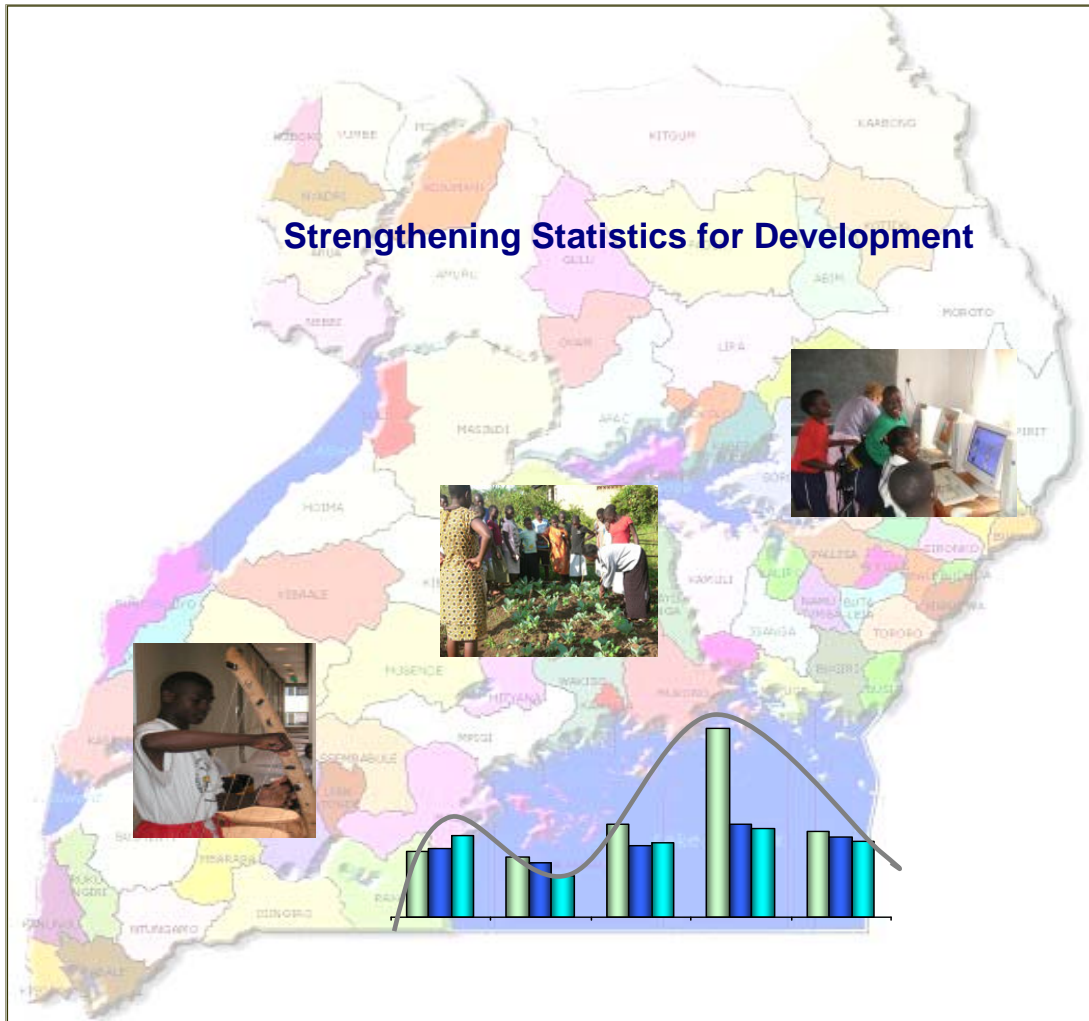




THE REPUBLIC OF UGANDA



DEVELOPMENT NETWORK OF INDIGENOUS VOLUNTARY ASSOCIATIONS

SECTOR STRATEGIC PLAN FOR STATISTICS

2007/2008-2011/12

DEVELOPMENT NETWORK OF INDIGENOUS VOLUNTARY ASSOCIATIONS (DENIVA)

**Sector Strategic Plan for Statistics
2007/08-2011/12**

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TABLE OF CONTENTS

ACRONYMS	IV
FOREWORD	IV
EXECUTIVE SUMMARY	VI
1.0 BACKGROUND	1
1.1 MANDATE AND STRUCTURE OF THE SECTOR	1
1.2 SIGNIFICANCE OF SECTORAL STATISTICS.....	2
1.3 PROCESS OF DEVELOPING THE SSPS	2
1.4 STRUCTURE OF THE SSPS.....	2
2.0 SITUATIONAL ANALYSIS	3
2.1 STAKEHOLDERS ANALYSIS.....	3
2.2 STATUS OF DATA PRODUCTION.....	4
2.3 QUALITY OF DATA	5
2.4 CHALLENGES.....	6
2.5 SWOT ANALYSIS	7
3.0 STRATEGIC FRAMEWORK FOR THE SSPS	10
3.1 VISION	10
3.2 MISSION.....	10
3.3 STRATEGIC OBJECTIVES	10
3.4 VALUES AND PRINCIPLES.....	10
4.0 STRATEGY FOR IMPROVING STATISTICS PRODUCTION	11
4.1 SO1: COORDINATION AND MANAGEMENT	11
4.2 SO2: HUMAN RESOURCE DEVELOPMENT AND MANAGEMENT	13
4.3 SO3: STATISTICAL DEVELOPMENT PROGRAMS	14
5.0 IMPLEMENTATION PLAN	15
5.1 MECHANISMS	15
5.2 MONITORING AND EVALUATION	15
5.3 RISK ANALYSIS	16
5.4 FINANCING PLAN	16
ANNEX A: STATISTICS PRODUCTION SCHEDULE	19
ANNEX B: LOGICAL FRAMEWORK	21
ANNEX C: ACTIVITY SCHEDULE (2007/08-2011/12)	24
ANNEX D: BUDGET ESTIMATES (2007/08-2011/12)	26
ANNEX E: CHALLENGES, STRATEGIES AND PRIORITY (2008)	28
ANNEX F: DENIVA ORGANOGRAM	29

