



UGANDA BUREAU OF STATISTICS



THE REPUBLIC OF UGANDA

STRATEGIC PLAN

2013/14-2017/18

Theme: Enhancing Data Quality and Use

Approved: _____

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CHAIRMAN BOARD OF DIRECTORS

UGANDA BUREAU OF STATISTICS

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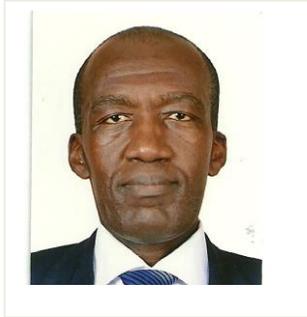
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PREFACE



The Uganda Bureau of Statistics (UBOS) is mandated to develop and maintain an integrated, coherent and reliable National Statistical System (NSS). The Bureau, therefore, has the dual role of producing and disseminating quality statistical information, and coordinating, monitoring and supervising the NSS. In totality, the Bureau produces key statistics to support and inform the National and International Results Based Management (RBM) development agenda. Quality statistics inform policy, planning and decision making processes and provide evidence for monitoring and evaluation of government programmes as well as guidance to private investment decisions.

However, production of statistics is a combined effort and involves contributions by various government Ministries, Departments and Agencies (MDAs) that produce different statistics. To this end, the Bureau, in collaboration with selected MDAs, developed and implemented a five-year Plan for National Statistical Development (PNSD) (2006/07 – 2011/12) as a comprehensive framework for strengthening statistical capacity in Uganda. The framework requires all data producing MDAs, including the Bureau, to develop and implement their own Sector Strategic Plans for Statistics (SSPS) as building blocks for the PNSD. The Bureau was guided by an annual work-plan in FY2012/13 pending review and update of the new strategy.

The UBOS Sector Strategic Plan for Statistics (SSPS) 2013/14-2017/18 is based on the theme “Enhancing data quality and use” and is hinged on six strategic areas of: Data development and management, Coordination and management of the NSS; Quality assurance of statistics; Dissemination and usability of statistics; Human resource development and management; and Support services. The UBOS SSPS provides for integration and streamlining of sectoral statistical requirements into the NSS; mechanisms for improved production of quality data; user orientation; strategic partnerships with MDAs to reduce duplication of effort and wastage of scarce resources; and enhancing synergy in statistical production.

I would like to sincerely appreciate all those who took part in the process of updating this UBOS SSPS. In particular, I want to single out for mention the Directorate of Statistical Coordination Services, which led the process; the consulting team led by Prof. Ben Kiregyera (International) and Mr. Silverius Ssewanyana (national); development partners and other stakeholders. I appeal to all stakeholders to demonstrate the same enthusiasm during the plan implementation. The Bureau would like to reassure all stakeholders in the NSS that it will endeavour to deliver the statistical outputs and outcomes specified in this Plan. Together we count!

Ben Paul Mungyereza
EXECUTIVE DIRECTOR

ACRONYMS

ABIs	Annual Business Inquiries
AGDP	Annual Gross Domestic Product
BOD	Board of Directors
BOU	Bank of Uganda
BR	Business Register
BSC	Balanced Score Card
CEO	Chief Executive Officer
CIS	Community Information System
COBE	Census of Business Establishments
COICOP	Classification of Individual Consumption according to Purpose
COMESA	Common Market for Eastern and Southern Africa
CPI	Consumer Price Index
CSI	Construction Sector Index
CSOs	Civil Society Organisations
DED/CS	Deputy Executive Director for Corporate Services
DED/SPD	Deputy Executive Director for Statistical Production and Development
DFID	Department for International Development (UK)
DQAF	Data Quality Assessment Framework
EAC	East African Community
EASD	East African Statistical Department
ED	Executive Director
EPRC	Economic Policy Research Centre
FAO	Food and Agricultural Organisation
FPC	First Parliamentary Council
GDP	Gross Domestic Product
GDDS	General Data Dissemination Systems
GFS	Government Finance Statistics
GFSM	Government Finance Statistics Manual
GIS	Geographical Information System
GO	Gross Output
HLGs	Higher local Governments
HMIS	Health Management Information System
HSCODE	Harmonized Commodity Coding System
ICBT	Informal Cross Border Trade
ICP	International Comparison Program
IIP	Index of Industrial Production
IMF	International Monetary Fund

