
| SO 3.10 | Data collection & verification from Partners (hospitals, Local Councils, and others) |
| SO 3.11 | Develop Database Management Systems and a computerized Police Information System (POLIS) |

5 IMPLEMENTATION PLAN

This plan will upgrade the present Police Information System (POLIS) see Appendix F, which is mainly manual with some isolated computer databases into an integrated computerized nationwide database network system. POLIS will be supervised by PISC and will establish network with all support directorates, departments, regional headquarters, districts and gazetted stations as shown in Annex A.

5.1 Mechanisms

This strategic plan is estimated to be implemented in the period of five years. The first year will cover Police Headquarters directorates and departments. The second year will cover specialized units and two regional Headquarters of Kampala Extra and Central. During the third year, the plan will extend to cover the remaining ten regional headquarters. In the fourth year the plan will have covered all district headquarters. By the end of the fifth year, the implementation plan should have covered all policing areas of Uganda up to gazetted Police Stations.

The priorities for the implementation of this plan during the first year and subsequent years will be based on the need for strengthening the state of statistical production and usage. The priorities will be guided by the principle of sustainability putting into consideration the basic strategies of statistical advocacy, organizational and institutional development, physical and statistical infrastructure, Information Technology, Human resource Development, Data development, Data dissemination and Monitoring and evaluation.

Furthermore, the established statistics committee in collaboration with Research and Planning as an implementing department will serve as the steering committee for the development of this Plan. The detailed activities are given in the logical framework and activity schedule.

5.2 Monitoring and Evaluation

This will be accomplished through regular technical support supervision on data management at all levels. Data Quality Audits (DQA) will be carried out at different levels of data collection, collation and analysis by the technical staff of Police Statistics Committee and PNSD as need arises. The Inspector General of Police (IGP) will be the overseer. The Commissioner of Research and Planning will be responsible for the overall implementation of the activities on behalf of the Inspector General of Police. Progress reports will be submitted on a quarterly basis to the key stakeholders. These reports will be distributed to IGP, all Directors, Executive Director

UBOS and other relevant key stakeholders. Monitoring the implementation of activities will also be undertaken using agreed upon indicators. A mid-term and final evaluation exercise will also be conducted to assess the extent to which the objectives will have been achieved.

5.3 Risk Analysis

NO.	Risks	Mitigating Factors
1	Poor Training	Training should be from a recognized institutions People selected for training must have the set basic and relevant qualifications
2	Trained and experienced personnel might be transferred to other units and departments	Transfer policy should respect professionalism
3	Trained and experienced personnel might be attracted by other better paying jobs	Motivation in terms of Promotions, allowances, extra training etc.
4	Supply of Sub-standard Equipment	Competent and recognized suppliers
5	Incompatibility of systems	Thorough system study
6	Poor workmanship by contractors	Competent and recognized suppliers Proper and thorough supervision
7	Security threat (Virus Attacks, Malicious destruction and interference of the system)	Firewalls, intrusion detection system, data encryption, Security policies in form of access rights and privileges
8	Poor maintenance of the system	Regular preventive maintenance of the system

5.4 Financing Plan

The major source of funding will be from development partners such as DFID. The plan will run for 5 years until it is properly incorporated into the Police Medium Term Expenditure Framework (MTEF).

ANNEX A: STATISTICS PRODUCTION SCHEDULE

Directorate: Criminal Investigations Directorate (CID)

Statistics produced (Current)	Indicators	Design	Level of disaggregation		Frequency of production	Publication/ Report
			Administrative	Gender		
Crime Statistics in relation to the following areas:						
i] Total cases reported.	Pre-conditioned	Administrative records	National and District	Yes	Annually	Reports
ii] Cases under inquiry	Pre-conditioned	Administrative records	National and District	Yes	Annually	Reports
iii] Cases not detected	Pre-conditioned	Administrative records	National and District	Yes	Annually	Reports
iv] Cases taken to court	Pre-conditioned	Administrative records	National and District	Yes	Annually	Reports
v] Number of cases with convictions	Pre-conditioned	Administrative records	National and District	Yes	Annually	Reports
vi] Total persons arrested	Pre-conditioned	Administrative records	National and District	Yes	Annually	Reports
vii] Total persons summoned	Pre-conditioned	Administrative records	National and District	Yes	Annually	Reports
viii] Total persons convicted	Pre-conditioned	Administrative records	National and District	Yes	Annually	Reports
ix] Persons acquitted or discharged	Pre-conditioned	Administrative records	National and District	Yes	Annually	Reports
x] Persons awaiting trial	Pre-conditioned	Administrative records	National and District	Yes	Annually	Reports
xi] Persons sentenced death	Pre-conditioned	Administrative records	National and District	Yes	Annually	Reports
xii] Persons imprisoned	Pre-conditioned	Administrative records	National and District	Yes	Annually	Reports
xiii] Persons fined.	Pre-conditioned	Administrative records	National and District	Yes	Annually	Reports
a) Crime Statistics in relation to Penal Code						
i] Persons imprisoned	Pre-conditioned	Administrative records	National and District	Yes	Annually	Reports
ii] Cases with convictions	Pre-conditioned	Administrative records	National and District	Yes	Annually	Reports