ACRONYMS

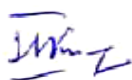
AGM	Annual General Meeting
CBO	Community Based Organisation
CDs	Compact Discs
CSO	Civil Society Organisation
DENIVA	Development Network of Indigenous Voluntary Associations
DFID	Department for International Development
I/RC	Information/Resource Centre
ICT	Information and Communication Technology
IT	Information Technology
M & E	Monitoring and Evaluation
MO's	Member Organisations
MOVs	Means of verification
NGO	Non-Governmental Organisation
NSS	National Statistical System
OP	Output
PEAP	Poverty Eradication Action Plan
PNSD	Plan for National Statistical Development
SO	Strategic Objective
SSPS	Sector Strategic Plan for Statistics
TOR	Terms Of Reference
UBOS	Uganda Bureau of Statistics
WTO	World Trade Organisation

FOREWORD

The overall objective of the Development Network of Indigenous Voluntary Associations (DENIVA) is to influence policy and decision making at all levels, to address the concerns and demands of the poor and marginalized. One of the strategies used is to monitor the formulation and implementation of poverty alleviation policies, plans and programmes. This calls for collection, production, storage, dissemination and usage of accurate data and quality statistics as a prerequisite for evidence based advocacy.

DENIVA, when identified by the Uganda Bureau of Statistics (UBOS) as one of the potential implementers, fully embraced the Plan for National Statistics Development (PNSD) which is the frame work for strengthening statistical capacity across the entire National Statistical System (NSS). Since the framework provides an integrated approach within which different stakeholders generate, disseminate and use statistics, it offers DENIVA an opportunity to share in and contribute to statistics development, and invariably to national development. Through membership and partnerships, DENIVA will feed information that will be generated largely by the civil society into the local and national planning processes.

DENIVA commits itself to establishing and maintaining an effective statistical infrastructure for collection and production of quality and timely statistics, for use in the work of the association and its members and dissemination to other interested users.



Prof. J.B Kwesiga

EXECUTIVE DIRECTOR

EXECUTIVE SUMMARY

DENIVA is a Network of Non-Governmental and Community Based Organisations (NGOs/CBOs) indigenous to Uganda. It was founded in February 1988 by 21 NGOs to provide a platform for collective action and voice to voluntary local associations, to strongly advocate for the creation of more opportunities for people and NGO participation in the development of Uganda. Consequently, DENIVA has grown into a large national Network of member organisations from all over the country. The overall objective of DENIVA is to *“influence poverty reduction policies and related decision-making processes in favour of the poor and marginalised especially the women, children, and persons with disabilities”*. The Association pursues this objective by supporting poverty eradication and livelihood improvement programmes, enhancing citizens’ participation in local governance, and advocating and lobbying for improved NGO operating environment.

This plan highlights the significance of statistics in creating an enabling environment for national development. Quality statistics are needed for formulating effective policies, tracking achievement of development outcomes, and informing the decision making process. The plan has been developed through a consultative process with major stakeholders. A situation analysis assessed the relationship between the stakeholders, DENIVA and the activities that involve stakeholders which contribute to the quality of data produced and its use. The formulation of strategic objectives and strategies for improving statistical development in the organization was informed by a SWOT analysis.

The **Vision** of the plan is to **“be a coherent, reliable, efficient and demand-driven statistical system, which supports management and development initiatives of DENIVA”**. The **Mission** is to **“produce good quality statistics for evidence-based decision making, planning and management in the DENIVA sector”**. The three strategic areas of the plan include: Coordination and Management, Human Resource Development and Management and Statistical Development Programmes for data production.

Budget

This plan has been costed at **517,402,500** Uganda shillings, an equivalent of **USD\$ 258,701** over a five year period as summarized in the table below:

DENIVA SSPS Budget (Uganda Shillings “000”)

Strategic area	Yr 07/08	Yr 08/09	Yr 09/10	Yr 10/11	Yr 11/12	TOTAL 5Yrs
Coordination and Management	49,712,500	78,132,500	101,457,500	91,957,500	71,632,500	352,827,500
Resource Development and Management	13,105,000	24,000,000	19,500,000	19,500,000	19,500,000	95,605,000
Statistical Development Programs	2,970,000	16,500,000	13,000,000	17,500,000	19,000,000	68,970,000
Total (Ug shs)	65,787,500	118,632,500	133,957,500	128,957,500	110,132,500	517,402,500
USD\$	32,893.75	59,316.25	66,978.75	64,478.75	55,066.25	258,701.25

US\$=2000 Uganda Shilling

1.0 BACKGROUND

1.1 Mandate and Structure of the sector

DENIVA is a Network of Non-Governmental and Community Based Organisations (NGOs/CBOs) indigenous to Uganda. It was founded in February 1988 by 21 NGOs to provide a platform for collective action and voice to voluntary local associations, to strongly advocate for the creation of more opportunities for people and NGO participation in the development of Uganda. Consequently, DENIVA has grown into a large national Network of member organisations from all over the country.

The overall objective of DENIVA is “to influence poverty reduction policies and related decision-making processes, in favour of the poor and marginalised especially women, children, and persons with disabilities”. Its programmes are clustered around three thematic areas, these include:

(i) The Poverty Eradication and Livelihood Improvement Programme (PELIP)

This programme rallies DENIVA membership to inform poverty eradication programmes and approaches, trade policies and agreements (e.g. WTO, the Cotonou Agreement, East Africa Common Markets) and agricultural related decisions, agreements and policies (e.g. Plan for Modernisation of Agriculture - PMA), in favour of the poor.

(ii) Enhancing citizens' participation in local governance

This aims at strengthening CSO participation in local governance, particularly at sub county and district level. It enhances CSOs' capacities to contribute to local governance, influence the planning, budgeting and decision making processes, and also promote citizens participation in local governance and civic education.

(iii) NGO operating environment

This programme advocates for pro NGO policies and legislation and supports activities that increase knowledge and understanding of the Civil Society sector in Uganda. It also monitors the implementation of Government's international commitments to social development.

1.2 Significance of sectoral statistics

Quality statistics are needed for formulating effective policies, tracking achievement of development outcomes, and informing the decision making process. The statistics produced by DENIVA and its member organisations are also crucial for:

- accountability to donors on how and where the funds allocated are utilised
- planning for other anticipated interventions;
- monitoring and evaluating performance;
- guiding advocacy work by the organisation;
- influencing government policies, and;
- assessing the impact of the organisation's programmes, projects and activities.

