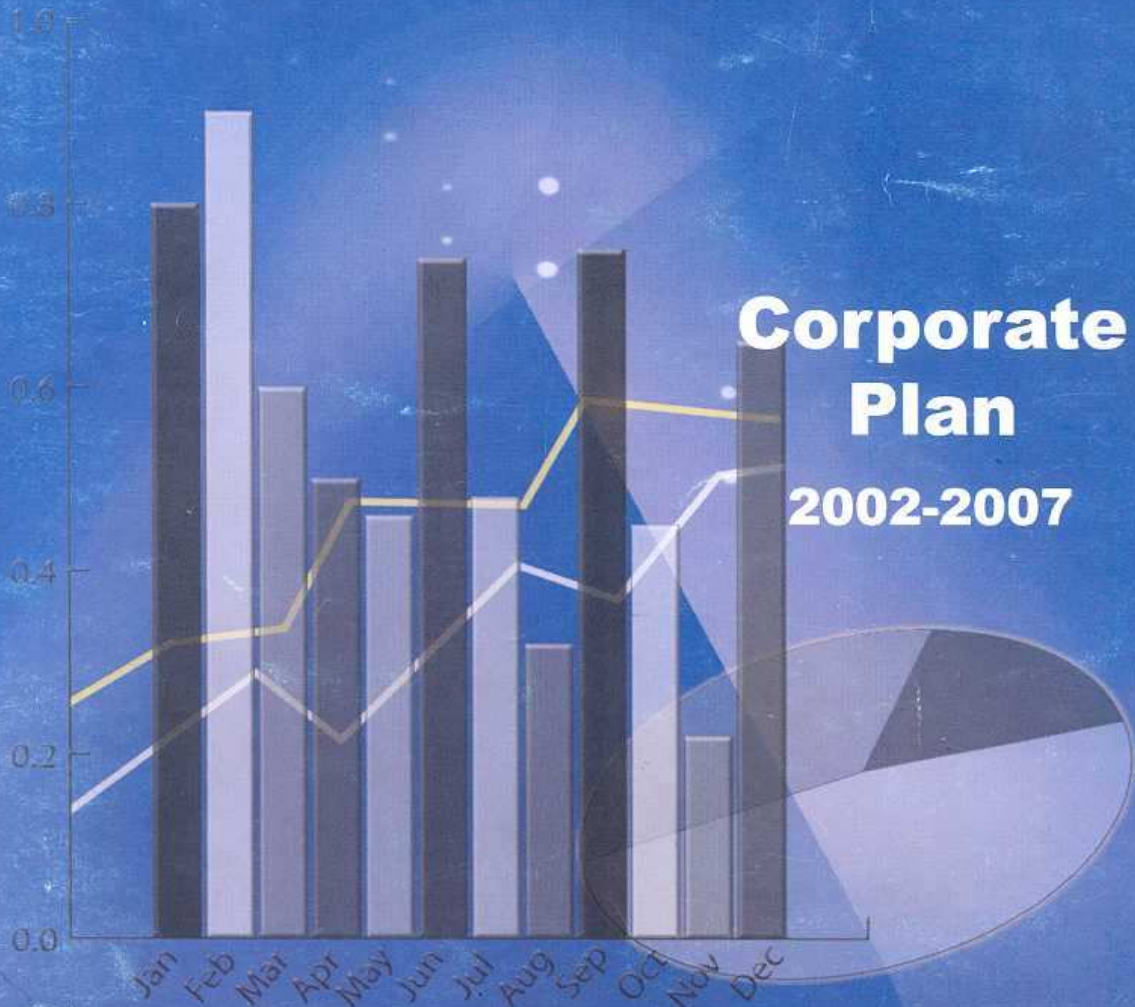


# UGANDA BUREAU OF STATISTICS





UGANDA BUREAU OF STATISTICS

**“Statistics are the eyes of the policy maker”**

*Keith Muhakanizi, Director of Economic Affairs,  
Ministry of Finance, Planning and Economic Development*

July 2002

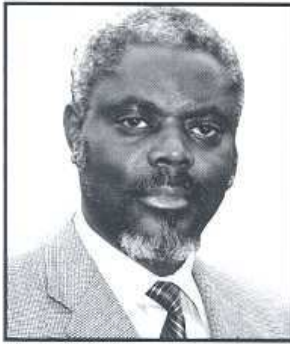
## **CORPORATE PLAN**

**Strategy and Objectives  
2002-2007**

EXCELLENCE

UGANDA BUREAU OF STATISTICS

*Corporate Plan 2002-2007*



## FOREWORD

The Uganda Bureau of Statistics is committed to delivering statistics that command trust and confidence of the public.

The drafting of our first five year Corporate Plan has constituted a great opportunity for board members and senior managers to think strategically about the Bureau's direction and the further development of the national statistical system. During the formulation process, we have built consensus and committed ourselves in a corporate way to implement the policy choices and strategies outlined in this document. We now know where we want to go, how we want to get there and how to tell when we have arrived.

We have committed ourselves to:

- The development of a robust, co-ordinated, effective and demand driven national statistical system and services that are accountable to multiple data users;
- The production of impartial, credible, consistent and accessible statistical data and information in a timely and cost-effective manner;
- Seeking synergy through the establishment of both vertical and horizontal linkages among various data producers in the country;
- Encouraging data producers to build partnerships with data users with a view to accelerating the building of an information society;
- Harnessing new developments in information and communication technology to improve the way data are collected, processed, packaged and disseminated to users.

With the support of the Government of Uganda, our international partners and the general public, we will realise our vision to become a 'centre of excellence' in statistical production in Africa.

Mr. J. B. Male Mukasa  
Executive Director  
UBOS

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## ACRONYMS

COBE	Census of Business Establishments
COMESA	Common Market for East and Southern Africa
CPI	Consumer Price Index
DANIDA	Danish International Development Assistance
DFID	Department for International Development
EAC	East African Community
FY	Financial Year
GDP	Gross Domestic Product
GoU	Government of Uganda
IIP	Index of Industrial Production
ISI	International Statistical Institute
IT	Information Technology
LAN	Local Area Network
MFPED	Ministry of Finance, Planning and Economic Development
MoC	Management of Change
MTEF	Medium Term Expenditure Framework
NDF	Nordic Development Fund
NORAD	Norwegian Development Agency
PEAP	Poverty Eradication Action Plan
PMA	Plan for Modernisation of Agriculture
PPI	Producer Price Index
SNA	System of National Accounts
UBOS	Uganda Bureau of Statistics
UDHS	Uganda Demographic and Health Survey
UNFPA	United Nations Fund for Population Activities
UNHS	Uganda National Household Survey
UNICEF	United Nations International Children's Educational Fund
USAID	United States Aid for International Development

# 1

## BACKGROUND AND LEGAL FOUNDATION

### 1.1 The Legal Framework

The Uganda Bureau of Statistics Act of 11<sup>th</sup> June 1998, sets the legal framework for the development and maintenance of the National Statistical System. The Act outlines the objects and functions of the Bureau, its institutional and financial set up, statistical information to be produced and disseminated and the powers of the Bureau.

### 1.2 Main Tasks

The Bureau is the principal data collecting and disseminating agency responsible for co-ordinating, monitoring and supervising the National Statistical System. The main tasks as identified in the Act are:

a) To be responsible for:

- (1) Providing high quality central statistical information services on social, environmental, and economic conditions in the country. This task can be carried out in conjunction with other producers of statistics.
- (2) Promoting standardisation in the collection, analysis and publication of statistics. This would ensure uniformity in quality, adequacy of coverage and reliability of statistical information.
- (3) Providing guidance, training and other assistance as may be required to other users and providers of statistics.
- (4) Promoting co-operation, co-ordination and rationalisation among users and providers of statistics at national and local level so as to avoid duplication of effort and ensure optimal utilisation of scarce resources.
- (5) Promoting and being the focal point of co-operation with statistics users and providers at regional and international levels.

b) To be a source of official statistical information.

As the central institution responsible for the collection, processing and publication of statistical information, other statistics producers need to co-ordinate with the Bureau if they intend to collect and publish statistics that can be considered 'official'. Equally the Bureau must create an environment conducive to co-ordination and collaboration between data producers to enable them to willingly seek endorsement of their statistical data.

### 1.3 Governing Principles

Uganda Bureau of Statistics is a semi-autonomous body within the Ministry of Finance, Planning and Economic Development. The three key governing principles behind the Bureau's status are:

**Professional independence.** UBOS is governed by a Board. The Board is required to keep the Minister of Finance, Planning and

Economic Development informed on the Bureau's progress on a quarterly basis. The Board consists of the Chairperson, the Executive Director, a representative of the Ministry of Finance, Planning and Economic Development, a representative of the Institute of Statistics and Applied Economics of Makerere University and a maximum of three other Members appointed from the major producers and users of Statistics. The Minister appoints the chairperson and the three members from among persons with insights and experience in Statistics and business-oriented management. Board members, excluding the Executive Director, are appointed every three years. The Board makes decisions about policy guidelines, approval of annual plans and budgets, review of structure and staff conditions, rules and procedures for appointments, procurement and financial management and senior staff appointments.

**Trustworthiness** is one of the fundamental principles of the Uganda Bureau of Statistics. UBOS serves its users and the public by producing data that are comprehensive and impartial, collected and processed by scientific methods and free from interference by political and economic interests. Confidentiality is an important element of building a relation of trust between the Bureau and its data providers. The confidentiality of data is enshrined in the Uganda Bureau of Statistics Act (see 5.3 on page 29).

*Professional independence, trustworthiness and usefulness are the three key governing principles of UBOS*

**Usefulness** is another important guiding principle for the Bureau. In order to be useful, information must be timely. It must also be packaged and disseminated in a way that is appropriate for all types of users.

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#### 1.4 Implications for UBOS

Like most statistics organisations, UBOS is heavily subvented by the government. Its professional independence is enshrined in law. In order to guarantee this professional independence and demonstrate its trustworthiness, UBOS must constantly work to improve standards and methods across the statistical system, improve skills and professional standards, and operate in an open and transparent manner.

In order to ensure that statistics are useful to its customers, the Bureau must explain its data and analysis, present findings in various ways depending on the targeted audience, provide data in appropriate format including electronic format, and become more efficient at getting information out on time.

# 2

## MAIN OBJECTIVES

*The core business of UBOS is the production, coordination and dissemination of official socio-economic statistics*

### 2.1 Mandate (Core Business)

Our Mandate or Core Business is the:

*“Production, co-ordination and dissemination of official socio-economic statistics”.*

This defines the purpose of our existence and explains our mission.

*Production* means the collection and processing of data and the analysis and publication of official statistics. It also means co-ordinating, monitoring and supervising statistics published by other statistical data producers.

*Coordination* means that we ensure that published data adhere to standard concepts, definitions, classifications and methods.

*Dissemination* means that the statistics are accessed by the end users in a timely and user-friendly manner.

*Official* means that the statistics produced have been endorsed by the Bureau as reliable, relevant, coherent and that they conform with internationally accepted standards.

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### 2.2 Aims

The aims of UBOS are to produce, co-ordinate and disseminate official statistics in order to:

- Inform the decision making process in all aspects of life;
- Inform and underpin the national and local government planning process;
- Inform public policy analysis and debates; and
- Monitor the impact of Government initiatives, policies and programmes including decentralisation, the implementation of the Poverty Eradication Action Plan, transformation and modernisation of agriculture, Universal Primary Education and others.

To achieve these aims, UBOS must assess data needs for information and determine sources of data, measurement methods, and efficient methods of collecting and ensuring the public availability of needed data. In the process, the Bureau works in close co-operation with other statistics producers and key data users. In particular UBOS works with the Ministry of Finance, Planning and Economic Development, other Line Ministries, Local Governments, the Bank of Uganda, the Private Sector, Civil Society Organisations, Research and Academic Institutions and our Development Partners.



## 2.3 Vision and Values

### Vision

UBOS envisages constant development and improvement of the Bureau.