Statistics produced (Current)	Indicators	Design	Level of disaggregation		Frequency of production	Publication/ Report
			Administrative	Gender		
iii] Accused persons charged	Pre-conditioned	Administrative records	National and District	Yes	Annually	Reports
iv] Accused persons convicted	Pre-conditioned	Administrative records	National and District	Yes	Annually	Reports
v] Accused persons acquitted.	Pre-conditioned	Administrative records	National and District	Yes	Annually	Reports
vi] Number of victims	Pre-conditioned	Administrative records	National and District	Yes	Annually	Reports
vii] Value of property lost	Pre-conditioned	Administrative records	National and District	Yes	Annually	Reports
viii] Value of property recovered	Pre-conditioned	Administrative records	National and District	Yes	Annually	Reports
ix] Detection rate	Pre-conditioned	Administrative records	National and District	Yes	Annually	Reports
x] Conviction rate	Pre-conditioned	Administrative records	National and District	Yes	Annually	Reports
xi] Recovery rate	Pre-conditioned	Administrative records	National and District	Yes	Annually	Reports
xii] Workload	Pre-conditioned	Administrative records	National and District	Yes	Annually	Reports
xiii] Personnel strength	Pre-conditioned	Administrative records	National and District	Yes	Annually	Reports
(Future)						
i. Crime pattern mapping using Global Positioning System (GPS)	PEAP	Administrative records	National and District	Yes	six, twelve and twenty four hourly basis	Weekly
ii. Database of Telecommunication in crime statistics	PEAP	Administrative records	National and District	Yes	six, twelve and twenty four hourly basis	Weekly
iii. Police Gazetted stations (wanted, missing persons, lost, found property, convicted persons and their finger prints)	PEAP	Administrative records	National and district	Yes	Weekly	Weekly
iv. Lost/ Stolen/ Recovered m/v statistics or (wanted vehicles)	PEAP	Administrative records	National and district	Yes	Weekly	Weekly

Directorate: Criminal Investigations Directorate (CID)

			Level of disaggregation			
Statistics produced (Current)	Indicators	Design	Administrative	Gender	Frequency of production	Publication/Report
Traffic statistics relation in respect to:						
i] Fatal	PEAP	Administrative records	National, Regional and District.	Yes	Half Yearly(calendar) and Financial Year	Reports
ii] Serious	PEAP	Administrative records	National, Regional and District.	Yes	Half Yearly(calendar) and Financial Year	Reports
iii] Minor accidents	PEAP	Administrative records	National, Regional and District.	Yes	Half Yearly(calendar) and Financial Year	Reports
iv] Vehicle inspection	PEAP	Administrative records	National Regional and District.	Yes	Half Yearly(calendar) and Financial Year	Reports
v] Traffic awareness programmes	PEAP	Administrative records	National Regional and District.	Yes	Half Yearly(calendar) and Financial Year	Reports
(Future)						
Traffic pattern mapping	PEAP	Administrative records	National, Regional and District	Yes	Six, Twelve and Twenty four hours basis	Reports