1.3 Process of developing the SSPS

The plan has been developed through a consultative process with major stakeholders. DENIVA nominated a contact person from the Information and Management Department to coordinate the process, following the request made by the Uganda Bureau of Statistics (UBOS). The Information and Management Department technically coordinates all departments in the collection and management of information. The contact person in consultation with the immediate supervisors constituted a Sector Statistics committee which comprises of six representatives from each DENIVA programme to develop, the DENIVA Strategic Plan for Statistics.

The committee was given specific terms of reference under which to operate. Each of the committee members was requested to identify their data needs following consultations with their respective departments. In addition, UBOS hired a strategic management consultant to offer technical support towards the development of the sector plan. As part of the process, top management was also sensitized. The design process further required participation of the contact person in Inter Agency Committee (IAC) meetings involving other key line Ministries, Departments and Agencies organized by UBOS, to discuss and report on the progress of developing the plan.

1.4 Structure of the SSPS

The Plan is divided into six sections. The first section covers the background information, the second provides a situational analysis of the sector, the third and fourth sections address strategic issues for statistics including the Vision, Mission and strategies for improving statistics production. Section five presents the implementation plan, while the last section covers the annexes.

2.0 SITUATIONAL ANALYSIS

2.1 Stakeholders Analysis

The DENIVA stakeholders include; Member Organisations (MOs), Board of Trustees, Board of Directors, Secretariat Staff, Donors, Partners and Government. All stakeholders play a key role in the production, storage, dissemination and use of statistics generated by DENIVA. The stakeholders are categorised as follows:

Member Organisations (MOs): DENIVA is a member network organisation, with each MO obliged to generate statistics for the organisation. These statistics produced are used by DENIVA to generate their annual reports and newsletters. The MOs also archive and disseminate these statistics through their information/resource centres which are accessible to the public, and through their study reports which are shared with their stakeholders.

Board of Directors: This is the governing body of the organisation and it formulates policies and guidelines to be followed. It contributes to the dissemination of statistics by representing the organisation in meetings with other stakeholders and the government. The Board also participates in preparing the Organisation's Strategic Plan.

Secretariat Staff: The Secretariat staff generate, store and disseminate most of the organisation's statistics in form of reports, newsletters, studies and work plans. Data is stored in the Information/Resource Centre, archives, office computers, the website and databases. Dissemination is done through stakeholders' workshops, meetings and seminars. The statistics generated are utilised to support the development of programme work plans and to inform government policies.

Partners: These stakeholders generate statistics through the information materials they share with the organisation, such as annual reports and newsletters. The information they generate is also stored in their Information/Resource Centres and libraries that can be accessed by the public or other stakeholders. Partners also disseminate the statistics generated by DENIVA and also use these statistics as a reference when developing their work plans. Key partners include; researchers and trainers in tertiary and research institutions who share secondary data with DENIVA through publications.

Government Ministries and Parastatals: These stakeholder institutions provide DENIVA with relevant statistics for further dissemination to its member organisations. Dissemination of these statistics is done through libraries, meetings, workshops and conferences.

Donors: Donors fund activities/programmes of statistical nature such as mini studies and projects. They use DENIVA statistics to guide funding decisions.

2.2 Status of Data Production

Through its member organisations and district networks, DENIVA conducts surveys to collect information. The wide coverage of the network facilitates easy collection of statistical data. However there is no linkage between the immediate data provider (locals of the area where data was collected) and the member organisations.

Currently, DENIVA produces statistics at micro level and these are only included in reports, but not produced, stored or disseminated independently. The DENIVA secretariat aggregates all the statistical information to generate departmental/programme annual, quarterly and field visit reports. The Resource Centre produces statistics on its users and the number of information materials received, disseminated and lent out by the Centre. Financial statistics are also produced on funds received, used and bank balances. This information is critical for auditing and accountability.

Most of the technical information collected by DENIVA is based on the strategic plans and funding proposals of a particular activity/project. The data is collected by MO staff, secretariat staff and/or researchers assigned to the projects from primary sources like communities, the private sector organisations, government officials, other Civil Society institutions and MOs' databases. Secondary sources of data include government publications and other literature. Methodologies used are mainly interviews and review documents.

Statistics produced by the Organisation are stored in the Information/Resource centre although other sources of data storage are used i.e. personal computers, CD-ROMs and file cabinets etc. The statistics are usually stored in both soft and hard copies. Dissemination is done through publications - the DENIVA Annual Reports, DENIVA commissioned Studies and other occasional reports produced by the secretariat staff and shared with stakeholders during meetings, workshops, dialogues, seminars and Annual General Meetings.

2.3 Quality of Data

A lot of data is gathered by DENIVA from its member organisations. The statistics generated from the data is relevant though not often reliable, hence the need to improve its quality. Table 1 below summarizes the assessment of the quality of statistical products by the sector based on the following scores; (**Strictly observed – 3 Observed – 2 Not observed – 1**)

Table 1: DENIVA Data Quality Assessment

QUALITY MEASURE	SCORE	WHY?
1. Integrity		
1.1 Independence of statistical operations	2	<ul style="list-style-type: none"> Lack of set guidelines and procedures for statistics production. Not informed and versed with the international principles and procedures for collection& dissemination of data. At times depend on secondary data to produce statistics/indicators.
1.2 Culture of professional and ethical standards	2	<ul style="list-style-type: none"> Protect the data source. Sensitive to the respondents' feelings. Respect cultural diversity
2. Methodological soundness		
International/Regional standards implemented	1	<ul style="list-style-type: none"> The international/regional standards provided have not been customised to national conditions
3. Accuracy and reliability		
3.1 Adequacy of data source	3	<ul style="list-style-type: none"> Countrywide network of stakeholders The source is trusted to give the required data Data is collected from primary sources and reliable secondary sources Concentration is placed on specific areas and therefore the information is more representative of our operations
3.2 User response monitoring	1	<ul style="list-style-type: none"> No effective mechanisms for soliciting feed back from users Low levels and culture of acknowledgement of receipt of information from the population
3.3 Validation of administrative data	1	<ul style="list-style-type: none"> Weak Monitoring and Evaluation systems Some member organisations and partners have no budgets for M&E Limited documentation of outcomes from interventions
3.4 Validation of intermediate and final outputs		<ul style="list-style-type: none"> Limited integration/building in/ mainstreaming of data collection into all activities Data not regularly updated.