IoP	Index of Production
IRTS	International Recommendations for Tourism Statistics
ISAE	Institute of Statistics and Applied Economics
ISIC	International Standard Industrial Classification
JLOS	Justice, Law and Order Sector
KCCA	Kampala Capital City Council
LGs	Local Governments
LGSPSs	Local Government Strategic Plans for Statistics
MAPS	Marrakech Action Plan for Statistics
MDAs	Ministries, Departments and Agencies
MDGs	Millennium Development Goals
MIS	Management Information System
MoU	Memorandum of Understanding
MAAIF	Ministry of Agriculture, Animal Industry and Fisheries
MEMD	Ministry of Energy and Mineral Development
MoES	Ministry of Education and Sports
MoFPED	Ministry Finance, Planning and Economic Development
MoGLSD	Ministry of Gender, Labour and Social Development
MoH	Ministry of Health
MIA	Ministry of Internal Affairs
MoLG	Ministry of Local Government
MLHUD	Ministry of Lands, Housing and Urban Development
MPED	Ministry of Planning and Economic Development
MoPS	Ministry of Service
MoTIC	Ministry of Trade, Industry and Cooperatives
MoTWA	Ministry of Tourism, Wildlife and Antiquities
MoWE	Ministry of Water and Environment
NAs	National Accounts
NAADs	National Agricultural Advisory Services
NDP	National Development Plan
NEMA	National Environment Management Authority
NPA	National Planning Authority
NSDB	National Statistical Data Bank
NSDS	National Strategy for the Development of Statistics
NSS	National Statistical System
NSSF	National Social Security Fund
NWSC	National Water and Sewerage Cooperation
OBT	Output based Budget Tool
OPM	Office of the Prime Minister
OVC	Orphans and Vulnerable Children

PASS	Permanent Agricultural Statistics System
PEAP	Poverty Eradication Action Plan
PPI-M	Producer Price Index for Manufacturing
PRSP	Poverty Reduction Strategy Paper
QGDP	Quarterly Gross Domestic Product
RBM	Results Based Management
SAM	Social Accounting Matrix
SDDS	Special Data Dissemination Standard
SNA	System of National Accounts
SSC	Sector Statistics Committee
SSPS	Sector Strategic Plan for Statistics
SUT	Supply and Use Tables
TILUS	Trial Integrated Land Use Survey
UBI	Uganda Business Inquiry
UBOS	Uganda Bureau of Statistics
UCA	Uganda Census of Agriculture
UNDP	United Nations Development Programme
UNFPOS	United Nations Fundamental Principles of Official Statistics
UNHS	Uganda National Household Survey
UPF	Uganda Police Force
URA	Uganda Revenue Authority
URSB	Uganda Registration Services Bureau
VA	Value Added
WHO	World Food Organisation

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1. INTRODUCTION AND BACKGROUND

The world over statistics is getting more into the spotlight, hence requiring re-positioning of the statistical function to reflect its frontline position in national development. Statistics is fundamental for planning, decision making and resource allocation. Statistics infrastructure and associated services provide a window through which the country measures progress made in its national development priorities and its commitment to international obligations, such as the Millennium Development Goals (MDGs). The Millennium Declaration provides a clear statement of development goals, identifies a specific set of targets, and places responsibility on all signatories to monitor and report on progress. Uganda is part of the global fraternity and is fully committed to global development frameworks, protocols and laws that are assented to and domesticated into local initiatives. Evidence-based reporting on trends and performance on such initiatives requires data and information.

The Ugandan National Development Plan (NDP) 2010/11 – 2014/15, recognizes statistics as an enabling infrastructure for national development. The statistical function is also fundamental in tracking the country's progress towards realization of Vision 2040 whose aspiration is “transforming the Ugandan society from a peasant to a modern and prosperous state within 30 years”. The vision needs quality statistics not only to monitor progress towards achievement of development results, but also to achieve them. Availability of quality statistics will facilitate evidence-based policy, planning, accountability and democracy, monitoring and evaluation. The production of such statistics is defined through an elaborate strategic plan for statistics which aims, among other thing, to strengthen capacity for providing statistics now and in future.