The vision is:

*UBOS must be a 'Centre of Excellence' in statistical production in Africa, measured by results as outlined in our corporate indicators.*

The corporate indicators shown in Chapter 8 constitute the main management tool to assess progress in fulfilling the vision based on the Bureau's values and strategic objectives.

### Values

For an organisation to develop, it is essential that all employees share the same set of values. UBOS has identified four core values that are at the basis of all its efforts to achieve even better results:

*The 4 core values of UBOS are:*

- *User orientation*
- *Quality*
- *Efficiency*
- *Sustainability*

- *User-orientation.* Users are the reason for UBOS to exist. In recognition of this, the Bureau strives to subsume users and their priorities in all its activities. Through a demand-driven process UBOS works in partnership with users to better meet their expectations.
- *Quality.* The quality of products is what defines the image and the usefulness of UBOS in Ugandan society. The Bureau is committed to produce increasingly better quality products conforming to key principles of timeliness, coherence, reliability and relevance. Quality can only be achieved if the Bureau invests in human resource development and creates a working environment that recognises and promotes quality.
- *Efficiency.* Efficiency is the corporate prerogative for success. In order to promote efficiency UBOS stresses the importance of teamwork, networking and co-operation and encourages individual and team motivation, responsibility, innovation and resource awareness.
- *Sustainability.* In recognition of the fact that as a medium to long term goal, UBOS hopes to decrease its resource dependency on development partners, the Bureau values increased control and management of its resource base, improved ability to analyse the cost of products and include considerations of long term affordability.

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## 2.4 Main Tasks

The Bureau's main tasks are determined by the Uganda Bureau of Statistics Act, 1998 and specified in the Fourth Schedule. The fourth schedule lists the thirty four matters relating to which statistical information may be collected, compiled, analysed, abstracted and published. The subject matters fall in the area of demographic and social statistics and economic statistics.

## 2.5 Strategic Areas and Objectives

UBOS has identified four strategic areas, which will underpin the Bureau's efforts and direction during the next five years. These are:

- Improvement of statistics;
- Dissemination of national statistics and increased public awareness of statistics;
- Increased ability to control and manage our resource base; and
- Development of a modern and result oriented organisational culture.

### *Improvement of Statistics*

Improve and consolidate a demand-driven national statistics system and service capable of providing, in a cost effective and timely manner, comprehensive, accurate consistent and credible demographic, social and economic statistics. Improve co-ordination, monitoring and supervision of national data. Ensure that statistics produced are relevant to users and continue to be trustworthy to inform policy decisions at all levels.

### *Dissemination and Awareness*

Create general awareness about the importance of statistical data and information in managing the affairs of society and build an information society where statistical data and information are appreciated and used in everyday life. Continually review and update the dissemination policies and strategies with the aim of improving access to data and information by the users and the general public. Present information in a form suitable for all potential users' needs, giving due consideration to frequency and mode of presentation and content. Master and adopt the best Information Technology (IT) possible to disseminate our products.

### *Resource Management*

Increasingly enable the Bureau to gain more control over its financial resources through the introduction of a basket funding modality to channel support from its development partners. Tailor financial management methods, systems and procedures to fit UBOS's new financial arrangements (government grant and donor basket funding) and increase understanding and analysis of relationship between products and their costs.

### *Organisational Development*

Develop an organisational culture reflecting modern principles of management that are results oriented, focused on teamwork, rationalisation and optimisation of human resources, delegation and decentralisation of responsibilities, networking and communication throughout the organisation (vertically and horizontally) and promotion of innovation. Introduce new management functions and disciplines such as planning and quality control. Corporate management style, renewed systems, procedures and incentives will increasingly reflect the organisational development strategy.

## 2.6 Specific Objectives

Each strategic area is composed of a number of specific objectives that will be outlined and addressed in the Annual Plans. Some of the specific objectives will be clearly time bound; others will be relevant throughout the course of next five years and beyond. UBOS will adopt a 'gradual' implementation approach to meeting its specific objectives, with results published in the annual report to the Board. The objectives (listed under the strategic areas) are as follows:

### *Improvement of Statistics*

1. Improve the quality of statistical products (make them timely, accessible, relevant; reliable, user oriented, user-friendly and cost-effective);
2. Improve the capacity to carry out data analysis (both quantitative and qualitative);
3. Improve the quality of demographic and social statistics (content and method);
4. Improve the quality of economic statistics (content and method);
5. Improve the quality of district statistics (quality and quantity)
6. Strengthen our relationship of complementation and collaboration with other data producers through producer-producer committees.

### *Dissemination and Awareness*

1. Carry out a comprehensive user survey and devise mechanisms to measure user satisfaction;
2. Establish standing producer-producer and producer-user committees;
3. Disseminate a calendar of production to all users and producers on an annual basis;
4. Become a national depository of data (National Statistical Databank);
5. Be at the cutting edge of IT, networking with other producers in country and abroad;
6. Produce and carry out a marketing and information strategy.

### *Resource Management*

1. Put in place and implement our Human Resource Development strategy;
2. Devise a basket funding mechanism for the short and medium term programme in accordance with policies and requirements of the GOU and of our development partners;
3. Streamline financial management and administrative systems and procedures to meet the requirements of basket funding modalities;
4. Put in place and implement a products pricing mechanism and/or a user charges policy;
5. Lay the foundations for increasing own income to produce additional products.

*The four strategic areas are:*

- *Improvement of statistics*
- *Dissemination and Awareness*
- *Resource Management*
- *Organisational Development*

### Organisational Development

1. Move to the UBOS new building in Kampala;
2. Complete timely and well developed annual plans and budgets used as an effective management tool to meet the strategic objectives outlined in this Corporate Plan;
3. Institute joint GOU/Donors/UBOS annual reviews;
4. Promote result oriented management;
5. Finalise and implement our Management of Change strategy;
6. Increase internal and external co-ordination and networking;
7. Put in place and implement various administrative policies, structures, procedures and systems that increase corporate transparency;
8. Promote the corporate image.



Rural Housing in Uganda

## 2.7 Products

### Core Products

In order to carry out its mandate, UBOS needs to produce core products that result from the collection, analysis and co-ordination of socio-economic data. Those products underpin the Bureau's existence and function in Uganda today and for the next five years.

The core products are defined in **Figure 1** overleaf.

### Additional products

In addition to the core products, UBOS also produces additional products in order to:

- explain changes in statistical documentation;
- provide in-depth analysis of certain data to satisfy specific customers needs;
- increase knowledge in a subject area; and
- provide auxiliary subject matter information.

These additional products are important but not core to the Bureau.

However, UBOS recognises that what is considered core today could change according to the socio-economic situation of the country and users' needs. In recognition of the availability of finite resources, UBOS has identified four main criteria for prioritising data demands. These are

- alignment with government policy priorities (For example, the current focus is on poverty statistics);
- legislative requirements, such as conducting the population census;
- changes in the fundamental nature of economic, social and political institutions; and
- provision of needed comparative data within Uganda and in a given geographical region (for example East Africa).

FIGURE 1

## UBOS CORE PRODUCTS Organised by Directorates and Units

Directorate/Unit	Core Product	Process/Activity
Directorate of Population and Social Statistics (DPSS)		
	Total Population [Actual & Projected] by sex	Census, Population Projections
	Population Density	Census, Population Projections
	Age Specific Fertility rate	Census, Household Surveys, Demographic and Health Surveys
	Total Fertility rate	Census, Household Surveys, Demographic and Health Surveys
	Crude Birth rate	Census, Household Surveys, Demographic and Health Surveys
	Infant Mortality rate	Census, UNHS, UDHS
	Life expectancy	Census, UNHS, UDHS
	Literacy rates	Census, UNHS, UDHS Secondary sources
	Employment by sector, Unemployment	Census, UNHS, Secondary Sources, Industrial Surveys
	Health facility attendance	UDHS, Secondary Sources
	Immunisation rates	UDHS, Secondary Sources
	Proportional morbidity ratios	UDHS, Secondary Sources
	Population - Hospital beds ratios	UDHS, Secondary Sources
	Cartographic materials	Enumeration Area mapping
	Wages	UNHS, Secondary Sources
	Poverty Trends	UNHS, Secondary Sources
	Food Poverty line	UNHS, Secondary Sources
	Poverty gap	UNHS, Secondary Sources
	Poverty Index	UNHS, Secondary Sources
Coordination, Methods, Standards & Research Unit (CMS&R)		
	Research papers	<ul style="list-style-type: none"> <li>• UNHS</li> <li>• COBE</li> <li>• UDHS</li> <li>• Education Data Survey</li> <li>• Census</li> </ul>

Directorate Macro Economic Statistics (DMES)		
	Consumer Price Index	Market Surveys
	Gross Domestic Product	Census, Industrial Surveys, Secondary Sources
	GDP growth rates	Census, Industrial Surveys, Secondary Sources
	GDP deflators Sources	Industrial Surveys, Market surveys, Secondary
	Producer Price Index	Market Surveys
Business, Industry, Agriculture and Energy Statistics (BIAES)		
	Index of Industrial Production	Industrial Surveys
	Value Added	Industrial Surveys, Secondary Sources



Directorates, clockwise from top left: Macro Economic Statistics; Information Services; Finance and Administration; Population and Social Statistics; District Statistics; Business, Industry, Agriculture and Energy Statistics (BIAES).

EXCELLENCE

# 3

## OBJECTIVES FOR STATISTICS, DISSEMINATION AND AWARENESS

### 3.1 Development of Statistics

#### *The Role of Statistics*

Good national statistics are a vital part of Uganda's development. They inform debate and allow Government to formulate policy. They also support the monitoring and evaluation of trends in all sectors and support decision-making about the appropriate allocation of resources.

Another important role of statistics is to inform society. It is important in order to promote democracy and decentralisation.

Finally, good statistics allow international comparison.

The Uganda Bureau of Statistics produces two main types of statistics:

- ♦ Demographic and Social Statistics; and
- ♦ Economic Statistics;

In some cases the Bureau is the main producer of the statistics, but in other cases it must co-ordinate with other producers.

#### *Demographic And Social Statistics*

Demographic and social statistics mainly include population statistics, labour statistics, education statistics, migration statistics, health statistics and cartographic statistics. These statistics are collected from population censuses, surveys like Uganda National Household Survey (UNHS), Uganda Demographic and Health Survey (UDHS), Education Data survey and also secondary sources mainly from central government departments.

The Bureau has recently constituted a section to develop environmental statistics. Currently various organisations are being interviewed in order to find out what type of data on environment exists; it is foreseen that starting from the next financial year, the Bureau will develop environmental statistics.

Overall UBOS intends to improve the timeliness, the frequency and the quality of selected core products in demographic and social statistics. In addition it will emphasis the development of district statistics and expand statistics on labour force and employment. (see chapter 8 for statistics indicators)

The main users of Demographic and Social Statistics are:

- ♦ Crosscutting and line ministries and state institutions;
- ♦ Local government, including districts, sub-counties, cities and municipalities;
- ♦ Researchers and academia (including universities and other sector-based research institutions);
- ♦ Development partners and other regional and international organisations; and
- ♦ The wider public, including the media, civil society organisations, and individuals.



## *Economic Statistics*

### *Macroeconomic Statistics*

Macroeconomic statistics, the basis for computation of Gross Domestic Product (GDP) estimates, include national accounts, prices, finance statistics and trade statistics. Price statistics are the basis for the computation of the consumer price indices and they are collected from primary sources including markets and shops.

National accounts, trade and finance statistics on the other hand are collected from central government departments, semi-autonomous organisations, parastatals and other directorates in the Bureau. Finance statistics are also collected from districts and urban authorities.

*UBOS produces two main types of statistics:*

- *Demography and Social Statistics*
- *Economic Statistics*

*The Users for each type vary widely.*

### *Other Economic Statistics*

In addition to the macroeconomic statistics, other economic statistics produced include business and industrial statistics, energy statistics and agricultural statistics. The business register is compiled using data collected from primary sources mainly business enterprises. Industrial statistics are also collected from monthly industrial surveys of major manufacturing establishments in the country. Energy, fuels and agricultural statistics are collected from government and private sector institutions that are involved in these sectors.