3.5 Data gaps	1	<ul style="list-style-type: none"> Limited validation of information in the process of processing data
4. Serviceability		
4.1 User consultation	1	<ul style="list-style-type: none"> Believe in own strategies and information Influenced by financiers to continue with the way data is collected Insufficient funds to reach all the users for feedback
4.2 Timeliness of statistical outputs	2	<ul style="list-style-type: none"> In some instances, timely output is guaranteed Limited capacity to produce statistics due to limited and readily available resources Limited skills to produce statistical information Delayed funds influences the timeliness of statistical outputs Operating environment at times is unfavourable
4.3 Periodicity of statistical outputs	1	<ul style="list-style-type: none"> Lack of consistency and continuity Statistical production is not planned and mainstreamed in organisations' work Inadequate funds
5. Accessibility		
5.1 Clarity of dissemination	1	<ul style="list-style-type: none"> Most of the information is produced in a form that is largely not understood by majority of users. Not sensitive to target audience Inadequate strategy to make the information more appropriate to audiences

2.4 Challenges

- Limited capacity (skills and finances) to carry out surveys.
- Unwillingness by some communities to provide information.
- Authenticity of information provided by the locals.
- Timing of data collected.
- Political risks.
- Information technology risks like computer viruses and breakdowns.
- There is low level of participation of women due to low level of education and gender issues and the way the community has conditioned women.
- Lack of M&E systems in some member and partner organisations.

2.5 SWOT Analysis

The SWOT analysis covers the Strengths, Weaknesses, Opportunities and Threats that will inform the strategic objectives and strategies for improving statistical development in DENIVA.

STRENGTHS

- **Qualified and competent staff members:** The secretariat and most Member Organisations have qualified, committed and competent staff members.

- **Presence of infrastructure at the Secretariat:** The DENIVA secretariat has infrastructure such as the Information/Resource Centre, internet and server, a standby generator as well as an inverter. These are of great importance in the production, storage and dissemination of statistical information.

- **DENIVA's ability to influence policies:** Being a national NGO Network, DENIVA has the capability to influence country-wide policy-making deriving the legitimacy from its membership. The 20 years of uninterrupted existence has given the institution vast experience in the Civil Society fraternity.

- **Different programmes countrywide:** The organisation is involved in a wide range of programmes throughout the country such as: Civic education in Kakuuto - Rakai district, Education in Kamwenge district, Conflict Management in Katakwi, Cotton growing in Kasese, PEAP review and monitoring, Social Protection, Trade, Farmer groups.

- **Partnerships and collaborations with other CSOs:** The long time of existence and leadership of the Civil Society gives DENIVA the leverage to influence its partners and other collaborators to appreciate and encourage the production and use of statistics.

- **Evident production and usage of statistics by the secretariat staff:** For most DENIVA programmes, there is evidence of micro production and use of statistics.

WEAKNESSES

- **Inadequate capacity at the Secretariat and Member Organisations:** The secretariat and MOs staff lack skills in Monitoring and Evaluation and application of statistical analysis packages. Most MOs lack responsibility centres for statistics production, storage and dissemination, limited staff capacity development programs and limited capacity and incentive to produce relevant and timely statistical data.
- In most cases, no baselines exist to measure performance of some programmes. In addition, most MOs lack basic infrastructure for production and dissemination of information. IT equipment is frequently used for internet access and e-mail, however, it lacks the capacity to store large quantities of data or allow networking and sharing of documents.
- **Inadequate information sharing:** Some of the stakeholders do not share information with the secretariat. This affects the information flow and in most cases results in duplication of efforts. In addition, MOs undertake a number relevant and valuable activities in terms of statistical production, in most cases these activities are neither monitored nor supervised by the secretariat, due to resource constraints.
- **Inadequate funding for information collection, analysis and dissemination:** Statistical activities are usually not specifically budgeted for. In addition, most of the information that is produced by DENIVA is disseminated through workshops, seminars, meetings (including the AGM) and dialogues often held long after the data is collected. This means that the information is delivered to the stakeholders when it's outdated and is of limited relevance.
- **Differing and inconsistent information on statistical indicators:** Differences in collection, analysis and interpretation of data based on the different organisational goals and objectives, lead to inconsistencies and data gaps.
- **Inadequate publicity:** Although DENIVA generates a lot of information, the general public is unaware of the organisation's activities and the existing information produced.
- **Differences in reporting formats:** Most of the Member Organisations have different donors and funders, each with specific interests and formats for reporting. This affects the ability of MOs to produce and disseminate statistical information.

- **High staff turnover:** DENIVA has a relatively high turnover of program staff due to uncompetitive staff incentives, mainly remuneration.

OPPORTUNITIES

- Good working relationships with the lead agency (UBOS) and other stakeholders:
- **Collaborative linkages with UBOS:** The establishment of the Community Information System (CIS) is in line with the operations of the Civil Society organisations, who are the primary stakeholders of DENIVA.
- **DENIVA coverage:** The Countrywide coverage of DENIVA membership should facilitate the collection of data right from the community levels. Partnerships and collaborations with District NGO Networks can also accelerate data collection at district and sub-county levels.

THREATS

- **Inadequate security:** Thefts and general lack of adequate security can lead to constant losses of useful information and equipment. Computer viruses lead to break down of computers thus loss of vital information.
- **Donors' lack of interest in incurring costs** of programmes that are outside project budgets.
- **Inappropriate Government policies:** Organisations have reservations about the intentions of the NGO Bill and feel left out in decision making at local government level and other policy debates.
- **Poor staff retention:** Due to the high exposure and knowledge that DENIVA staff have, many other organisations offer better incentives which necessitate them to leave the organisation.

3.0 STRATEGIC FRAMEWORK FOR THE SSPS

3.1 Vision

“To be a coherent, reliable, efficient and demand-driven statistical system that supports DENIVA management and development initiatives”.

3.2 Mission

“To produce high quality statistics for evidence based decision making, planning and management in DENIVA”.