Department: Traffic and Road Safety

			Level of disaggregation			
Statistics produced (Current)	Indicators	Design	Administrative	Gender	Frequency of production	Publication/Report
Personnel statistics in relation to:						
(i). Personnel Strength	Pre-Conditioned	Administrative records	National and Districts	Yes	Monthly and Annually	Reports
(ii). Wastages	Pre-Conditioned	Administrative records	National and Districts	Yes	Monthly and Annually	Reports
(iii). Transfers	Pre-Conditioned	Administrative records	National and Districts	Yes	Monthly and Annually	Reports
(iv). Promotions	Pre-Conditioned	Administrative records	National and Districts	Yes	Monthly and Annually	Reports
(v). Recruitments	Pre-Conditioned	Administrative records	National and Districts	Yes	Monthly and Annually	Reports
(vi). Courses attended	Pre-Conditioned	Administrative records	National and Districts	Yes	Monthly and Annually	Reports
(vii). International deployments/Assignments	Pre-Conditioned	Administrative records	National and Districts	Yes	Monthly and Annually	Reports
(Future)						
Computerized personnel Data Base	Pre-conditioned	Administrative records	National and District	Yes	Monthly	Reports

ANNEX B: LOGICAL FRAMEWORK

Hierarchy of Objectives	Measurable Indicators	Sources of Verification	Assumptions
Overall Objective:			
To develop a coherent, reliable, efficient and demand-driven statistical system that supports management and policy formulation within the Police Sector.	<ul style="list-style-type: none"> • Timely and reliable statistics produced within the sector. • Increased awareness, support and use of sector statistics. • Increased participation and involvement of stakeholders in statistical activities of the sector. 		
Purpose:			
Enhanced contribution of statistics to evidence-based decision-making, planning and management of the entire Police Force.	<p>P1: Institutional framework for managing statistics improved by 2009.</p> <p>P2: 60% of the plans based on facts of statistics by 2009.</p> <p>P3: Levels of adoption, use and satisfaction of stakeholders with the delivery and quality of police statistics.</p> <p>P4: Changes in Police Force performance.</p>	<ul style="list-style-type: none"> • National statistical Abstracts • Institutional Plans • Evaluation and impact assessment reports by R & P Dep't. • Annual Reports prepared by Complaints Desk- Legal Department, PSU. • Budget framework paper – presented to Parliament by Min. of Internal Affairs. • Evaluation and impact assessment reports • Human rights reports. • Annual policing reports prepared by R & P 	<ul style="list-style-type: none"> • Adequate social, economic and political stability exists. • Minimal disruptions from biophysical and environmental catastrophes. • Relevant local and national policies are implemented effectively. • Government continues to support statistics development and usage. • Equitable distribution of benefits occurs. • Government, non-government, local and national stakeholders operate effectively at appropriate levels.

Hierarchy of Objectives	Measurable Indicators	Sources of Verification	Assumptions
<p>Outputs/Results</p> <p>O.P1: Reliable , efficient and coordinated Police statistical system established and Operationalized.</p>	<p>R1.1: 80% of the statistical units established, re-Structured, right-sized and inter-connected at Directorate/Departmental by 2010</p> <p>R1.2: External and internal linkages strengthened by 2008.</p> <p>R1.3: Quarterly Coordination meetings.</p> <p>R1.4: Comprehensive statistics produced by 2009</p>	<ul style="list-style-type: none"> • Departmental & Directorate structure • Police Review Report • Statistical Committee reports. • PNSD document 	<ul style="list-style-type: none"> • Political, social and economic stability does not deteriorate to critical levels. • Adequate commitment and capacity to collect and use statistics is maintained. • Efficient and effective international and national statistics support services exist. • Effective mechanisms for widespread statistics collection and usage exist and are user-friendly. • Costs (time, money, personnel) do not compromise gains arising out of decisions based on statistics.
<p>O.P2: Capacity for producing, dissemination, achieving quality statistics strengthened.</p>	<p>R2.1: Police Budget allocation to statistics Streamlined and increased by 2008</p> <p>R2.2: Data collection tools reviewed and Standardized by 2008.</p> <p>R2.3: 80% of the Statistical Units Computerized by 2010</p> <p>R2.4: 60% of statistical data managers skilled by 2009.</p> <p>R2.5: 90% of the Statistical Units submit returns according to Police Standing Orders by 2009.</p> <p>R2.6: 10% increased support from Development partners contributions Annually</p> <p>R2.7: Quarterly police statistics reports released.</p> <p>R2.8: 3 regional meetings for statistical advocacy each year.</p>	<ul style="list-style-type: none"> • Police Strategic Investment Plan • Medium Term Expenditure Framework of UPF • Review report • IT Status Reports • Training reports • Submission Registers • Police Donor Support Reports. • IGP Media report • Libraries • Police Web site • Meeting reports. 	<ul style="list-style-type: none"> • Government, non-government, local and national stakeholders operate effectively at appropriate levels.