Overall UBOS intends to improve the timeliness, the frequency and the quality of selected core products in economic statistics. In addition it will increase the quantity of economic statistics to include regular agricultural statistics, energy and construction statistics. (see Chapter 8 for statistics indicators).

The main users of Economic Statistics are:

- Ministry of Finance, Planning and Economic Development
- The Bank of Uganda
- The Private Sector (including the business community and business associations)
- Researchers and Academia, including Makerere University Institute of Statistics and Applied Economics and Research Institutes
- Development partners including International Financing Institutions (IFIs) and other regional and international organisations



## 3.2 Consolidated Five Year Plan

<p><b>Economic Statistics</b></p>	<p><b>Year 1 (2002/3)</b></p> <ul style="list-style-type: none"> <li>◆ Produce National Business Register</li> <li>◆ Carry out national survey of businesses for all sectors of the economy</li> <li>◆ Develop baseline data and develop indices of production and prices with the construction and energy sectors</li> <li>◆ Re-base the index of industrial production using the results of the Uganda business inquiry to 1999/2000</li> <li>◆ Expand the coverage and refine the methodology used to produce the index of industrial production</li> <li>◆ Re-base the GDP (using data from the CPI to the year 1997/1998)</li> <li>◆ Adopt SNA 93</li> <li>◆ Expand CPI coverage to increase urban coverage from 6 to 12 and to include some rural areas</li> <li>◆ Develop manual for government finance statistics</li> <li>◆ Construct value and volume indices</li> <li>◆ Improve coverage of imports and exports – especially cross-border trade</li> </ul> <p><b>Year 2 (2003/4)</b></p> <ul style="list-style-type: none"> <li>◆ Develop Producer Price Index (PPI)</li> <li>◆ Develop a Social Accounting Matrix</li> <li>◆ Conduct census of agriculture and livestock</li> <li>◆ Develop Energy Statistics</li> <li>◆ Develop indices of building materials</li> </ul> <p><b>Year 3 (2004/5)</b></p> <ul style="list-style-type: none"> <li>◆ Publish quarterly GDP</li> <li>◆ Develop indices of quarterly agricultural production</li> <li>◆ Conduct Census of Livestock</li> <li>◆ Conduct Inter-censal Business Surveys Year 4 (2005/6)</li> <li>◆ Conduct Agricultural and Livestock Survey Year 5 (2006/7)</li> <li>◆ Carry out a Uganda Business Inquiry</li> </ul>
<p><b>Social &amp; Demographic Statistics</b></p>	<p><b>Year 1 (2002/3)</b></p> <ul style="list-style-type: none"> <li>◆ Conduct Population and Housing Census</li> <li>◆ Implementation of Vital Registration through the Census</li> <li>◆ Carry out Uganda National Household Survey (including an informal sector survey and labour force survey)</li> <li>◆ Decide on national indicators for standard of living</li> <li>◆ Conduct consultative meetings with users and producers of Environment Statistics</li> <li>◆ Continuous Activities:</li> <li>◆ Immigration Statistics</li> <li>◆ Labour Statistics from administrative records</li> <li>◆ Cartographic work (Office based)</li> <li>◆ Estimate Labour Cost Indices</li> </ul>

- Year 2 (2003/4)**
  - Conduct Service Delivery survey and ensure it is expanded to district level
  - Analyse and disseminate National Household Survey data, including the labour force survey and informal sector survey)
  - Pilot Vital Registration System in 10 Districts
  - Start the production of regular Environment Statistics
  - Develop Geographical Information System (GIS) Database
- Year 3 (2004/5)**
  - Analyse and disseminate data from the Population and Housing Census
  - Expand Vital Registration to remaining districts
  - Produce regular register based vital statistics
- Year 4 (2005/6)**
  - Demographic and Health Survey (including education data survey)
  - Conduct National Household Survey (with a Service Delivery module)
  - Estimate Labour Productivity
  - Estimate all economic activities by sex
  - Internet linked regional statistics database
- Year 5 (2006/7)**
  - Conduct Inter-censal Demographic Survey
  - Conduct Labour Force Survey

UNE  
STRATUM  
EA

No. of co  
Labour 10

10

10

SAMPLES NOT DONE

Livestock

Trade 2

Mining

Hotels

**DATA ENTRY**

Date of entry: 27<sup>th</sup> JUNE 2002

Data Entry Operator: JENN

Signature: J-U

Date of verification: 2-7-2002

Data Verifier: Rayburn

Signature: M. J. L.

Received into system:

Compared 100% ok:

Main copied:

Cleaned:

Verification copied:

Converted to ACCESS:

Complete 100%:

**DISTRICT**  
**MBARARA**

**EA**  
**0008C**

**BATCH FILENAME:**  
**S4J2008C**

### 3.3 Dissemination and Awareness

The statistical information collected and produced by a statistical office has no value unless it is disseminated to users. At the same time potential users must be made aware of the existence of such statistical information and the available capacity for statistics production. Thus, UBOS is developing an appropriate and effective information technology infrastructure to manage its statistics production (information collection, processing and dissemination) requirements.

#### **Dissemination.**

Dissemination of statistical data and general information is one of the Bureau's key strategic goals. It is fully aware that to meet the needs of the different users, a variety of dissemination formats will be required, covering different levels of detail as well as different media. Currently UBOS disseminates statistical data and information in the form of printed publications, diskettes, CD-ROM and the internet using the Bureau's web site "www.ubos.org". The following are some areas in which UBOS will optimise and augment the dissemination process:

#### *Electronic newsletters.*

Simple e-mail will be an efficient way of reaching external stakeholders with up-to-date information on activities, related matters regarding the work of UBOS and small statistical publications. This will be put in place as from August 2002.

#### *Web access to statistical analysis.*

As bandwidth of Internet access continues to grow, external stakeholders will be given an improved access to UBOS' facilities and statistical data via online web access. UBOS is updating its web on a monthly basis.

#### *Digital distribution.*

Many stakeholders need access to statistical data, but do not have electronic access of a suitable quality and bandwidth to download these data. Users will be given the possibility to order statistical data or publications on electronic media. In conjunction with web access, users will be able to request for specific data sets on the web, and get these data from UBOS on CD ROMs. This will be put in place from August 2002.

#### *Content Management System.*

A Content Management System (CMS) is a specialised tool for managing web site content. The validation and approval process increases the quality and ensures that only approved content is published and can be operated by end users.

#### *Metadata.*

The availability of good information about information (or 'metadata') is an essential part of effective dissemination. Metadata is a set of written and agreed upon statements describing the current and planned statistical production and dissemination practices in the public domain of a country. The statements give the descriptions of the sources of data and the methods of data collection and dissemination.

*Statistical information has no value unless it is disseminated to users.*

## **Awareness**

UBOS's existence is justified by the services it provides to the public. Ultimately the Bureau would like to build an information society, so a great deal of corporate effort is dedicated to increasing awareness both of the public and of specialised organisations about statistical information. UBOS wants to intensify its work in information dissemination by using a number of available channels more effectively:

### ***Press releases.***

To raise awareness and inform the public in general UBOS intends to publicise all major findings through press releases. The Communications Officer is the interface between the press and the Bureau.

### ***Workshops.***

The Bureau will organise user/producer, producer/producer and media workshops in order to create awareness and publicise the Bureau's activities and promote the image of the Bureau. Focal contact persons from the different ministries/organisations will be identified in order to determine ways of creating an integrated National Statistical Databank.

### ***E-information.***

UBOS will increase its communication using electronic communication.

### ***Internet and E-mail.***

UBOS has already established a web presence via its web site. In the near future the Bureau intends to install a wireless internet connection in order to have adequate internet access to achieve proper e-mail support, and proper and timely updating of the existing web site.

### ***Intranet.***

An intranet is the primary key for knowledge-sharing and collaboration in most modern knowledge-driven companies and institutions. UBOS intends to build an intranet for internal information-sharing.

*UBOS wants to intensify its work in information dissemination by using a number of channels more effectively.*



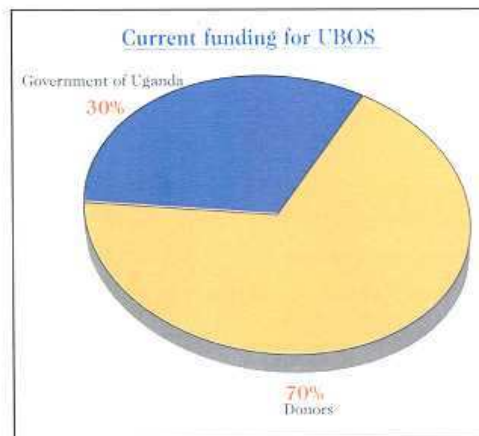
# 4

## THE FINANCIAL BASIS

### 4.1 Sources of Finance

The Bureau's sources of funding are mainly the Government of Uganda and the development partners. Major among the partners are: DANIDA, DFID, the World Bank, UNFPA, UNICEF, NORAD, NDF, USAID, and the Government of Japan.

Every financial year, the Government of Uganda makes available a funding provision for the Bureau's current and development costs, including the provision by those donor partners who offer assistance through General Budget support. For instance, of the total budget for the FY 2001/2002, the Government of Uganda contribution (excluding the Population and Housing Census) is equivalent to 30% while donor contribution is equivalent to 70%. Whereas the donor contribution is usually fully made available, the former does not, at times, flow as approved; it falls short of the requirement by end of the fiscal year.



It should be noted, however, that besides normal budgeted funds, other donors offer direct project aid. This form of assistance is usually in large sums, but is earmarked for specific programmes/surveys. The results of these programmes/surveys are the major sources of data for Government development plans, especially the PEAR, PMA, Service Deliveries, etc.

Because of this direct funding, the Bureau's financial basis is very much broadened and strengthened. An example is the total expenditure for the Bureau in FY 2000/2001 which was two and a half times greater than what had been provided in the Government of Uganda budget for the year. However, this broadened financial basis has its costs: it calls for multiple financial reporting requirements that range between Financial Years and Calendar Years; and does not allow adequate control of resources by UBOS.

It is because of this realisation that the Bureau has devised a strategy that will enable it to gradually gain more control with regard to managing its financial resources. The increase in independent financial management will be matched by an increased capacity of the Bureau to manage its resources to enhance performance at all levels.

*The Bureau has devised a strategy that will enable it to gain more control in managing its financial resources.*

#### 4.2 Strategic Management of Financial Resources

In the course of the next five years UBOS would like to move from the current 'project' piecemeal approach to a 'basket funding' arrangement with its partners. This would be a more efficient way to manage available resources to meet corporate priorities based on partnership and trust with the Government and development partners. This approach is the first step toward a longer-term goal of receiving funding from the government and UBOS's own income.

Basket funding is used in the Ugandan context to mean that actors who want to contribute to financing a specific activity or a plan can do so by pooling their resources under a common 'basket' which is managed as a single fund. Management can be carried out by a single actor or jointly. (A relevant example of joint management would be a lead donor and UBOS jointly managing the fund). Contributions to the basket could be in terms of financial resources or in kind (ie: technical assistance, specific equipment, a particular activity such as a report publication etc). Modalities regulating the workings of the basket need to be clearly spelled out and agreed in a Memorandum of Understanding signed by all parties. The advantages of a single basket are:

- Enhanced clarity of the cost implications of implementing single activities and the whole agreed plan;
- Uniformity of reporting and accounting modalities;
- Coherence and complementarity of the initiatives of different stakeholders;
- Focus on commonly agreed outputs;
- Enhanced corporate transparency;
- Enhanced control of UBOS over its direction and priorities.

The three stages below describe the move from the current situation (stage 1), to the establishment of a basket funding modality (stage 2) to being financed exclusively directly by GOU and UBOS income (stage 3). The move to stage three presupposes that most development partners are contributing to the development of Uganda by providing budget support to the Government budget. It also assumes that Government funds will flow smoothly to UBOS.