3.3 Strategic Objectives

The strategic objectives of the Plan are:

- SO1:** To develop a coherent, reliable, efficient and demand-driven sectoral statistical system that supports management and development initiatives through effective **"Coordination and Management"**.
- SO2:** To strengthen **Human Resource Development and Management** capacity for collection, analysis, dissemination and utilisation of statistics.
- SO3:** To Strengthen **Statistical Development Programs** through generating and disseminating demand-driven statistics.

3.4 Values and Principles

DENIVA and the entire Civil Society fraternity shall share, adhere and be guided by the following principles and values in order to strengthen the production, storage and dissemination of statistics:

- *Teamwork*
- *People Participation*
- *Sharing*
- *Trust and Transparency*

4.0 STRATEGY FOR IMPROVING STATISTICS PRODUCTION

To realize the vision and mission of the DENIVA strategic plan for statistics, three strategic objectives will be pursued as indicated below.

4.1 SO1: Coordination and Management

The issue

There is limited coordination, collaboration, networking and information sharing among the various data producers. In addition, there is limited support and commitment from management and the Sector Statistics Committee towards the statistics development process.

Main Strategies

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

- Improving coordination and management within the DENIVA Secretariat and among MOs to produce and share timely and useful statistical information.
- Strengthening collaborative linkages with other sectors in the production and dissemination of related statistics.
- Strengthening the statistics function in the sector.
- Ensuring that the DENIVA Statistics Unit is adequately equipped with physical infrastructure to coordinate the national S&T statistical system.

Specific Actions

- Integrate statistics into DENIVA's main stream programmes and strategic frameworks.
- Establish and equip the Statistics Unit with physical, IT infrastructure/equipment and statistical data management software.
- Establish and operationalise the Sector Statistics Committee.
- Implement the DENIVA Strategic Plan for Statistics (SSPS).
- Streamline internal management and coordination of statistical systems in MOs and partners.
- Upgrade the Information/Resource Centre as the base for the statistics unit to meet future needs of statistical services amongst DENIVA stakeholders.
- Revise the DENIVA mandate to address issues of statistical development among Member Organisations.
- Develop and operationalise policy guidelines and standards for statistical production and management.
- Review and standardise data management tools, methods and classifications.
- Align all DENIVA data production processes to government planning and development processes.
- Develop and operationalise an M&E framework for statistical development in DENIVA.
- Lobby for an increase in resources allocated towards the statistics development in DENIVA.
- Collaborate with other MDAs and DENIVA's key stakeholders in the generation, dissemination and use of statistics.
- Assess and strengthen the secretariat and MOs statistical systems (IT infrastructure and physical capacity)..
- Streamline and strengthen institutional framework for statistical production in DENIVA.
- Sensitise the Civil Society fraternity about the importance of statistics, usage and dissemination (dissemination workshops)

4.2 SO2: Human Resource Development and Management

The Issue

The current level of unspecialised officers to handle the statistical component in the respective technical departments has impacted negatively on the scope and quality of the data being produced. With reference to the National Development Plan, there is need to fast track human resource development and management in line Ministries, Departments and Agencies.

Main Strategies

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

- Developing and strengthening the human resource capacity for DENIVA to manage a sound data production and management system.
- Providing technical support to stakeholders to improve quality in statistics production and utilisation.

Specific Actions

- Develop and implement a comprehensive training programme to build capacity for DENIVA staff in the production of statistics.
- Train the DENIVA secretariat and lead MO staff in the production and management of statistics in areas of data collection, analysis and dissemination.

4.3 SO3: Statistical Development Programs

The Issue

DENIVA predominantly relies on administrative sources which are unreliable and provide poor quality data. To improve data quality, a comprehensive and holistic statistical development programme is needed to produce accurate, comprehensive, consistent and timely sectoral statistics at MOs and district levels.

Main Strategies

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

- Developing and strengthening an effective data bank for DENIVA.
- Generating and disseminating statistics regularly to relevant stakeholders and the general public.
- Harmonizing the statistics production processes to ensure coherence and comparability within DENIVA.
- Supporting the development of administrative data as a reliable source

Specific Actions

The above strategies will be achieved through the following specific actions

- Assess the data management processes.
- Develop mechanisms for collection, compilation and coordination of administrative data among MOs.
- Produce (collect and process) routine statistics.
- Conduct surveys/ studies.
- Develop/update DENIVA Data Bank.
- Disseminate sector statistics.
- Develop and implement an IT strategy with procedures and guidelines to support information sharing, data gathering and processing.
- Create a statistics web page on the DENIVA website.

5.0 IMPLEMENTATION PLAN

5.1 Mechanisms

Implementation will be phased over a five-year period. The priorities for the implementation of this plan during the first 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 basic strategies of statistical advocacy, organizational and institutional development, physical and statistical infrastructure, human resource Development, data development, data dissemination, and monitoring and evaluation. Furthermore, the established Sector Statistics Committee in collaboration with the Information and Management Department will serve as the steering committee for the implementation of this Plan. Detailed activities are highlighted in the logical framework and activity schedule

5.2 Monitoring and Evaluation

Monitoring and evaluation will be conducted regularly to track progress during the DENIVA SSPS implementation, and to ensure that the resources allocated are converted into outputs which can translate into long-term impacts in the sector. The logical framework (Annex B) provides the results matrix for performance monitoring. The M&E Officer of DENIVA will coordinate the M&E activities in collaboration with the Sector Statistics Committee.

Monthly and quarterly progress reports will be produced and shared with the senior management of DENIVA and the Member Organisations. Reporting progress will be done through various mechanisms at three levels, i.e. during;

- Monthly review meetings,
- PNSD Inter-Agency Committee meetings, and
- M&E technical committee and Secretariat meetings

Regular reviews will be conducted to take stock of existing achievements, track progress, derive lessons for future improvement and provide recommendations to DENIVA Management and UBOS

5.3 Risk Analysis

Successful implementation of the statistics plan is contingent upon the following:-

- DENIVAs' top Management and Key Stakeholders' continuous support.
- Committed statistics committee to develop the capacity to operationalise all key components of the plan.
- Conducive NGO operating environment.
- Reliability of the data collection centres.