Hierarchy of Objectives	Measurable Indicators	Sources of Verification	Assumptions
O.P3: Demand-driven statistics generated and accessible.	<p>R3.1: Number of new statistical products generated annually.</p> <p>R3.2: 80% of police statistics demands met by 2010.</p> <p>R3.3: 80% of statistics reports produced availed to users by 2010.</p>	<ul style="list-style-type: none"> Annual police statistical reports Statistics request Register by R & P Police Force Library and Others, police Website. 	

Hierarchy of Objectives	Inputs	Sources of Verification	Assumptions
Activities			
<p>1. Coordination and Management</p> <p>A1.1 Set up and equip statistical Units at Directorate & Departmental Levels</p> <p>A1.2 Enhance Statistics coordination Functions (Meetings)</p> <p>A1.3: Establish and equip a central statistical Unit (One Stop Centre).</p> <p>A1.4: Monitor and Evaluate implementation of the activities.</p> <p>A1.5: Carry out crime and user satisfaction surveys every three years.</p> <p>A1.6: Establish statistics procedures and standing instructions</p>	<p>Equipment</p> <p>Location</p> <p>Labour-Techincians</p> <p>Questionnaires</p> <p>Materials</p> <p>Stakeholder participation/involvement</p> <p>Statistical procedures and standing orders</p>	<ul style="list-style-type: none"> Meeting reports Financial reports One stop centre functional M & E Reports Survey reports Statistical standing orders M&E reports 	

Hierarchy of Objectives	Inputs	Sources of Verification	Assumptions
<p>2. Human Resource Development and Management</p> <p>A2.1: Develop databases.</p> <p>A2.2: Purchase of Database Management Systems</p> <p>A2.3 :Training Data managers, Programmers and others.</p> <p>A2.4: Develop and Regularly update the metadata.</p> <p>A2.5: Conduct periodic statistical audits in sampled regions and districts.</p> <p>A2.6: Develop statistics indicators that would be linked to MDGs & PEAP and updating them regularly.</p> <p>A2.6: Data collection & verification from Partners (Hospitals, Local councils, and Others)</p> <p>A2.7: Map Police statistics (crime, traffic statistics, and Others) with GIS facility.</p> <p>A2.8: Integrate the system into a LAN and WAN.</p>	<p>Data sets</p> <p>Trainers</p> <p>Training manuals</p> <p>Draft meta data</p> <p>Audit tool(s)</p> <p>Audit programme</p> <p>MDG and PEAP Indicators and manuals</p> <p>List of necessary administrative data</p> <p>Mapping strategy</p> <p>Technicians</p> <p>Equipment</p>	<ul style="list-style-type: none"> • Financial reports • Training reports • Audit reports • Collection & Verification reports • GIS status reports • Financial reports • LAN/WAN reports 	<ul style="list-style-type: none"> • Adequate social, economic and political stability exists. • Minimal disruptions from biophysical and environmental catastrophes. • Relevant local and national policies are implemented effectively. • Government continues to support statistics development and usage. • Equitable distribution of benefits occurs. • Government, non-government, local and national stakeholders operate effectively at appropriate levels.

Hierarchy of Objectives	Inputs	Sources of Verification	Assumptions
<p>3. Statistical Development Programmes</p> <p>A3.1: Enhance Police Web for Statistics dissemination and updates.</p> <p>A3.2: Review and standardize data collection tools.</p> <p>A3.3: Design a form/ questionnaire to capture and analyse statistics requests and assess user needs.</p> <p>A3.4: Produce Hard copies of comprehensive statistics in form of reports, Facts and Figures, bulletins, Statistics Abstracts, Calendars, CDs, etc.</p> <p>A3.5: Convene Regional meetings for statistical Advocacy and Dissemination</p> <p>A 3.6: Develop a statistics repository centre with updates in the UPF Library</p> <p>A. 3.6 Develop Database Management Systems and a computerized Police Information System (POLIS)</p>	<p>Dissemination plan</p> <p>Tools</p> <p>Software</p> <p>Printer and photocopiers</p> <p>Library, Librarian</p>	<ul style="list-style-type: none"> • Financial reports • Data review report • Data Request register • Meeting reports • Library Catalogue • Data bases • POLIS 	<ul style="list-style-type: none"> • Political, social and economic stability does not deteriorate to critical levels. • Adequate commitment and capacity to collect and use statistics is maintained. • Efficient and effective international and national statistics support services exist. • Effective mechanisms for widespread statistics collection and usage exist and are user-friendly. • Costs (time, money, personnel) do not compromise gains arising out of decisions based on statistics. • Government, non-government, local and national stakeholders operate effectively at appropriate levels.