Negotiations with the Government and development partners regarding the move to a basket funding arrangement will be carried out during the financial year 2002-2003.

### Stage 1: Current Financial Resource Management Situation

This stage describes the way UBOS currently manages its resource envelope.

#### Description:

UBOS submits its annual plan and budget estimates for a given financial year to the Ministry of Finance, Planning and Economic Development (MFPED). The MFPED revises the budget, approves the revised version for the given financial year and makes a three years rolling budget projection for UBOS for the Medium Term Expenditure Framework process. The current Government budget covers all recurrent expenses and part of the development expenses. Donors' grants and World Bank and NDF loans pay for the remaining development expenses. The development expenses paid by donors can be managed by UBOS (e.g. Danida programme) or managed by the donor (e.g. DFID programme) although disbursed against UBOS plans or a specific project.

#### Characteristics:

This is the least preferred option by the Government of Uganda (MFPED). Although donor contributions enable UBOS to carry out its core business and produce its core products, this financing modality leaves limited control and management flexibility for UBOS. Corporate priorities can be influenced and distorted by donors' specific interests. Different donors developing separate programmes can threaten corporate coherence.

#### Implications:

Advantages	Challenges
Known financial and management systems and practices.	Multiple financial and other reporting systems.
Selected directorates are well resourced.	More strategic and rational redistribution of resources across the directorates.
Continuation of special relationship with a particular donor.	Engage a donor outside its specific programme interest. Promote coherence and cohesion between and amongst donor-supported programmes.
Less need to prioritise, plan and budget.	Gain more control over strategic choices.

### Stages of Funding

Stage1: Current financial management



Stage2: Basket funding



Stage3: Direct funding

## Stage 2: Moving to a Basket Funding Arrangement

This stage describes where UBOS wants to move to as from the financial year 2003-2004.

**Description:** As in Stage 1, UBOS submits its annual plan and budget estimates for a given financial year to the MFPED. The MFPED revises the budget, approves the revised version for the given financial year and makes a three years rolling budget projection for UBOS for the Medium Term Expenditure Framework process. In this stage, the budget needs to be complete and comprehensive including recurrent and development budget of UBOS in the given year. The government budget will cover a percentage of UBOS budget. The funding gap between Government budgetary commitment and UBOS budgetary needs can be closed by donor funds. Donors who wish to support UBOS will do so by contributing to a basket fund managed by UBOS or by UBOS and a lead donor jointly.

**Characteristics:** This option is acceptable to the GoU. Comprehensive UBOS funding needs are reflected in the MTEF and integrated in the government systems. This option requires entering into dialogue and joint negotiation with donor/partners based on a clear three year rolling plan and budget. This option is acceptable to most donors as an interim phase in the process of moving to direct budget support.

### *Implications:*

Advantages	Challenges
Increased control over own resources and direction	More Corporate Transparency; no perversion of prioritisation
Policy dialogue and negotiation with donors jointly on outcomes	More emphasis on results oriented/ performance management
Adopt a uniform financial and other reporting system to suit GoU and all donors jointly	Joint UBOS, Government and Donors Annual Review. Meeting established targets.

## Stage 3: Direct Budget Support

This stage describes where UBOS expects to go in the long term. The preparatory stages of moving to direct budget support will start during the course of this strategic plan and the full move could take place during the course of the next strategic planning period 2007 – 2011.

**Description:** As before, UBOS submits its annual plan and budget estimates for a given financial year to the MFPED. The MFPED revises the budget, approves the revised version for the given financial year and makes a three years rolling budget projection for UBOS for the Medium Term Expenditure Framework process. The budget needs to be complete and comprehensive including recurrent and development budget for all core products, activities and outputs of UBOS in the given year. In stage 3, donors who wish to support UBOS will do so by directly contributing to the budget (government coffers). Funds will then be disbursed directly from the Government to UBOS.



**Characteristics:**

This is the option preferred by the GoU. Donors' contributions do not mean additional budget for UBOS but the government guarantees availability of resources for UBOS to perform its core business and produce its core products.

**Implications:**

Advantages	Challenges
One main source of funding and reporting	Ensuring timely disbursement of funds Ensuring sufficient disbursement of funds
Absorption of UBOS funding of core products into government budget	Ensuring financial support for occasional products
Familiarity with GoU financial and reporting system	Ensuring that UBOS' functioning continues to be a priority of government budgetary allocation.

### 4.3 Projected UBOS Budget

As various donors are moving already to budget support, UBOS has projected that by the end of 2007, the majority of its budget will come directly from the government (75%). A smaller percentage will still come directly from donors (25%) through a basket funding arrangement.

*The objective is for the government to progressively fund the entirety of UBOS core products.*

In addition, during the course of the next five years UBOS will put in place a strategy to raise its own income, which will be implemented after 2007. The rationale here is to build internal capacity first to improve the quality and quantity of our core products before exploring our marketing opportunities. However, it is envisaged that in the medium to long run, UBOS will be able to contribute meaningfully to its budget.

The objective is for the government to progressively fund the entirety of UBOS core products. In the meantime, during the next five years, the annual plans and budgets will provide detailed information about activities and resources needed to produce our core products. The GOU, through the MTEF, will provide a given percentage of the UBOS budget which covers all recurrent expenses and a limited amount of development expenses. The gap between the budget made available by the GOU and the estimated budget to produce our core products will be bridged by donors and International Funding Institutions (IFIs). Ideally, in the medium term, most donors and IFIs will agree to meet the gap through a basket funding arrangement.

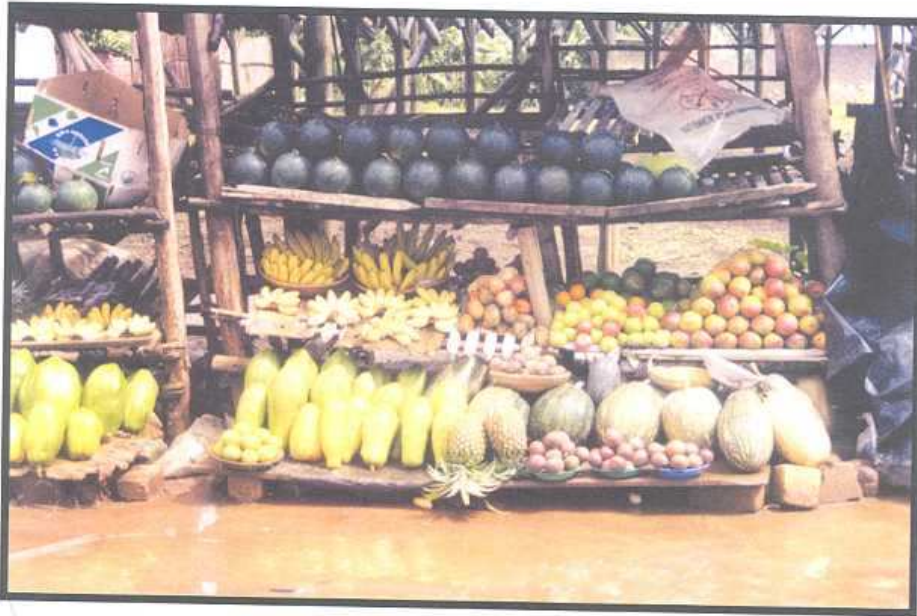
As the Government of Uganda will increase its contribution to the UBOS budget, (given the increasing shift of key donors to direct budget support) and UBOS increases its ability to manage its priorities and resources, funding might be made available (by donors who are not supporting the budget directly) for additional products. Criteria on the selection of such additional products will need to be further developed as to ensure that the additional resources do not distort priorities within UBOS but complement the planned work and outputs.

#### 4.4 Partnership with Donors

During the transition phase of moving to a basket funding arrangement, UBOS believes that its development partners have an important role to play.

First, the Bureau needs financial support to fill the funding gap (the difference between the budget available from the MFPED and the recurrent and development costs to produce core products) and technical advice to meet UBOS's mandate and to improve the quality of core products.

Secondly, the partnership will enable the Bureau to access technical expertise that exists within the donor community through arrangements such as twinning, exchange of personnel, technical assistance and specific consultancies. In return, UBOS will commit to meeting the information requirements of development partners and increasingly move towards performance management and corporate transparency.



*Typical Ugandan roadside fruit market*

# 5

## EXTERNAL RELATIONS

### 5.1 Image

In order to foster a sense of belonging to the organisation and pride in the quality of its products, UBOS needs to strengthen its corporate image by creating its own brand, the trademark that guarantees the quality and trustworthiness of Official Statistics.

To achieve this the Bureau wants to intensify efforts internally to upgrade and standardise its products and documentation. More specifically it wants to:

- Work within a framework of well-defined standards and methods;
- Develop report-writing guidelines and ensure that these are adhered to;
- Upgrade the in-house ability to produce quality publications;
- Ensure that publications achieve the professional standards required; and
- Increase the methods of disseminating information, including CD Rom, E-mail requests and on line data access.

### 5.2 Co-ordination and Collaboration

*UBOS needs to strengthen its corporate image by creating its own brand, the trademark that guarantees the quality and trustworthiness of official Statistics.*

*UBOS encourages inter-institutional co-ordination in statistical production.*

#### Data Producers

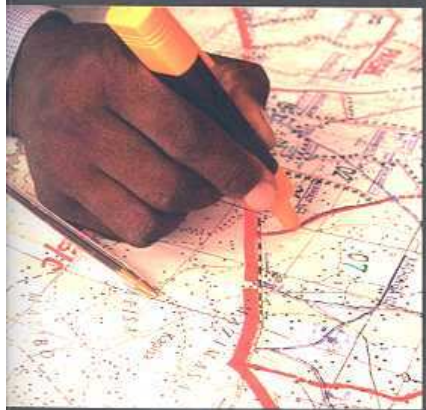
The Bureau's mandate includes co-ordination of data produced by UBOS and other data producers. To this effect UBOS encourages inter-institutional co-ordination in statistical production through the constitution of producer-producer standing committees to:

- Prevent duplication and wasteful utilisation of scarce resources available for data collection;
- Facilitate pooling of resources for greater impact;
- Avoid working at cross-purposes;
- Share of best practices between producers;
- Generate improved statistical products; and
- Ensure technical co-ordination by promoting across the board use of standard concepts, definitions and classifications to improve data comparability.

UBOS values its close partnership with sector specific research institutions and data producers. Strategic alliances with such institutions are important as sector expertise is needed when analysing and publishing sector specific data.

The producer-producer committees have recently been instituted to support the Bureau in steering the co-ordination between the main data producers. The main role of the committees is to strengthen the National Statistical System by sensitising and mobilising all data producers to adopt agreed standards on definitions and methods. Each committee is composed of institutions that collect similar or related data. The directorate in the Bureau that handles the similar or related data is the permanent secretariat for the committee, while the chair rotates annually between the different institutions that constitute the committee. The Co-ordination, Standards, Methods





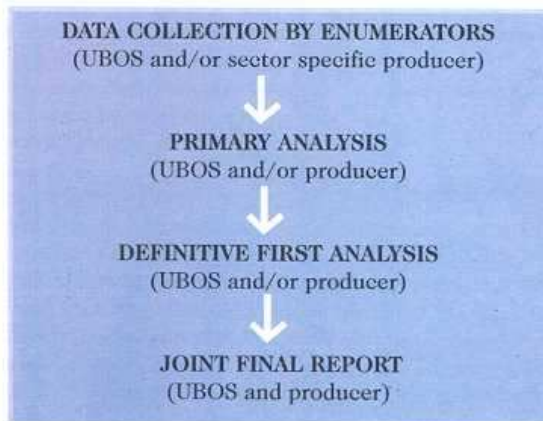
and Research Unit in the Bureau is mandated to call for regular committee meetings.