1.1 The Mandate of Uganda Bureau of Statistics

Uganda Bureau of Statistics was established by the Uganda Bureau of Statistics (UBOS) Act of 1998 as a semi-autonomous body. The new UBOS outlook created an institutional environment that required preparation of a corporate plan in 2002 to guide its operations and strategic engagements. Further institutional growth coupled with national statistical needs triggered evolution of UBOS strategic planning processes that resulted in the preparation of the UBOS 2007/8-2011/12 Sector Strategic Plan for Statistics. Critical to this process was the realization of the need to prepare a Strategic Plan for UBOS that was responsive to poverty monitoring demands of the then Poverty Eradication Action Plan (PEAP), Uganda's Poverty Reduction Strategy Paper (PRSP), national policies, Millennium Development Goals (MDGs), and other international frameworks and processes that required a comprehensive statistical plan. Another development, arising from the review of UBOS 2002-2007 corporate plan, was the need to prepare a Plan for National Statistical Development (PNSD) that strengthened capacity for production and dissemination of statistics across the National Statistical System (NSS).

The Bureau co-ordinates implementation processes for the PNSD and the General Data Dissemination Systems (GDDS) in Uganda. The core business of the Bureau encompasses the entire statistical value chain from identification, prioritization, coordination, production and management to dissemination and meeting user needs. Through fulfillment of its mandate, UBOS contributes to shaping an efficient, reliable, and coherent NSS that is expected to generate statistical information that informs policy, planning, and decision-making processes of government and non-state actors at national and local government levels. Statistical products of the Bureau are critical to building a culture of evidence-based policies and decision making, national development planning, and monitoring and evaluation of government programmes. UBOS is also the main link between Uganda and the international community on official statistics. In particular, it represents Uganda to key inter-governmental fora on statistics including the United Nations Statistical Commission¹, the Statistical Commission for Africa² and the Sector Statistics Committee (SSC) of the East African Community (EAC).

This five-year Strategic Plan succeeds the one of 2006/7-2011/12 and builds on the gains, lessons and experiences thereof, to envision strategies that strengthen production and usability of statistics in Uganda. The theme for this planning period is *“Enhancing Data Quality and Use”*. It seeks to put users of statistics at the forefront of the national statistical development agenda. Throughout the planning period the Bureau commits itself to development of quality statistics that meet user needs.

1.2 Historical context of Statistics in Uganda

1.2.1 Statistics in the pre-independence period, 1941-1961

The statistical function in Uganda was shaped by a myriad of political and economic processes that led to its institutionalization in different government structures and departments. The official statistical activities in Uganda commenced in 1948³ under the colonial administration with its arm, the East African Statistical Department (EASD) in Nairobi, charged with coordinating and compiling selected economic and statistical data within the region right up to independence. Uganda’s first census was conducted in 1948. In 1961 a Statistics Act was promulgated which established a statistics office under the Ministry of Planning and Economic Development (MPED). The Statistics Office was responsible for compiling data and coordinating and supervising statistical activities in the country; it also took lead in compiling data that was used in developing Uganda’s first two five-year development plans.

1.2.2 Statistics in the post-independent period, 1962-1979

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1. This is the highest inter-governmental decision-making body for international statistical activities, especially setting statistical standards, developing concepts and methods, and promoting their implementation at national and international levels.
 2. This is the apex inter-governmental body in charge of statistics and statistical development in Africa.
 3. E.S.K Muwanga-Zake (2010), *Statistics Reform in Uganda’s Economic Reforms, Insider Accounts*, Oxford University Press.246pp.

The political wrangling within the then three EAC member states (Uganda, Kenya and Tanzania) led to disbandment of the regional body and its EASD in 1976, and statistical activities were deferred to the respective country's statistical departments. In the case of Uganda this was the Customs and Exercise Department of the MPED. The three countries remained attached and reliant on the central EASD "electronic infrastructure" in Mombasa, Kenya, for data processing. The political turmoil of the time debased the statistical function in Uganda leading to the exit of professionals due to low salaries, poor logistical support and motivation. A statistics Department was subsequently created in the Ministry of Finance, Planning and Economic Development (MoFPED). The department's function of coordinating statistical activities also eventually came to a standstill and was taken over by other agencies leading to cross-purpose relationships and loss of credibility in disseminated data. This situation was worsened by the overthrow of the regime in 1979 during which process the entire statistics department was looted of its property and archives, leading to the exit of the only remaining staff.