Preconditions:
<ol style="list-style-type: none"> 1. Timely and sufficient financial, human and physical resources to support the sectoral statistical system are available from government, non-government and development partners. 2. Strategic partners, with adequate capacity and skills for collecting and using sectoral statistics exist.

Note: O - Out put; P - Purpose; R-Result, for eg. O.P1 stands for "Output for Purpose 1".

ANNEX C: ACTIVITY SCHEDULE (2006/07-2010/11)

In order to achieve the strategic objectives, the activities below will be undertaken over the time indicated in the action plan.

	Activity	Yr 06/07				Yr 07/08				Yr 08/09				Yr 09/10				Yr 10/11			
1	Coordination and Management																				
1.1	Coordinate all stakeholders in the Police fraternity in statistical production and usage																				
1.2	Monitor and evaluate the implementation of the activities																				
1.3	Improve the quality and availability of the Police statistics for institutional monitoring																				
1.4	Advocate and sensitize the UPF fraternity about the need and importance of good statistics																				
1.5	Organize workshops to demonstrate the use of statistical data in decision making and dissemination of statistical information																				
1.6	Promote the role of statistics in designing strategies for crime prevention and reduction																				
1.7	Establish and equip a central statistical Unit (One Stop Centre) at the Police headquarters, properly equipped to oversee the generation, storage, dissemination and usage of statistics																				
1.8	Set up and Equip statistical Units at Directorate & Departmental Levels																				
1.9	Procure/Develop Database Management Systems and Statistical packages																				
2	Human Resource Development and Management																				
2.1	Computerize and integrate the system into a LAN and WAN to ensure all police departments have access to timely, accurate and usable data.																				
2.2	Build capacity to ensure availability of adequate, skilled, motivated and well trained personnel to cope with advancements in IT and data production																				
2.3	Train data managers/ programmers through study visits and attachments																				
3	Statistical Development Programmes																				
3.1	Review and standardize the data tools, conduct regular training for staff involved in production and management of statistics																				
3.2	Organize induction courses and short specialized refresher courses, study tours and attachments																				
3.3	Establish a GIS facility to spatially map Police statistics (crime, traffic statistics among others)																				

	Activity	Yr 06/07				Yr 07/08				Yr 08/09				Yr 09/10				Yr 10/11			
3.4	Develop and continuously update a Statistics web page for dissemination																				
3.5	Produce Hard copies of comprehensive statistics in form of reports, Facts and Figures, bulletins, Statistics abstracts, Calendars, CDs, etc																				
3.6	Carry out crime and user satisfaction surveys every after three years																				
3.7	Develop and regularly update the metadata																				
3.8	Develop statistics indicators that would be linked to MDGs & PEAP and update them regularly																				
3.9	Conduct periodic statistical audits in sampled regions and districts																				
3.10	Develop a statistics central repository with updates in the UPF Library																				
3.11	Data collection & verification from Partners (Hospitals, Local councils, and others)																				
3.12	Develop the Database Management System for Police																				

ANNEX D: BUDGET ESTIMATES (2006/07- 2010/11) (Uganda Shillings “000”)