Among other organisations, the Bureau currently co-operates very closely with:

- ♦ Makerere University, Institute of Statistics and Applied Economics,
- ♦ Local Governments,
- ♦ Poverty Monitoring and Assessment Unit,
- ♦ Economic Policy Research Centre,
- ♦ Makerere Institute of Social Research,
- ♦ Uganda Revenue Authority,
- ♦ Bank of Uganda,
- ♦ Ministry of Finance, Planning and Economic Development,
- ♦ Ministry of Local Government,
- ♦ Ministry of Gender, Labour and Social Development,
- ♦ Ministry of Health,
- ♦ Ministry of Education,
- ♦ Ministry of Agriculture, Animal industries and Fisheries

UBOS also co-operates with foreign and international statistical institutions to exchange data/information and methods and to develop common classifications and procedures to promote international comparability of data.

The chart below shows how UBOS works in partnership with other sector specific data providers.



*Data Users*

UBOS is committed to the development of a robust, co-ordinated, effective and demand-driven national statistical system and services that are accountable to multiple data users.

*The UBOS mapping team at work updating Uganda's maps.*

The Bureau's users are divided into six main groups:

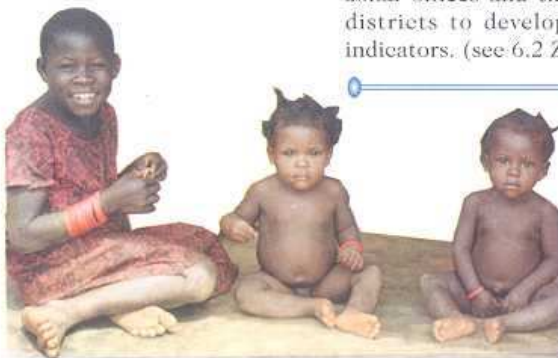
1. Central Government, which includes ministries and state institutions;
2. Local Government, which includes districts, sub-counties, cities and municipalities;
3. The Private Sector, which includes the business community and business associations;
4. Researchers and academia, which includes universities and other sector-based research institutions;
5. Development partners and other regional and international organisations; and
6. The wider public, which includes the media, civil society organisations and individuals.

*To improve service to both current and future users, UBOS will introduce User-Producer Committees*

In order to make products more useful to users, UBOS staff consult with a broad spectrum of users and technical specialists by sharing ideas on data concepts, methods and products in a variety of formal and informal ways. The Bureau strives to ensure equal accessibility of information to all potential users, and endeavours to meet the need to access data while maintaining appropriate safeguards for the confidentiality of individual responses.

To improve service to both current and future users, during the next five years UBOS will introduce User-Producer committees as and where required. UBOS will also look for innovative ways to reach our clients, for example through publishing statistical 'briefs' - descriptions of key sectors that are informative and accessible. The Bureau will concentrate on the timeliness of its publications and on their quality and relevance. Metadata (data about data) will be produced to ensure that information is clearly understood and the methods of distributing information to users will also be diversified to increase the timeliness of data availability and to meet different needs. In order to ensure the production of relevant data, UBOS will get feedback through questionnaires.

District based statistics, as an addition to national statistics, are in great demand due to the decentralisation policy in Uganda. Through its decentralised offices, UBOS will strive to build capacity in improving the range of district statistics collected. The zonal offices will work as ambassadors of capacity building in data collection, analysis and dissemination in districts. The Bureau will, through the zonal offices and the district data needs assessment study, help districts to develop district databases that have comparable indicators. (see 6.2 Zonal Offices).



UGANDA BUREAU OF STATISTICS

## 5.3 Confidentiality and Data Security

### *Data Providers*

UBOS would not be able to provide any statistical information without data being supplied by the public. Data providers therefore play an essential role in statistical production.

The Uganda Bureau of Statistics Act legally binds public authorities, private enterprises and any citizen to provide, when requested, information to the Bureau.

However, timeliness, accuracy and quality of data can only be maintained if UBOS builds a constructive and meaningful relationship with its data providers. To this effect the Bureau aims at improving its relationship with data providers by:

- ♦ Seeking advice of respondents in planning the scope and content of the surveys, designing data collection procedures and determining their data products;
- ♦ Providing clear information about the reason information is required and about the conditions of participation in data collection;
- ♦ Providing enough time to data providers to find the information required from them;
- ♦ Drafting questions and questionnaires in a user-friendly manner; and
- ♦ Providing assistance to institutions that need it for filling in questionnaires
- ♦ Co-ordinating the request for information so that data providers are not overwhelmed by the amount of information required from them;
- ♦ Developing ways in which information can be dealt with and transmitted electronically; and
- ♦ Providing feedback, when available and possible, about the results of the information collected.

*UBOS treats data collected with great confidentiality. The Bureau strictly abides by the guidelines contained in the Uganda Bureau of Statistics Act on the Handling of Data.*

### *Confidentiality*

Trust of the data providers is enhanced by the fact that UBOS treats data collected with great confidentiality. The Bureau strictly abides by the guidelines contained in the Uganda Bureau of Statistics Act on the Handling of Data obtained from statistical enquiries. This requires that statistical information remains confidential if it either directly or indirectly enables identification of the individual or entity that provided such information. The statistics information and data published by the Bureau therefore guarantees that individual, private and public enterprises remain anonymous. UBOS staff are bound by the 'Oath of Office and Secrecy' to maintain that confidentiality.

When UBOS works in close co-operation with a partner organisation (such as the Bank of Uganda, for example), statistical information is shared with such organisations; however all researchers involved are bound by the same secrecy as the Bureau staff.

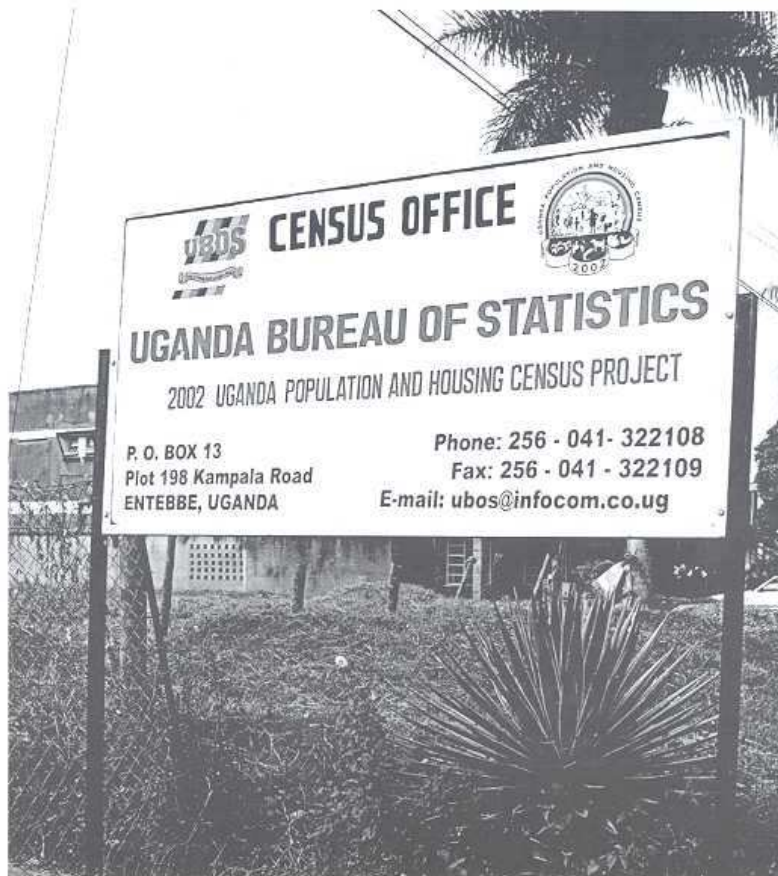


## 5.4 International Co-operation

UBOS is committed to co-operating with its international partners and counterparts because it believes that sharing professional experience, exposure to different realities and exchange of 'best practices' plays an important part in its development efforts to be a centre of excellence in Africa.

By becoming a corporate member of international statistical institutes and organisations and their sections such as ISI, Paris 21, EAC, COMESA etc, UBOS is putting itself on the statistics world map. Corporate opportunities include:

- ♦ Invitations to attend international meetings;
- ♦ Gaining access to the latest publications in the field of statistics;
- ♦ Finding a channel to disseminate its own publications; and
- ♦ Hosting/contributing to regional or continent wide statistical workshops/events.



# 6

## PLANNING, ORGANISATION AND TECHNOLOGY

UBOS has been planning to move its offices to Kampala for the last two years. This plan has now become a reality with the securing of the land and the funding to build a new purpose made UBOS Building. The building will be located next to the Ministry of Finance, Planning and Economic Development in Kampala and will also host the Uganda Computer Services, a semi autonomous agency that provides computer services to the government.

The move to Kampala is planned during the year 2004. It will represent a milestone in UBOS' development, as it will place UBOS physically near to its main users and to other data producers and it will endow the Bureau with the appropriate equipment (particularly in Information Technology) to meet its strategic objectives.

### 6.1 Annual Work Plans and Budgets

UBOS believes that although this plan outlines its strategic corporate direction, it needs to be translated into a more detailed three-year rolling implementation plan and budget. Annual plans and budgets based on this corporate plan will be produced starting from the financial year July 2002 – June 2003.

*Annual plans and budgets will be produced from the financial year July 2002 - June 2003. The Annual Plan is an important management tool for the development of UBOS*

The purpose of the annual plan and budget is three fold: it constitutes a powerful internal management tool, it informs users and other data producers regarding the Bureau's products and it is the key document on which to base strategic budget negotiations with government and development partners.

The annual plan is an important management tool for the development of UBOS's main tasks and its statistical production. It describes in detail the links between different levels of corporate goals, and ties products to activities to resources. The annual plans and budget follow the same calendar as the government financial year July to June. The UBOS board will endorse the annual plans and budgets in June, starting from June 2003.

More specifically the annual plan and budget will:

- Define UBOS' yearly strategic objectives;
- Focus activities towards meeting strategic objectives;
- Tie activities to planned results and products;
- Tie results and products to resources – financial, human, equipment, time etc. ;
- Outline indicators that measure progress towards meeting yearly strategic objectives;
- Constitute the basis for negotiations with the MFPED and development partners; and
- Provide information regarding yearly budgetary needs to be fed into the Medium Term Expenditure Framework (MTEF).



## 6.2 Internal Organisation

### *Organisational Structure*

The entire organisational structure of UBOS is presented in Appendix II.

Currently it is composed of eight main columns. Six columns represent each of the directorates; two columns represent the two existing units.

Five of the six directorates are responsible for statistics production, dissemination and co-ordination.

- ♦ Directorate for Population and Social Statistics;
- ♦ Directorate for Business, Industry, Agriculture and Energy Statistics;
- ♦ Directorate for Macroeconomic Statistics;
- ♦ Directorate for Information Services;
- ♦ Directorate for District Statistics.

*To respond to increased demand for agricultural statistics, UBOS intends to open zonal offices*

The sixth, the Directorate for Finance and Administration is a service directorate, providing personnel, administrative and financial services to all the other directorates. Its director also acts as the Secretary to the Board.

The two units are the Internal Audit Unit which is an independent unit and reports directly to the Board of Directors of the Bureau and the Co-ordination, Standards, Methods and Research Unit which reports to the Deputy Executive Director.

The organisational structure and its functioning are fundamental to the achievement of the Bureau's strategic objectives. The basic principle of the structure is to be organised according to the production responsibility for its core products and provide enough flexibility to include innovation and respond to demand for specific information.

To respond to increased demands for agricultural statistics information and district-based information, UBOS intends to effect changes in two aspects of its organisational structure. It intends to open six zonal offices in the country by the end of the 2003/2004, and to create a separate directorate for agricultural statistics during the financial year 2004/2005. Three zonal offices are already established although not fully operational, and three more will be established and made operational in the next two years.

### *The Zonal Offices*

In accordance with the 1995 Constitution and the Local Government Act 1997 and its Amendments, districts, sub-counties, cities and municipalities are fully-fledged local government entities whose councils have the responsibility to determine and implement local policies and deliver services. To inform the policy and planning processes at local level and assess the impact of decentralisation, local councils and central bodies need to access relevant, reliable, timely and standardised district statistics.