1.2.3 Efforts towards recovery of the statistical function, 1980-to date

The regime's overthrow triggered efforts towards reinvigorating the statistical function, which were led by a number of agencies including the Commonwealth Team of Experts and others like Colecraft, Martin and Pillai. A sub-regional workshop on the subject was organized by the then Makerere University Kampala (MUK) Institute of Statistics and Applied Economics (ISAE) in 1980. The key recommendations of the above initiatives were: i) establishment of a semi-autonomous, well-resourced central statistics office with regional offices, ii) resumption of regular surveys, and iii) development of a work-plan to guide statistics activities in the country. Unfortunately these proposals were never fully realized due to subsequent turmoil and civil war in Uganda between 1980 and 1986.

After 1986 the Uganda Government renewed efforts towards re-establishing the statistics function, recognizing that statistics were integral to the country's economic planning and recovery programme. The MPED made rehabilitation of the department a priority, focusing on two areas: statistical activities and re-organization of the statistical department. The rehabilitation process was itself donor driven, and was largely supported by the World Bank and the United Nations Development Programme (UNDP). It involved infrastructure rehabilitation and development, training and facilitating staff, and providing them with logistical support. This support led to the regeneration of the department's capabilities in statistical production and coordination, and eventual resumption in 1988 of production of key economic indices such as the National Accounts, and activities such as Household Surveys. Other subsequent arrangements made to raise the profile of statistics in Uganda included enactment of the UBOS Act 1998, hence streamlining the legal and institutional framework for statistical development in the country.

1.2.4 The Institutional Profile of UBOS

UBOS is a semi-autonomous statutory body operating under the MoFPED, and is the national authority for coordinating, monitoring and supervising the NSS in the country. The Bureau is led by a Board of Directors (BOD) and its management is headed by the Executive Director (ED) assisted by two deputies – the Deputy Executive Director for Statistical Production and Development (DED/SPD), and the Deputy Executive Director for Corporate Services (DED/CS). At the time of preparing this Strategic Plan, UBOS had eight Directorates and six Divisions with a total of 298 staff. Annex A presents the UBOS structure. The mandate of UBOS is to develop and maintain a NSS to ensure collection, analysis and publication of integrated, relevant, reliable and timely statistical information. The Bureau is also responsible for coordinating, monitoring and supervising the NSS. The Bureau, therefore, provides leadership in the development and dissemination of statistics in Uganda, and overall supervision of statistical programmes in Uganda’s NSS.

Since the time of raising its profile as a semi-autonomous body, UBOS prepared a Corporate Plan (2006/7-2011/12) that guided its operations. As part of the building block of the PNSD (2006-2012), a Sector Strategic Plan for Statistics (SSPS) was prepared for UBOS in 2006, together with other strategic plans that were prepared by MDAs in the same year. The UBOS SSPS expired in 2012 and a review of its achievements, experiences and lessons learned was undertaken. The review revealed a number of achievements that needed to be consolidated and built upon, as well as several challenges and outstanding issues that needed future attention. The UBOS 2013/14-2017/18 SSPS guides the institution and national efforts towards delivering quality, timely, reliable and user-friendly statistics.

1.2.5 Aims of the UBOS Sector Strategic Plan for Statistics

This Sector Strategic Plan for Statistics shall pursue the following aims:

- (i) Set strategies and priorities that guide UBOS statistical operations in line with the increasing demand for statistics.
- (ii) Provide an instrument for coordination and supervision of various actors in the National Statistical System as enshrined in the UBOS Act 1998.
- (iii) Provide a basis for supporting budgetary processes, resource mobilisation and allocation for UBOS’s statistical operations in the next 5 years.
- (iv) Provide a basis for UBOS organizational policies, guidelines, and frameworks for statistical development.
- (v) Set benchmarks for performance management by producing indicators for monitoring progress and impact of national policies, strategies, and programs in the next five years.
- (vi) Serve as one of the building blocks for the PNSD.