5.4 Financing Plan

The DENIVA Sector Strategic Plan for Statistics (SSPS) will be financed by Government and contributions from development partners over the next five years. However, it is expected that the donor contribution will progressively go down with time as government contributions increase.

ANNEX A: STATISTICS PRODUCTION SCHEDULE

Statistics Produced	Indicators		Design	Level of disaggregation		Frequency of production	Publication /report
Education	Quality of primary education	PEAP	Surveys and Censuses Administrative records	Sub-county level	Yes	Annually Bi-annually	Report
	Enrolment, retention, Completion levels	PEAP		District level			
Agriculture	Improvement in Income levels	PEAP	Administrative records	National	Yes	Annually	Report
	Food security	PEAP	Surveys and Censuses	District Sub-county			
Trade	Effect & impact of policies on people's income	PEAP	Surveys and Censuses Administrative records	National	Yes	Annually	Report Newsletter
	Extent to which People benefit from trade & related policies	PEAP		District Sub-county			Position papers
ICT	Accessibility to ICT	PEAP	Surveys and censuses	National	No	Quarterly	Reports
	Use of ICT for advocacy	Pre-conditioned	Administrative records	District	Yes		
	Policy vis-à-vis access	Pre-conditioned	Administrative records				
	Use of ICT to foster development	PEAP					

Statistics Produced (future)	Indicators		Design	Level of disaggregation		Frequency of production	Publication /report
Climate change	Presence of a national climate change policy.	Pre-conditioned	Administrative records	National	Yes	Annually	Reports
	Access to timely and reliable weather forecasts.		Surveys and censuses	Regional			Publication
	Reduction in climate change vulnerability.		Surveys and censuses	District			
				Sub-county			

ANNEX B: LOGICAL FRAMEWORK

Hierarchy of Objectives	Indicators (Baselines need to be established)	Means of Verification	Assumptions
Overall Objective			
To be a coherent, reliable, efficient and demand-driven statistical system that supports DENIVA management and development initiatives.	<ul style="list-style-type: none"> World Bank statistical capacity indicator score improved from 73% in 2006 to 85% by 2012. All statistics produced according to internationally recognized standards and in compliance with GDDS standards by 2012. 	<ul style="list-style-type: none"> World Bank reports IMF, UN reports 	
Purpose			
To produce high quality statistics for evidence based decision making, planning and management in DENIVA.	<ul style="list-style-type: none"> 15% increase in DENIVA policies reviewed as a result of informed decisions aided by DENIVA statistics by 2012. 20% increase in resource allocation to NGOs statistical development in MTEF by 2011. %increase in NGOs basket fund resources released and allocated for national development as a result of evidence based planning by 2012. 20% reduction in delays in decision making, implementation and delivery of results by 2011. 20% increase in utilisation of DENIVA statistics by the public by 2012. Priority research agenda identified and implemented by 2012. 25% increase in statistical utilisation in Monitoring and Evaluation of the PEAP/NDP and related sectoral strategies by 2012. 20% increase in user satisfaction of DENIVA statistics by 2012. 	<ul style="list-style-type: none"> Sector review reports DENIVA Budgets Evaluation reports for statistical development User satisfaction survey reports Research papers published 	<ul style="list-style-type: none"> MDAs adhere to the agreed standards and guidelines for data production Statistical development prioritised in the National budget Statistics produced is easily accessed and utilised Political and economic stability

Hierarchy of Objectives	Indicators	Sources of Verification	Assumptions
Results/Outputs			
<p>O.P1 Effective and efficient DENIVA statistical coordinating unit established and functional.</p>	<p>1.1 A Statistical unit integrated into the DENIVA programmes by 2011.</p> <p>1.2 DENIVA Statistics committee established and functional by 2009.</p> <p>1.3 DENIVA Strategic Plan for Statistics developed and operational by 2009.</p> <p>1.4 20% of DENIVA MOs and partners' statistical systems and infrastructures assessed by 2010.</p> <p>1.5 Institutional framework for production and dissemination of DENIVA statistics streamlined and strengthened by 2009.</p> <p>1.6 20% MOs and partners' statistical systems strengthened by 2012.</p> <p>1.7 All producers and users of DENIVA statistics sensitised on statistical production and utilisation procedures by 2011.</p> <p>1.8 Internal statistical management and coordination systems of MOs and partner organisations harmonised and strengthened by 2010.</p> <p>1.9 DENIVA statistics web page developed and linked to the NSS website by 2009.</p> <p>1.10 DENIVA mandate revised to address issues of statistical development among the membership by 2011.</p> <p>1.11 Number of Policy guidelines and standards for statistical production and management developed and operational by 2010.</p> <p>1.12 DENIVA SSPS integrated and supported within DENIVA Strategic Frameworks by 2012.</p> <p>1.13 Increase in resource mobilisation and allocation to statistical development in DENIVA by 2011.</p> <p>1.14 M&E Framework for statistical development established by 2009/10.</p>	<ul style="list-style-type: none"> • Statistics unit in place • Progress reports • Minutes of statistics committee meetings • SSPS • M&E reports • Assessment reports • IT infrastructure • Delivery notes • Data production and dissemination Guidelines • Metadata • Workshop reports • MO M&E reports • Minutes of management meetings • Statistics Webpage • Revised membership applications forms • Policy guidelines • Standards • DENIVA strategic Frameworks • Sectoral budgets and releases • Financial reports • M&E Framework 	<ul style="list-style-type: none"> • Management committed to the implementation of the SSPS • Adequate resources are available to the implantation of the SSPS • Functional statistical committee • Availability of technical capacity • Internal and external cooperation