The zonal offices are the Bureau's response to the decentralisation policy of Uganda. Zonal offices will be responsible for all the fieldwork of the Bureau in a number of districts. (Depending on the definition of the zone there could be up to 10 districts.) Work will include data collection in censuses, sample surveys, CPI, and data collection for GDP estimation. The zonal offices will work in close co-operation with the district planners and support the use of statistics as important planning, monitoring and evaluation instruments at local government levels. Co-operation with the Ministry of Local Government and with line ministries to discuss type and frequency of statistical needs at local level will be enhanced and intensified.

The plan for the next five years includes:

- Revamp and make operational District Resource Information System (DRIS)
- Strengthen the existing 3 zonal offices and add another 3
- Build capacity in all districts by providing training in data collection, analysis, report writing and dissemination
- Promote use of standards through the compendium of definitions, concepts, classifications and methods.
- Improve use of data in district planning units.

### *Directorate of Agricultural Statistics*

The need for a separate Directorate of Agricultural Statistics has been felt by the Bureau for a long time. Agriculture is the dominant sector of Uganda's economy. This sector contributes about 42% to the total GDP and over 90% of total exports. Agriculture provides 80% of employment and most industries and services in the country are based on it.

The Government of Uganda Poverty Eradication Action Plan (PEAP) has prioritised Agriculture as a key sector in poverty eradication. The PEAP has been adopted by the World Bank as its Poverty Reduction Strategy Paper (PRSP). Central to the PEAP, is poverty focused growth, which is to be achieved through the medium term growth strategy as outlined in the Plan for Modernisation of Agriculture (PMA) and the Medium Term Competitive Strategy (MTCS).



*Tea, bananas, pineapples and Coffee : samples of Uganda's agricultural potential*



*In Uganda, fisheries fall under the Ministry of Agriculture, Animal Industry and Fisheries*

By up-grading the current Agricultural Statistics Section within the BAIES directorate into a fully-fledged Directorate for Agricultural Statistics, the Bureau will be better able to play the important role of co-ordinating agricultural statistics in the country and ensuring availability of timely, relevant, accurate and accessible data to:

- ♦ Inform policy debates;
- ♦ Monitor the impact of the government medium term growth strategy; and
- ♦ Monitor progress towards meeting the PEAP/PRSP targets.

#### ***Co-ordination Standards, Methods and Research Unit***

The Co-ordination, Standards, Methods and Research Unit will be gradually strengthened as UBOS emphasises its role of co-ordinating of all data producers and setting standards in the context of the National Statistical System. In the next five years, the unit has set itself to:

- ♦ Compile a compendium on methodology for UBOS and the National Statistical System. This will be a living document regularly updated and revised;
- ♦ Consider cost effectiveness in the choice of the methods adopted;
- ♦ Further develop complementarity between qualitative and quantitative methods;
- ♦ Improve information sharing, collaborative research with academia, government and research institutions;
- ♦ Increase its capacity to analyse data
- ♦ Become more pro-active in producing research
- ♦ Create temporary research teams (internal, drawn from other parts of UBOS)

#### ***Management Structure***

Management structure and the relevant committees and meetings are a vital element of the internal organisation and function of UBOS.

To this effect, the management structure is organised as follows:

- ♦ Management is composed of the Executive Director, the Deputy Executive Director and the directorates and units heads. They discuss all key issues and co-ordinate the activities of the Bureau.
- ♦ Internally to each directorate and unit, the management comprises the head of the directorate and the unit with its principal or senior officers. They deal and discuss internally issues related to the specific directorate and co-ordination with other directorates and/or with other users and producers.
- ♦ Management determines permanent committees. Currently UBOS has three standing committees: the Management Committee that discusses issues pertaining to employment conditions; the Contracts Committee that assists the

Bureau to act in a transparent manner in matters related to accounting and the procurement process; and the Management of Change Committee that works as the engine promoting the changes prioritised in the Bureau strategy. Other committees related to sector specific activities are created and disbanded according to need.

- ♦ In the Annual General Meeting held in December, the Executive Director shares with all UBOS employees the achievements and challenges encountered in the previous year and outlines resources, objectives and the programme for the year ahead. The Annual General Meeting gives all UBOS staff an opportunity to voice opinions, and exchange information and ideas. The AGM contributes to building a constructive working relationship between management and staff.

#### *Joint UBOS/GOU/Development Partners Annual Reviews*

As UBOS moves to a basket funding arrangement with its partners, an annual joint review between the Bureau, the Government, key data users and producers and development partners will become a regular exercise starting from the financial year 2002/2003. The review will be the main tool to reflect jointly over achievements and challenges met in implementing the plans and meeting the targets set during the previous year, assess progress towards corporate objectives, agree on a resource envelope, targets and set priorities for the following year.

*An annual joint review between the Bureau, Government, users, producers and development partners will become a regular exercise*

#### *Communication and internal information*

Despite the number of formal and informal meetings held within the organisation, UBOS believes that internal communication and information flow needs to be further developed. A major development in this area will be the introduction of the intranet in the near future. This will allow communication and information to circulate widely and quickly within the Bureau. The experience and knowledge of the different departments will be shared and capitalised upon by the whole institution. At the same time, the achievement and responsibility for final products will be shared by the institution rather than being exclusively the domain of a particular directorate.

## 6.3 Information Technology



Recently UBOS has developed an IT strategy as a tool to facilitate and improve the implementation of this five-year strategic corporate plan.

The IT strategy is based on the following principles:

- ♦ Create a coherent IT infrastructure at UBOS headquarters, with a standardised platform of basic hardware, network and office automation applications;
- ♦ Develop an inter-linked statistical production process (including co-ordination of the National Statistical System) where data and information are collected, shared, processed, stored and disseminated in a uniform manner; and

- ♦ Connect decentralised UBOS premises in order to have the same infrastructure and facilities all over in the organisation, as well as providing access to shared support facilities (e.g. administrative tools)

Taking into consideration the main tasks of production of statistics, co-ordination and administration the IT strategy considers improvement over the next five years in the following areas:

- ♦ Production of statistical information (level of analysis and presentation of information);
- ♦ Dissemination of statistical data (more emphasis on user needs and expectations, use of sources other than paper questionnaires);
- ♦ Coherence of UBOS data with to the National Statistical Database;
- ♦ Co-ordination of data production and dissemination;
- ♦ Establishment of a LAN for sharing and storing data;
- ♦ Increased IT use in Methods design and development; and
- ♦ Increased IT use in administrative systems.

*The IT strategy includes the areas of:*

- ♦ *infrastructure equipment*
- ♦ *systems*
- ♦ *reorganisation of the directorate*
- ♦ *human resource development*

The strategy includes a detailed implementation plan that has been divided into three phases:

Phase one: Coherent IT Infrastructure (by mid 2003)  
 Phase two: Inter-linked Statistical Production (by end 2004)  
 Phase three: Decentralised UBOS (Sept. 2004 onwards)

The strategy is multifaceted and comprehensive; it includes the areas of:

- ♦ Infrastructure and equipment;
- ♦ Systems (statistics, management and administration);
- ♦ Reorganisation of the directorate of Information systems; and
- ♦ Human resource development.

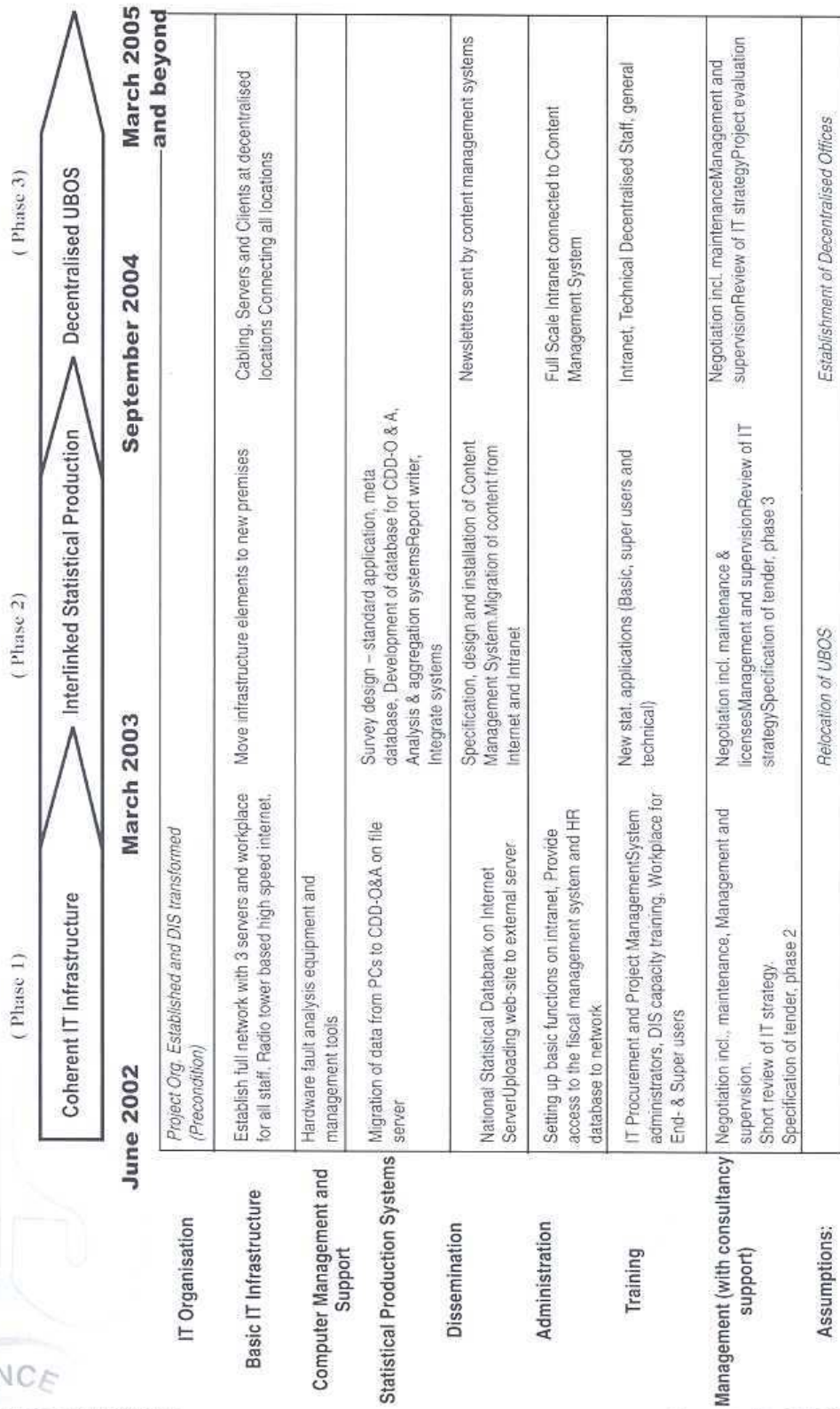
*The success of the IT strategy depends highly on internal cooperation between Directorates, departments and units*

The success of the IT strategy and the impact of this strategy on the quality of UBOS's work depend highly on the internal level of co-operation between the Directorate of Information Services and other departments and units. The Bureau therefore recognises that specific areas included in the IT strategy need to be embraced in a corporate and communal way and at the same time integrated in each individual directorate and unit annual plan.

The IT strategy has been developed with a view to enhance international co-operation with other statistical offices and institutes. The Uganda Bureau of Statistics strives to contribute to and conform to internationally developed standards and methods.

UBOS will start implementing the IT strategy in June 2002, once the funding is made available. Figure 2 illustrates the implementation plan including key elements and time perspective.

**FIGURE 2: IT IMPLEMENTATION PLAN**



# 7

## STAFF AND MANAGEMENT

### 7.1 Management Principles

The fundamental management principle of UBOS is to increase attention to goal setting and performance management. The Bureau wants to create a management culture whereby all staff internalise and support the achievement of the corporate goals. It is UBOS mission to ensure that all staff share the same understanding of the core business, aims and strategic objectives and can identify their personal and departmental contribution to making the Bureau a centre of excellence for statistics.