1.2.6 Process of Developing this Strategic Plan

This SSPS was developed through participatory processes that included consultative meetings with UBOS top management, heads of directorates and divisions, and staff at all levels – including drivers and other support staff. The purpose was to maximise equity in strategic planning and stimulate ownership and usability of the plan by all staff. During consultative meetings VIPP cards⁴ were used to allow free expression of ideas by all staff. The process also involved brainstorming that allowed quick generation of ideas without censorship. Additional data was collected using two tools: “tool A”, for heads of directorates/divisions; and “tool B” for the rest of staff. This process was followed by a four-day residential retreat which was attended by top management and key representatives of each directorate. They discussed the first draft of the plan and fine-tuned the outcomes based on the four perspectives of the Balanced Score Card: financial (social impact expected out of this plan), business processes, organisational learning, and the customer.

The development of this strategic plan was informed by a comprehensive review of relevant documents including: the NDP; Vision 2040; the UBOS Act; the draft UBOS Bill; the PNSD (2006-2012); and international statistical frameworks such as the United Nations Fundamental Principles of Official Statistics (UNFPOS)⁵, and the Data Quality Assessment Framework (DQAF) that provides a structure for assessing existing practices against best practices and internationally accepted methodologies. This SSPS was also guided by the General Data Dissemination System (GDDS) of the International Monetary Fund (IMF) that focuses on improving the quality of macroeconomic, financial, and socio-demographic data and its evaluation using internationally agreed frameworks. This plan was also developed within the PARIS21 framework that promotes effective dialogue among producers and users of development statistics. The plan also recognises the Marrakech Action Plan for Statistics (MAPS), a global plan with six key action points to improve national and international statistics in support of the MDGs.

1.2.7 Structure of the Strategic Plan

This Sector Strategic Plan for Statistics is divided into five chapters. Chapter one presents the background, highlighting the historical perspective for statistics in Uganda, the legal and institutional framework backing statistics development in the country, and the rationale and aims of the plan. The chapter also includes the methodology used in the design process, as well as the plan’s structure and presentation.

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4. UNICEF 1993. VIPP - Visualization in Participatory Programmes: A manual for facilitators and Trainers involved in participatory group events. UNICEF Bangladesh. 158pp.
 5. It is generally accepted that official statistics should respect the Fundamental Principles of Official Statistics which were adopted by the Economic Commission for Europe in 1992, and subsequently endorsed (as amended) by the UN Statistical Commission in 1994. These 10 Principles are now a universally agreed framework for the mission of national statistical offices and also for the statistical work of official international organizations.

Chapter two gives a detailed analysis of the current status of the Bureau, including its strengths and weaknesses and a scan of its institutional and stakeholder environment.

Chapter three presents UBOS's vision, mission, strategic goals, and corporate values to guide further development of the organization in the next five years. It also introduces the Balanced Score Card approach to be adopted in implementing this strategy at corporate level.

Chapter four provides an elaboration of the goals and extraction of objectives, strategic initiatives, outputs and outcomes of the plan. It also elaborates on the specific milestones and targets under each strategic objective.

Chapter five discusses the implementation of the strategy and sets out how its goals and objectives can be achieved, including the monitoring and evaluation arrangements and the financing plan.

Finally, chapter six presents the financing plan and budget.

2. SITUATION ANALYSIS

This involved undertaking an assessment of the Bureau's internal and external environmental encompassing governance structure and systems, strengths, weaknesses, threats and opportunities.

2.1 Organisational and Functional Structure of UBOS

The Bureau is a statutory body under the Ministry of Finance, Planning and Economic Development (MoFPED). At corporate governance level the Bureau is governed by a Board of Directors (BOD), the policy making organ that provides policy and strategic direction to the organisation. The strategic functions of the Bureau are managed by the Executive Director (ED). The ED is assisted by two Deputies, one for Corporate Services (DED/CS) and the other for Statistical Production and Development (DED/SPD). Below the two deputies, are eight directorates and six divisions headed by directors and managers respectively. The UBOS structure is shown in Annex A.