Hierarchy of Objectives	Indicators	Sources of Verification	Assumptions
<p>O.P2 The capacity of MOs and partners in production, storage, dissemination and use of statistical information built and strengthened.</p>	<p>2.1 WB statistical capacity indicator score improved from 73% in 2006 to 85% by 2012</p> <p>2.2 All statistics produced according to internationally recognised standards and in compliance with GDDS standards 2012.</p> <p>2.3 Capacity to collect, analyse, and disseminate DENIVA statistics built and strengthened by 2012.</p> <p>2.4 Capacity of DENIVA Member organisations and stakeholders to collect, analyse, and disseminate statistics strengthened.</p>	<ul style="list-style-type: none"> • Capacity building reports • M&E reports • Activity reports 	
<p>O.P3 Demand-driven statistics produced and disseminated</p>	<p>3.1 Data management processes assessed by 2009.</p> <p>3.2 Mechanisms and tools for data collection, processing and dissemination reviewed and standardised by 2011.</p> <p>3.3 Quality and timely statistics produced.</p> <p>3.4 Surveys and studies conducted according to institutional timelines.</p> <p>3.5 DENIVA Data Bank developed and updated regularly</p> <p>3.6 Sector statistics disseminated in line with the NSS dissemination calendar.</p> <p>3.7 Utilisation of the DENIVA resource centre increased by 50% by 2011.</p>	<ul style="list-style-type: none"> • Assessment reports • Review reports • Guidelines • Statistical publications • Data bank • Surveys and study reports • Dissemination Reports • M&E reports • Resource Centre User profiles 	

Hierarchy of Objectives	Inputs	Budget	Assumptions
Activities			
Coordination and Management			
<p>1.1 Integrate statistics into DENIVA's main stream programmes and strategic frameworks.</p> <p>1.2 Establish and equip the Statistics Unit physical, IT infrastructure/equipment and statistical data management software.</p> <p>1.3 Establish and operationalise the Sector Statistics Committee.</p> <p>1.4 Implement the DENIVA Strategic Plan for Statistics (SSPS).</p> <p>1.5 Assess and strengthen the secretariat and MOs statistical systems (IT infrastructure and physical capacity).</p> <p>1.6 Establish and operationalise an institutional framework for statistical production in DENIVA.</p> <p>1.7 Sensitise the Civil Society fraternity about the importance of statistics, usage and dissemination (<i>dissemination workshops</i>).</p> <p>1.8 Streamline internal management and coordination of statistical systems in MOs and partners.</p> <p>1.9 Upgrade the Information/Resource Centre as the base for the statistics unit to meet future needs of statistical services amongst DENIVA stakeholders.</p> <p>1.10 Revise the DENIVA mandate to address issues of statistical development among Member Organisations.</p> <p>1.11 Develop and operationalise policy guidelines and standards for statistical production and management.</p> <p>1.12 Align all DENIVA data production processes to government planning and development processes.</p> <p>1.13 Develop and operationalise an M&E framework for statistical development in DENIVA.</p>	<ul style="list-style-type: none"> • Training manuals and materials • Equipment • Technical expertise • Office space • Stationery • Personnel • Furniture • Meetings and workshop venues • Communication costs • Travel costs • Hospitality costs • Consultancy services • M&E tools 	<p>352,827,500 UGX</p>	<ul style="list-style-type: none"> • Timely release of funds • Competent personnel in place • Available and reliable equipment • Conducive working environment • Minimal bureaucratic procedures

<p>1.14 Lobby for an increase in resources allocated towards the statistics development in DENIVA processes.</p> <p>1.15 Collaborate with other MDAs and DENIVA's key stakeholders in the generation, dissemination and use of statistics.</p> <p>1.16 Review and standardise data management tools, methods and classifications</p>			
<p>Human Resource Development and Management</p> <p>2.1 Develop and implement a comprehensive training programme to build capacity for DENIVA staff in the production of statistics.</p> <p>2.2 Train the DENIVA secretariat and lead MO staff in production and management of statistics in areas of data collection, analysis and dissemination.</p>	<ul style="list-style-type: none"> • Training manuals and materials • Technical expertise • Stationery • Personnel • Fuel • Meetings and workshop venues • Communication costs • Travel costs • Hospitality costs • Consultancy services • Software 	<p>95,605,000 UGX</p>	<ul style="list-style-type: none"> ▪ Availability of financial resources ▪ Top management support ▪ Stakeholder cooperation and support ▪ Specified equipment is available

<p>Statistical Development Programs</p> <p>3.1 Assess the data management processes.</p> <p>3.2 Develop mechanisms for collection, compilation and coordination of administrative data among MOs.</p> <p>3.3 Produce (collect and process) routine statistics</p> <p>3.4 Conduct surveys/ studies.</p> <p>3.5 Develop/update DENIVA Data Bank.</p> <p>3.6 Disseminate sector statistics</p> <p>3.7 Develop and implement an IT strategy with procedures and guidelines to support information sharing, data gathering and processing</p> <p>3.8 Create a statistics web page on the DENIVA website.</p>	<ul style="list-style-type: none"> • Data collection tools • Manuals & materials • Equipment & consumables • Technical expertise • Consultancy services • Stationery • Personnel • Meeting & meeting venues • Communication costs • Travel costs • Hospitality costs • Software 	<p>68,970,000 UGX</p>	<ul style="list-style-type: none"> • Potential & effective partnerships with adequate capacity for generation and use of S&T-related statistics exist • Political goodwill exists • Stakeholder cooperation and support • Administrative data is available • Financial resources are mobilized and made available.
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Pre-conditions:

1. Timely and sufficient financial, human and physical resources to support the CSO statistical system are available from government, non-government and development partners.
2. Strategic partners, with adequate capacity and skills for collecting and using CSO statistics exist.

Note: O - Out put; P - Purpose; R - Result For e.g. O.P1 stands for “**Output for Purpose 1.**”

ANNEX C: ACTIVITY SCHEDULE (2007/08-2011/12)

	Activity	Yr 07/08				Yr 08/09				Yr 09/10				Yr 10/11				Yr 11/12			
1	Coordination and Management																				
1.1	Integrate statistics into DENIVA's main stream programmes and strategic frameworks.																				
1.2	Establish and equip the Statistics Unit physical, IT infrastructure/equipment and statistical data management software																				
1.3	Establish and operationalise the Sector Statistics Committee.																				
1.4	Implement the DENIVA Strategic Plan for Statistics (SSPS)																				
1.5	Streamline internal management and coordination of statistical systems in MOs and partners.																				
1.6	Upgrade the Information/Resource Centre as the base for the statistics unit to meet future needs of statistical services amongst DENIVA stakeholders																				
1.7	Revise the DENIVA mandate to address issues of statistical development among Member Organisations																				
1.8	Develop and operationalise policy guidelines and standards for statistical production and management																				
1.9	Review and standardise data management tools, methods and classifications																				
1.10	Align all DENIVA data production processes to government planning and development processes																				
1.11	Develop and operationalise an M&E framework for statistical development in DENIVA																				
1.12	Lobby for an increase in resources allocated towards the statistics development in DENIVA																				