Corporate indicators guide UBOS managers towards the organisational changes they want to implement. To achieve its goals managers should be able to lead by example, work closely with their staff as a team, motivate their staff and guide them professionally.

Managers should be able to set goals and priorities and then work alongside their staff to achieve those goals. The management style needs to be open, encouraging participation and innovation.

Cost-effectiveness in the utilisation of limited resources is one of the fundamental principles of the Bureau's management strategy. To this effect, the next five years will witness a shift in the utilisation of qualified staff from data collectors to data analysts. The emphasis will be on production of quality statistics and published information.

The results of staff satisfaction surveys and management assessment will inform and guide an incremental refinement of UBOS management strategies and style.

To achieve good results and act according to these management principles, managers need to be supported by management procedures and systems. To date, UBOS has produced and internally disseminated the:

- ♦ New accounting systems;
- ♦ Accounting and financial regulations;
- ♦ Draft Directorate Level Annual Work Plans; and
- ♦ A preliminary Management of Change Plan

The management systems are not yet complete and UBOS acknowledges that a lot of practices need to be improved. During the next five years UBOS will be developing new systems and improving on existing ones to enable the organisation to work in a modern, performance oriented and cost-effective way. The systems should facilitate and support the activities that lead to quality production of the core products.

The most pressing areas for improvement are currently identified as:

#### *Equipment*

- ♦ Finalisation and application of our new transport policy;
- ♦ Enforcing the established equipment sharing modalities.

*During the next five years UBOS will be developing new systems and improving on existing ones to enable the organisation to work in a modern performance-oriented and cost effective way*

#### **Information**

- ♦ Application of internal information and communication practices;
- ♦ Devising alternative and cost-effective external communication and information sharing modalities;

#### **Finance**

- ♦ Reviewing financial systems and reporting in view of the move to a basket funding modality;

#### **Personnel**

- ♦ Improved deployment and assessment of UBOS staff; and
- ♦ Improved performance management.

#### **Current areas identified for improvement:**

- ♦ *Equipment*
- ♦ *Information*
- ♦ *Finance*
- ♦ *Personnel*

By decentralising their functions, the management of UBOS zonal offices and of the data produced by these offices will have to be catered for in a transparent and effective way.

As UBOS increasingly emphasises its co-ordination role within the National Statistics System, procedures for endorsing official statistics will be developed and applied. A whole set of regulatory systems to define the Bureau's relationship with other producers will also be developed.

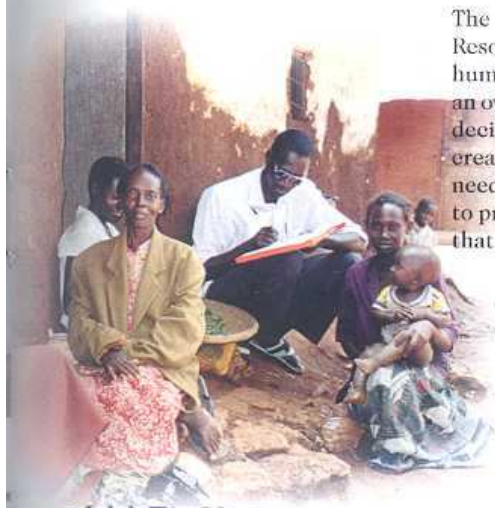
## **7.2 Human Resource Development**

In order to become a centre of excellence UBOS needs excellent staff. Management are therefore committed to develop and implement a strategy for human resource development in the short, medium and long term.

During the first two years of its existence as a semi-autonomous body, UBOS has concentrated on revising its organisational chart, identifying gaps in human resources, recruiting new staff, developing terms and conditions of service and detailed job descriptions for all staff and instituting a staff appraisal system.

The Bureau is now ready to concentrate on developing a Human Resource Development Strategy, which will guide its investment in human resources in the next five years. Investment in people has as an overall objective to promote competent and professional/informed decision-making processes at national and decentralised levels, created by increased use of better statistics. To achieve this UBOS needs to improve its management of the National Statistical System to produce relevant, reliable and co-ordinated statistics. This means that during the next five years it will:

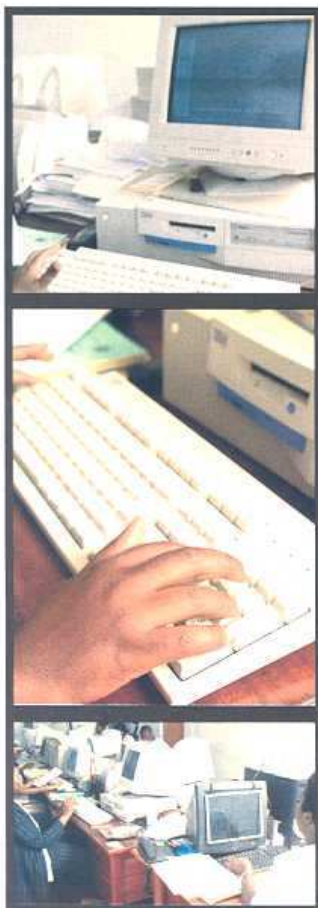
- ♦ Develop a mechanism for Human Resource Development by drafting and applying a HRD policy;
- ♦ Motivate staff and enhance their capacity to respond to statistical demands by instituting staff satisfaction surveys and take actions on the findings; and
- ♦ Devise a comprehensive staff training programme guided by a training strategy.





The Training Strategy is being developed using the following key values:

- Customer and service orientation, emphasising better use of better statistics;
- Committed leadership and consistency of purpose, developing new competence in line with vision and strategies and the core needs of the institution and linking competence and performance;
- Participation by everyone in training for all levels from basic orientation to enabling staff to appreciate the use of statistical processes and methods; from guiding principles for managing statistical systems to specialised professional training; from data capture to dissemination and evaluation and development of products;
- Learning from each other, with all trainees sharing the new competence acquired with colleagues;
- Gender equality, promoting equal right for men and women to participate in training, with systematic attention to gender issues in the training to help understand the different constraints men and women face.



The training strategy will include three directions for Human Resource development:

1. Orientation to have broad overviews and understand how fields are linked
2. Common Understanding to facilitate communication and co-operation
3. Performance including knowledge, skills and attitudes regarding implementation and improvement.

Training will be designed to impact on the following:

- Transfer of knowledge
- Transfer of competence
- Building confidence.

Because UBOS wants to increase its competence in Information Technology, the Human Resource Development Strategy will include development of IT skills and information dissemination techniques.

The Human Resource Development Strategy will also include an international dimension whereby the Bureau staff will be encouraged to participate in training courses, conferences, seminars and other international initiatives to broaden their exposure and contribution to international practices.

Specific objectives, areas of interventions and indicators identified in the current Human Resource Development Policy and Training Strategy will be included in the annual plans and budgets, and will be managed and monitored by the personnel department.

### 7.3 Working Environment

UBOS realises that for the Human Resource Development Strategy to have a positive effect on production and the ability to meet its mandate, staff need to be happy in their place of work. This means that they are satisfied with their working conditions and with the working environment.

The new Terms and Conditions of Employment adopted in 2000 have established both Terms of Reference and the remuneration levels of all the Bureau employees. There has undoubtedly been a significant improvement regarding the definition of expectations of the Bureau for each member of staff and from a remuneration point of view. A Joint Consultation Committee will periodically review the Terms and Conditions of Employment to ensure that they are constantly evaluated and improved.

*To have a positive effect on production, staff need to be happy in their place of work*

Staff should work in a safe and healthy environment that is conducive to increasing the quality of performance. Over the next few years the UBOS working environment will increasingly become:

**Physically pleasant.** The new building in Kampala will be 'state of the art', clean, organised and modern. It will also be user friendly and accessible.

**Supportive and understanding of needs and requirements.** Staff satisfaction surveys will be a bi-annual exercise conducted by the personnel department. The results will be a matter of discussion at the highest management level.

**Rewarding of quality, promoting professionalism.** Staff will undergo a job review/evaluation on an annual basis. During the interview, training needs are assessed, the previous year results are evaluated and specific developmental goals are set for the next year. Career and personal development opportunities will be considered and linked to performance.

**Encouraging of innovation.** By encouraging the practice of delegating responsibility, management encourages members of staff to be creative in approaching tasks and to offer an innovative and alternative view/methods to accomplish expected results.



*The Census Team, Entebbe*

# 8

## INDICATORS OF CORPORATE EFFECTIVENESS

UBOS's corporate indicators are divided into four main areas directly related to the Corporate Strategic Objectives: Improvement of Statistics, Dissemination and Awareness, Resource Management, Organisational Development. These indicators will guide the Bureau's efforts towards fulfilling its corporate strategy.

The indicators identified in the Figure 3 are umbrella indicators. More specific indicators for each area will be built into the UBOS three-year rolling plans and budgets, which are produced by each department and then consolidated into a comprehensive UBOS annual plan.



*Cartography Unit*



*Coordination Unit*

**Figure 3: Indicators of Corporate Effectiveness**

Strategic Objectives		Performance/Effectiveness Indicators					2002/3	2003/4	2004/5	2005/6	2006/7
<b>Improvement of Statistics</b> 1. Increase quality of statistical products (timeliness, accessibility, relevance, reliability, user oriented, user-friendliness and cost-effectiveness);  2. Improve capacity to carry out data analysis (quantitative and qualitative);  3. Improve quality of demographic and social statistics (content and method); 4. Improve quality of economic statistics (content and method);  5. Improve the quality of District statistics (content and method);	1.1 Good quality Statistical Abstract produced by end of May every year to inform the background paper to the budget.		■	■	■	■	■	■	■	■	
	1.2 Completed and disseminated methodology compendium		■	■	■	■	■	■	■	■	
	1.3 Incidence of statistics being quoted in the press		■	■	■	■	■	■	■	■	
	1.4 The time between end of data collection and release of the final report for surveys not exceeding six months		■	■	■	■	■	■	■	■	
	1.5 The time between end of data collection and release of the final report for censuses not exceeding one year		■	■	■	■	■	■	■	■	
	2.1 Number of research papers written utilising data produced by UBOS		■	■	■	■	■	■	■	■	
	2.2 Number of analytical reports produced utilising own generated qualitative and quantitative data		■	■	■	■	■	■	■	■	
	2.3 Good quality analytical reports produced in house – following agreed standards, methods and concepts		■	■	■	■	■	■	■	■	
	2.4 Number of staff trained in analysis and research		■	■	■	■	■	■	■	■	
	3.1 UDHS and UNHS increase coverage to include district estimates for selected indicators.		■	■	■	■	■	■	■	■	
4.1 SNA '93 adopted		■	■	■	■	■	■	■	■		
4.2 GDP growth rates is produced quarterly by the end of the following quarter		■	■	■	■	■	■	■	■		
4.3 CPI for inflation is produced by last day of each month		■	■	■	■	■	■	■	■		
4.4 IIP for industry is produced within two months following the previous quarter		■	■	■	■	■	■	■	■		
4.5 PPI will start to be produced		■	■	■	■	■	■	■	■		
4.6 Index of construction materials produced quarterly		■	■	■	■	■	■	■	■		
4.7 Produce Value Added every five years. Start sample basis bi-annual surveys		■	■	■	■	■	■	■	■		
4.8 Construction of quarterly value and volume trade indices		■	■	■	■	■	■	■	■		
4.9 Construction of quarterly export and import indices		■	■	■	■	■	■	■	■		
4.10 Production of baseline agricultural and livestock data as a starting point for carrying out agricultural surveys		■	■	■	■	■	■	■	■		
4.11 Annual current agricultural statistics		■	■	■	■	■	■	■	■		
5.1 Zonal offices established and operational - Three Zonal Offices - Six Zonal Offices		■	■	■	■	■	■	■	■		