Strategy/Activities	Yr 06/07	Yr 07/08	Yr 08/09	Yr 09/10	Yr 10/11	5 yr TT
1 Coordination and management						
Advocacy	78,000	138,500	128,500	118,500	123,500	587,000
IT Infrastructure soft ware	227,600	1,802,925	2,267,525	1,949,025	1,942,025	8,189,100
Physical Infrastructure	455,200	3,262,850	4,192,050	3,555,050	3,541,050	15,006,200
Organisational development	-	30,000	25,000	25,000	25,000	105,000
Monitoring and evaluation	-	170,000	170,000	170,000	170,000	680,000
Sub total	760,800	5,404,275	6,783,075	5,817,575	5,801,575	24,567,300
2 Human Resource Development and Management						
Statistical concepts and definitions, analysis, interpretation		6,000	6,000	6,000	6,000	24,000
Database development and administration	10,000	5,000	5,000	2,000	2,000	24,000
GIS strategy development and Management		20,000	20,000	20,000	20,000	80,000
Website Management		2,000	2,000	1,000		5,000
Study visits		30,000	30,000	30,000	30,000	120,000
Attachments and internship to the statistical units		20,000	20,000	20,000	20,000	80,000
Sub total	10,000	83,000	83,000	79,000	78,000	333,000
3 Statistical Development Programmes						
Review data collection methods and Instruments	5,000	25,000	9,000	-	-	29,000
Inventory of statistics and identification of data gaps	6,000	10,000	5,000	5,000	5,000	31,000
Review of data collection instruments and improvement of statistical Products	5,000	80,000	90,000	100,000	100,000	375,000
Statistics Publications - Statistics reports eg. monthly reports, Quarterly reports and the annual statistics abstract.	-	30,000	30,000	30,000	30,000	120,000
Establish programme and mechanisms for and forms to capture user needs	-	30,000	30,000	-	-	60,000
Develop and update indicators that are linked to MDGs and PEAP	-	20,000	20,000	20,000	20,000	80,000

Develop and Update meta data	-	10,000	10,000	10,000	10,000	40,000
Undertake quarterly Statistical Audits	-	40,000	35,000	40,000	40,000	160,000
Compile and harmonise production of administrative data collection and verification from partners (Hospitals, Human Rights bodies)	-	20,000	20,000	20,000	20,000	80,000
Crime and User satisfaction surveys	-	-	50,000	70,000	80,000	200,000
Develop mini Databases for the various departments		40,000	60,000	55,000	50,000	205,000
Develop the Database Management System for Police		75,000	60,000	65,000	70,000	270,000
Sub-total		16,000	380,000	419,000	415,000	1,650,000
GRAND TOTAL		786,800	5,867,275	7,285,075	6,311,575	26,550,300
US\$ (1:1700Ugshs)		462.82	3,451.34	4,285.34	3,712.69	15,617.82

ANNEX E: CHALLENGES, STRATEGIES AND PRIORITY ACTIVITIES (2007)

Challenges	Strategies	Priority Activities for the Initial year
<p>UGANDA POLICE FORCE Implementing Dept: Research and Planning Headed by: Commissioner of Police</p>		
<ul style="list-style-type: none"> • Currently, there is no Police Information System Centre in Uganda. The Police system is characterized by a decentralized system with isolated and uncoordinated pockets of statistical units at different levels of development found at district, Sub County and parish levels. • No statistical unit exists. • The collection, analysis and dissemination of statistics is poor, inaccurate, untimely and uncoordinated. • Lack of adequately trained personnel in the production of statistics • Limited use and sharing of existing data as police information flows are through channels of command. • Data collected use outdated forms and books which were designed during the colonial times. • Inadequate computer equipment to capture the data and as such data are stored manually in files 	<ul style="list-style-type: none"> • Put in place a Police Information System –POLIS • Establish a statistical unit/department to strengthen data production and ensure the coordination and utilisation of Police Force statistics. • Improve on collection, analysis and dissemination techniques through the revision of the data production instruments and methodologies. • Train staff involved in the production and management of statistics. • Develop and implement a policy guide to govern the dissemination, sharing and use of data. • Update forms and books in line with the changing times and provide necessary IT equipment to the statistical unit. 	<ul style="list-style-type: none"> • Set up an MIS and provide IT equipment required to support this system. • Link the MIS with the GIS facility. • Establish a statistics unit as part of the Research Department or subsume the research unit to statistics unit and properly equip it with IT equipment. • Review the instruments being used for data collection. • Train in IT, GIS, production, analysis dissemination and use of statistics and other areas depending on their actual needs.

ANNEX F: POLICE INFORMATION SYSTEM (POLIS)

POLIS will consist of 6 database systems and 26 databases:

- 1) Crime Information System (CIS)
- 2) Management Information System (MIS)
- 3) Security Information System (SIS)
- 4) Social Services Information System (SSIS)
- 5) Support Criminal Investigation System (SCIS)
- 6) Police Station Information System (PSIS)

1. CRIME INFORMATION SYSTEM (CIS)

Motor Vehicle Registration Database

This is an external database which will be linked from the Works, Transport and Communication Ministry. The database will provide service to inquiries on vehicle registration which would provide information pertaining to the vehicle and its owner. This information will be used by investigators and the Traffic Endorsement Database.