	Activity	Yr 07/08				Yr 08/09				Yr 09/10				Yr 10/11				Yr 11/12			
1.13	Collaborate with other MDAs and DENIVA's key stakeholders in the generation, dissemination and use of statistics																				
1.14	Assess and strengthen the secretariat and MOs statistical systems (IT infrastructure and physical capacity)																				
1.15	Streamline and strengthen institutional framework for statistical production in DENIVA.																				
1.16	Sensitise the Civil Society fraternity about the importance of statistics, usage and dissemination (<i>dissemination workshops</i>)																				
2	Human Resource Development and Management																				
2.4	Develop and implement a comprehensive training programme to build capacity for DENIVA staff in the production of statistics																				
2.6	Train the DENIVA secretariat and lead MO staff in production and management of statistics in areas of data collection, analysis and dissemination																				
3	Statistical Development Programs																				
3.1	Assess the data management processes																				
3.2	Develop mechanisms for collection, compilation and coordination of administrative data among MOs																				
3.3	Produce (collect and process) routine statistics																				
3.4	Conduct surveys/ studies																				
3.5	Develop/update DENIVA Data Bank																				
3.6	Disseminate sector statistics																				
3.7	Develop and implement an IT strategy with procedures and guidelines to support information sharing, data gathering and processing																				
3.8	Create a statistics web page for statistics on the DENIVA website																				

ANNEX D: BUDGET ESTIMATES (2007/08-2011/12) (Uganda Shillings)

	Strategic Activity	Yr 07/08	Yr 08/09	Yr 09/10	Yr 10/11	Yr 11/12	TT for 5 yrs
1	COORDINATION AND MANAGEMENT						
1.1	Sensitise the Civil Society fraternity about the importance of statistics, usage and dissemination (<i>dissemination workshops</i>)	20,032,500	20,032,500	20,325,000	20,325,000	20,032,500	100,747,500
1.2	Establish and operationalise the statistics committee to ensure overall production and dissemination of statistical data at the secretariat	-	-	500,000	-	-	500,000
1.3	Lobby for an increase in resources allocated towards the statistics development in DENIVA	-	100,000	100,000	100,000	100,000	400,000
1.4	Procure, install and maintain physical, IT infrastructure/equipment and statistical data management software	26,500,000	26,500,000	26,500,000	26,500,000	26,500,000	132,500,000
1.5	Monitor and evaluate SSPS implementation	1,680,000	20,000,000	20,000,000	20,000,000	20,000,000	81,680,000
1.6	Upgrade the Information/Resource Centre as the base for the statistics unit to meet future needs of statistical services amongst DENIVA stakeholders	1,500,000	1,500,000	-	-	-	3,000,000
1.7	Collaborate with other MDAs and DENIVA's key stakeholders in the generation, dissemination and use of statistics	-	10,000,000	5,000,000	5,000,000	5,000,000	25,000,000
1.8	Review and standardise data management tools, methods and classifications	-	-	9,000,000	-	-	9,000,000
	Sub Total	49,712,500	78,132,500	101,457,500	91,957,500	71,632,500	352,827,500

	Strategic Activity	Yr 07/08	Yr 08/09	Yr 09/10	Yr 10/11	Yr 11/12	TT for 5 yrs
2	HUMAN RESOURCE DEVELOPMENT AND MANAGEMENT						
2.1	Train the secretariat and lead MO staff in production and management of statistics in areas of data collection and analysis	9,145,000	19,500,000	19,500,000	19,500,000	19,500,000	87,145,000
2.2	Develop and implement a comprehensive training programme to build capacity for DENIVA staff in the production of statistics	3,960,000	4,500,000	-	-	-	8,460,000
	Sub Total	13,105,000	24,000,000	19,500,000	19,500,000	19,500,000	95,605,000
3	STATISTICAL DEVELOPMENT PROGRAMS						
3.1	Develop mechanisms for collection, compilation and coordination of administrative data among MOs		3,000,000	3,000,000	3,000,000	3,000,000	12,000,000
3.2	Develop and implement an IT strategy with procedures and guidelines to support information sharing, data gathering and processing.	2,970,000	3,000,000	-	-	-	5,970,000
3.3	Create a statistics web page for statistics on the DENIVA website.	-	500,000	-	500,000	-	1,000,000
3.5	Generate statistics and disseminate it to relevant stakeholders and the general public.	-	10,000,000	10,000,000	14,000,000	16,000,000	50,000,000
	Sub Total	2,970,000	16,500,000	13,000,000	17,500,000	19,000,000	68,970,000
	Total	65,787,500	118,632,500	133,957,500	128,957,500	110,132,500	517,402,500
	Note: 1 USD\$=2,000 (Ug. Shs)	32,893.75	59,316.25	66,978.75	64,478.75	55,066.25	258,701.25

ANNEX E: CHALLENGES, STRATEGIES AND PRIORITY (2008)

Challenges	Strategies	Priority Activities for the Initial year
<p>Development Network of Indigenous Voluntary Associations (DENIVA) Implementing Dept: Information and Management Headed by: Director of Programmes</p>		
<ul style="list-style-type: none"> • Limited capacity (skills and finances) to carry out surveys • Unwillingness by some communities to provide information • Authenticity of information provided by the locals • Timing of data collected • Political risks • Information technology risks like computer viruses and breakdowns • There is low level of participation of women due to low level of education and gender issues and the way the community has conditioned women • Lack of M&E systems in some member and partner organisations 	<ul style="list-style-type: none"> • Improving management and coordination within DENIVA • Developing skills for collection and timely production, storage and dissemination of statistics • Developing guidelines and procedures for data generation and processing 	<ul style="list-style-type: none"> • Human resource development with regard to statistics • Statistical infrastructural development at the secretariat and selected leading MOs • Create procedures and guidelines for MOs data production • Develop a dissemination policy

ANNEX F: DENIVA ORGANOGRAM