Strategic Objectives	Performance/Effectiveness Indicators	2002/3	2003/4	2004/5	2005/6	2006/7
6. Strengthen the relationship of complementarity and collaboration with other data producers through producer-producer committees.	<p>5.2 District planning officials progressively trained in data collection, analysis, report writing and dissemination</p> <ul style="list-style-type: none"> <li>- 12 Districts</li> <li>- 35 Districts</li> <li>- 45 Districts</li> <li>- 56 Districts</li> </ul> <p>5.3 Districts data banks progressively established in all districts.</p> <ul style="list-style-type: none"> <li>- 6 Districts</li> <li>- 15 Districts</li> <li>- 30 Districts</li> <li>- 40 Districts</li> <li>- 56 Districts</li> </ul> <p>6.1 Activate quarterly producer-producer committees. Minutes of meetings taken, actions and responsibility of implementation identified for decisions taken.</p>	■	■	■	■	■
<p><b>Dissemination and Awareness</b></p> <p>1. Carry out a comprehensive user-survey and devise mechanisms to measure user satisfaction;</p> <p>2. Establish standing producer-producer and producer-user committees;</p> <p>3. Disseminate a calendar of production to all users and producers on an annual basis;</p> <p>4. Become a national depository of data (National Statistical Databank);</p> <p>5. Be at the cutting edge of IT and network with other producers in country and abroad;</p> <p>6. Produce and carry out a marketing and information strategy.</p> <p><b>Resource Management</b></p> <p>1. Put in place and implement our Human Resource Development strategy.</p>	<p>1.1 User data needs assessment</p> <p>1.2 User satisfaction survey</p> <p>1.3 Regular user subject oriented consultation meetings (quarterly)</p> <p>2.1 Active producer-producer and producer-user committees meeting minimally on a six monthly basis</p> <p>3.1 List of publications and Calendar of Production published by December of each year for the following year and being followed.</p> <p>4.1 Number of people requesting and getting data from the depository.</p> <p>5.1 Clear IT Strategy in place</p> <p>5.2 Implementation of IT Strategy remains on schedule</p> <ul style="list-style-type: none"> <li>- technology in place</li> <li>- staff trained</li> </ul> <p>6.1 Regular and timely information sharing with users and producers quarterly</p> <p>6.2 Regularly updated Website (monthly updates)</p> <p>1.1 HRD policy in place and implemented</p> <p>1.2 TNA completed</p>	■	■	■	■	■

Strategic Objectives		Performance/Effectiveness Indicators						
		2002/3	2003/4	2004/5	2005/6	2006/7		
<p>2. Devise a basket funding mechanism for the short and medium term programme in accordance with policies and requirements of the GOU and of our development partners;</p> <p>3. Streamline financial management and administrative systems and procedures to meet the requirements of basket funding modalities;</p> <p>4. Put in place and carry out a products pricing mechanism and/or a user charges policy;</p> <p>5. Lay the foundations for increasing own income to produce additional products.</p>	<p>1.3 Comprehensive training programme for the different staff devised and agreed upon</p> <p>1.4 Mechanisms for coordination between key stakeholders (UBOS and Donors) on procuring, financing and evaluating training providers in place and functioning</p> <p>1.5 The position and level of responsibility of the trained staff reflects their newly acquired skills and knowledge</p> <p>2.1 Basket funding modalities agreed with three main development partners and GoU</p> <p>2.2 By FY 2003/2004, at least three main donors join the basket fund arrangement.</p> <p>2.3 By end of 2005/06, all main donors join the basket fund arrangement and initiate discussions on 'on budget' funding modalities.</p> <p>2.4 Separate projects reporting modalities (activities and financial) increasingly harmonised with basket funding GoU reporting requirements and modalities</p> <p>3.1 Procedures and systems in place to meet requirements of basket funding;</p> <p>3.2 Finance and Administration personnel trained and able to meet expected requirements;</p> <p>3.3 Overall satisfaction by basket fund contributors about the funds management and reporting quality and modalities.</p> <p>4.1 Draft and agree on a pricing and user charges policy</p> <p>4.2 Application of pricing and user charges policy</p> <p>5.1 Draft and agree on an income generation strategy</p> <p>5.2 Identify steps to increase own income in the three year rolling plan and budget</p>	■	■	■	■	■		
	<p>1. Move to the UBOS new building in Kampala</p>	<p>1.1 Offices moved to the new building in Kampala</p> <p>1.2 Equipment installed and functioning (especially intra net and other IT)</p> <p>1.3 Data users and producers and the public informed of the move, of the new location and contact numbers</p> <p>1.4 Working environment clean, organised and healthy</p>			■	■	■	■

Strategic Objectives	Performance/Effectiveness Indicators	2002/3	2003/4	2004/5	2005/6	2006/7
2. Complete timely and well developed annual plans and budgets used as an effective management tool to meet the strategic objectives outlined in this Corporate Plan;	2.1 Three-year rolling plans and budgets prepared firstly at department level and then consolidated following the GoU planning and budget cycle. 2.2 Create planning section in the Directorate of Finance and Administration. 2.3 Plans used as a management tool. 2.4 Corporate Plan used as a guide to drafting and implementation of plans and budgets. 2.5 Second UBOS Corporate Plan drafted and agreed 3.1 First joint annual review to be held FY 2003/04 3.2 Joint annual reviews take place every year 3.3 High participation of GoU, Donors and UBOS at the joint reviews.	■	■	■	■	■
3. Institute joint GoU/Donors/UBOS annual reviews;		■	■	■	■	■
4. Promote results oriented management;	4.1 Clear Job description and expected outputs of a function defined for all UBOS staff. 4.2 Staff appraisal linked to outputs rather than inputs. 4.3 Incentives related to quality production of finished products devised and adopted.	■	■	■	■	■
5. Finalise and implement the Management of Change strategy;	5.1 Review and update MoC strategy 5.2 Include aspects of change and indicators in the three year planning and budgeting process	■	■	■	■	■
6. Increase internal and external co-ordination and networking;	6.1 Strengthen the role, position and resource base of the Co-ordination, Research, Standards and Methods Unit to carry out its mandate 6.2 Circulate all publications internally 6.3 Strengthen the role of the Public Relations Officer	■	■	■	■	■
7. Put in place and implement various administrative policies, structures, procedures and systems that increase corporate transparency;	7.1 Define, circulate and implement a transport policy 7.2 Define, circulate and implement a procurement policy 7.3 Clearly state principles and procedures for qualifying for training. List of people undergoing training should be public/posted. 7.4 Increase involvement of directorates in planning and budgeting process 7.5 Circulate financial information to directorates on a quarterly basis 7.6 Update asset register	■	■	■	■	■
8. Promote the corporate image.	8.1 Attend and host national and international events 8.2 Develop and maintain good public relation with the press 8.3 Be visible on the Web	■	■	■	■	■

# Appendices

## Appendix 1

### BRIEF HISTORY OF UGANDA BUREAU OF STATISTICS

#### *Evolution of The Institution: From the Statistics Department to the Uganda Bureau of Statistics*

- 1948 The Statistics Department began as a section of the East African Statistical Department handling Uganda and based in Entebbe.
- 1962 The Statistics Department was transferred to the Prime Minister's Office.
- 1964 The Statistics Department was put under the Ministry of Planning and Economic Development.
- 1997 The final merger of the two Ministries of Finance and Planning into the Ministry of Finance, Planning and Economic Development had the Statistics Department as one of the major Departments.
- 1998 The Statistics Department was considered mature enough to handle its own affairs as a semi-autonomous body. Hence in June, an Act of Parliament established the Uganda Bureau of Statistics.
- 2002 First UBOS Corporate Plan outlining UBOS strategy for the next five years.

#### *Statistical Information*

- 1964 First National Accounts published
- 1970s/  
early 1990s Statistical production and the national statistical systems collapsed, making provision of statistical data and services extremely difficult. Productions of some data series ceased and those taking place were characterised by considerable weaknesses.
- 1987 Efforts to revive the Department of Statistics were initiated. Update and collection of data on a wide range of economic and social and demographic parameters started again.
- 1991 First post independence scientific Population Census and Business Enterprise Census.
- 1992/93 Uganda National Integrated Household Survey was followed by four Monitoring Surveys
- 2002 Planned the 2002 Uganda Population and Housing Census





### DESCRIPTION OF UBOS DIRECTORATES AND UNITS

1. **The Office of the Executive Director**  
The main functions pertaining to the Executive Director's office include overall management of the Bureau's resources and activities, to sit as a member of the Board of Directors and to provide regular information about the Bureau to the board and the ministry.
2. **The Office of the Deputy Executive Director**  
The Deputy Executive Director reports directly to the Executive Director and is his/her Advisor on all technical matters of the Bureau. Currently the Deputy Director doubles as the Director of District Statistics.
3. **Directorate of Finance and Administration**  
This directorate is organised in three sections:
  - **Finance Section** responsible for ensuring sound financial management systems for the Bureau.
  - **Personnel Section** responsible for managing a human resource development strategy for the Bureau.
  - **Administration Section** responsible for providing support services to all activities carried out by the Bureau.
4. **Directorate of Macro-Economic Statistics**  
The directorate is organised in four sections:
  - National Accounts
  - Finance Statistics
  - Trade Statistics
  - Price Statistics
5. **Directorate of Population and Trade Statistics**  
The directorate is organised in four sections:
  - Population Statistics
  - Household Surveys
  - Migration and Labour Statistics
  - Cartography Section
  - Other Surveys
6. **Directorate of Industrial, Business, Agricultural and Energy Statistics**  
The directorate is organised into four sections:
  - Industrial, Business and Energy Statistics
  - Building and Construction Statistics
  - Register of Business Establishments
  - Agricultural Statistics

7. **Directorate of District Statistics**  
The directorate is organised into three sections:
  - Capacity Building
  - District Resource Endowment Profiles Surveys
  - National Service Delivery Survey
  
8. **Directorate of Information Services**  
The directorate is organised into three sections of data processing and systems support services:
  - Database Services
  - Dissemination Services
  - Library Services
  
9. **Internal Audit Unit**  
This unit reports directly to the Board of Directors and performs the functions of internal control and audit of UBOS assets and financial management.
  
10. **Coordination, Standards, Research and Methods Unit**  
This unit reports directly to the Deputy Director and performs both internal and external coordination functions for the Bureau, ensures standardisation and quality of the Bureau products and conducts research into statistical survey techniques and sampling methods.

GLOSSARY

<b>Intranet</b>	This is an internal network connecting different subdivisions of a local area, network within an institution or organisation.
<b>Meta data</b>	This describes the data. It includes things like the description of the files of the data structure, organisation of the data, mode of storage and size of the data files. It is very important for data documentation.
<b>National Statistical System .</b>	This includes all agencies in the country whether Government or not, responsible for gathering statistical data directly through surveys or through administrative action.
<b>PARIS 21</b>	This is an international consortium comprising of policy makers and statisticians from both donor and developing countries, international organisations, professional bodies and academic institutions established in November 1999. The main objective is to collaborate to improve policy making through reliable and pertinent statistics especially required for developing countries. PARIS 21 mainly works through Partnerships, Advocacy, Resources, Information and Strategies. It is sponsored by several international bodies: Overseas Economic Co-operation and Development, International Monetary Fund, and European Commission.
<b>Producers</b>	These are researchers or agencies that collect data for statistical purposes.
<b>Providers</b>	These are normally referred to as respondents. They are responsible for providing individual, household or business information in any data gathering process.
<b>Users</b>	These are individuals or agencies that make use of the collected data for planning, policy analysis, decision making and policy implementation. These include researchers, Line Ministries, NGOs, etc. Sometimes producers of data are users if they put it to use for planning purposes.

*Good national statistics are a vital part of Uganda's development. They inform debate and enable Government to formulate policy. They also support the monitoring and evaluation of trends in all sectors, decision-making and the appropriate allocation of resources.*

*Another important role of statistics is to inform society. It is important in order to promote good governance, accountability and decentralisation.*



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