Drivers License Database

This is an external database which will be linked from the Works, Transport and communication Ministry. The database will provide service to inquiries on drivers' license which would provide information about the holder. This information will be used by investigators, the Traffic Endorsement Database, the Traffic Accident Database and the Express Penalty scheme Database.

Firearms Registration Database

This database contains data of firearms registered and is under the responsibility of the UPF. It is linked to the National Identity System of the Ministry of Internal Affairs which provides information on the 26 million registered citizens of Uganda.

License to Carry Firearms Database

This database is used to control the issuing of license to carry firearms.

Criminal Database (including juveniles)

This database contains records of all criminals.

Crime Statistics Database

This database is a collection of data of all criminal cases throughout the country for use in statistical analysis, investigation and evaluation of efficiency in police operations.

Traffic Accident Database

This database is a collection of data of all reported traffic accidents throughout the country for use in statistical analysis in efforts to minimize the number of traffic accidents.

Lost Property Database

This database is used to collect information on all reported lost items ranging from motor vehicles to household items.

Missing Persons Database

This database contains details of missing persons and will be linked to information relating to unidentified bodies in the Coroner Database.

Arrest Warrant Database

This database contains details of issued arrest warrants and will be automatically linked to other related databases.

Ex-convict Database

This database contains details of criminals who have been released from prison. The information will be provided to the respective jurisdiction of residence.

Fingerprint Database

This database contains finger prints of all criminals and is linked to the Criminal Database.

2. MANAGEMENT INFORMATION SYSTEM (MIS)

Salary Database

This database contains salary records of every police officer and is linked to the Personnel Database.

Personnel Database

This database contains records of police officers and provides services to inquiries on personnel records such as position appointments, movements, disciplinary actions, education, etc.

Planning and Budgeting Database

This database is used to provide trial balance sheet, check use of budget, control use of budget, used for setting up budget for the following year and to manage an efficient use of the budget.

Logistic Database

This database is used to collect data relating to all equipment and supplies from the acquisition stage to their registration, distribution, maintenance and withdrawal from registration. Examples include office equipment, motor vehicle, communication equipment, firearms, land property and construction.

3. SECURITY INFORMATION SYSTEM (SIS)

Special Branch Database

This database contains secret data on persons suspected of breach of national security such as terrorism and espionage.

International Criminal Database

This database contains data on foreigners who may commit crimes in Uganda or may be wanted by other countries. This data is obtained from INTERPOL and direct requests from other countries.

Questionable Persons Database

This database contains secret data on persons suspected of criminal acts such as being involved in organized crime, being hired assassins and drug dealers.

4. SOCIAL SERVICES INFORMATION SYSTEM (SSIS)

Traffic Endorsement Database

This is a central database for traffic endorsements and for Express penalty scheme.

Coroner Database

This database contains data on the unidentified bodies and records of autopsies.

5. SUPPORT CRIMINAL INVESTIGATION SYSTEM (SCIS)

Investigative System (I2)

This system will assist the investigating officers in their search for relevant information such as persons, activities and property, by automatically linking with related databases. For example, a search for "Mr. X" will invoke automatic searches in Criminal Database, Firearms Database, Missing Persons Database, Arrest Warrant Database, and Ex-convict Database.

Other than this, Information to Image (I2) software is also used to provide graphical images of relationships between persons and events, where events may be telephone numbers, vehicle registration or location. This will lead investigators to the networking of gang operations.

Photograph Database

This database contains all graphical images related to other databases.

6. POLICE STATION INFORMATION SYSTEM (PSIS)

Police Station Management Database

This database contains all information needed to manage a police station, such as personnel, finance and logistics. The information is used to prepare schedule of operations, control the use of budget and control the use of police equipment.

Case Tracking Database

This database contains all the details of cases that occur in each police station's jurisdiction, such as case number, date/time, type of offense, details of the injured party, investigating officer and outcome of the case, and is linked to the Arrest Warrant Database, Stolen Property Database etc. This is used for keeping track of cases through their judicial processes up to the final verdict.

Traffic Endorsement Database

This database contains on traffic endorsements issued by each police station and details of receipts issued for fine payments. This is used for local management and for evaluating performance of each traffic police officer.

Crime Prevention and Suppression Database

This database contains details of local suspected persons or persons with tendency towards mischief, such as motorcycle taxi operators, local influential persons and local bullies.