2.1.1 Statistical Production & Development Sector (SPD)

This is the technical arm of the Bureau and it covers statistical production and development. Statistical production refers to those activities undertaken by the Bureau towards producing social and economic statistics for informing and monitoring development processes. Statistical development, on the other hand, focuses on development of the NSS as well as ensuring development of statistics at national and sub-national levels. The sector is also responsible for coordinating all surveys undertaken in the Bureau and the NSS. The statistical production and development sector has seven directorates and one division as follows:

- 1) Directorate of Statistical Coordination Services (DSCS).
- 2) Directorate of District Statistics and Capacity Development (DSCD).
- 3) Directorate of Population and Social Statistics (DPSS).
- 4) Directorate of Agriculture and Environment (DAES).
- 5) Directorate of Macro-Economic Statistics (DMES).
- 6) Directorate of Business and Industry (DBIS).
- 7) Directorate of Socio-Economic Surveys (DSES).
- 8) Division of Geo Information Services (DGIS).

1) Directorate of Statistical Coordination Services (DSCS)

The Directorate is responsible for promoting statistical coordination, monitoring and supervision of the NSS and ensuring adherence to national and international standards and best practices. This is needed to (i) prevent duplication of effort and generation of inconsistent data, (ii) achieve cost-effectiveness in utilization of scarce resources, (iii) avoid working at cross-purposes, and (iv) produce quality data. The

function is implemented through the PNSD which is the framework for strengthening statistical capacity in the country, and establishing structures as well as institutional frameworks and arrangements that bridge producers and users of statistics in the NSS. Specifically, the Directorate is charged with statistical planning, coordination of the NSS, quality assurance, monitoring and evaluation of statistical programmes and products, gender mainstreaming in statistical programmes and outputs, and research.

The Directorate is responsible for the following core products: the PNSD, MDAs Sector Strategic Plans for Statistics (SSPSs), Local Government Strategic Plans for Statistics (LGSPSs), coordination review, PNSD bulletin, metadata dictionary, directory of statistical outputs, compendium of statistical concepts, definitions and terminologies, core list of indicators for the NSS, UgandanInfo database, NSS monitoring and evaluation framework, annual review reports, gender analytical reports and tools, strategy for coordination and management of statistics, audited indicators and research papers.

2) Directorate of District Statistics and Capacity Development (DSCD)

The Directorate contributes to strengthening the decentralisation policy that mandates local governments in Uganda to plan and implement their own development programmes. The Directorate's objective is to support the provision of small area statistics to facilitate community level planning and targeting, and to enhance statistical capacity development for data management among staff of local governments and MDAs. The Directorate is responsible for implementation of the Community Information System (CIS)⁶ that supports planning, monitoring and evaluation of development programmes at community level. CIS is pursued within the framework of Uganda's rural development strategy, and district statistical capacity development. The Directorate works closely with the Ministry of Local Government (MoLG), and higher and lower local governments in Uganda. The Directorate is responsible for the following core products: district profiles, district capacity development modules, district statistical abstracts, district facility statistics, CIS database and harmonised databases.

3) Directorate of Population and Social Statistics (DPSS)

The Directorate is responsible for production of population, housing and social statistics. It is composed of two sections: Population and Social Statistics with 17 established positions, four of which were vacant at the time of preparing this SSPS. Social statistics cover statistics on population, migration and tourism, education, health, vital events, crime and labour. The information is collected either through surveys or administrative sources. There are several other players in the NSS apart from the Bureau that produce

⁶ CIS promotes collection and utilization of data on socio-economic characteristics of households at parish level with the overall purpose of establishing sub-county databases as a basis for lower local government plans developed through a bottom-up participatory planning process. CIS also contributes to strengthening the Baraza program. Barazas are a Presidential initiative that was adopted in 2009 to create space for citizens' advocacy. It is intended that Barazas are conducted twice a year at the sub-county level, spearheaded by the Office of the Resident District Commissioner (RDC), similar or equivalent structure, at the respective districts. The Office of the Prime Minister oversees the Baraza programme.

social statistics. Some of the institutions have legal frameworks governing their activities including data collection. The institutions include line MDAs which generate statistics relating to their mandates e.g. Ministry of Health (MoH), Ministry of Education and Sports (MoES), Uganda Police Force (UPF), Ministry of Water and Environment (MoWE), Ministry of Lands, Housing and Urban Development (MLHUD), the Uganda Registration Services Bureau (URSB) which deals with birth and death registration statistics, and Local Governments (LGs) which generate various data from districts. The core products of the Directorate include: population and demographic statistics; total population (actual and projected) by sex; population density; population change/growth (fertility, mortality, crude birth rate, infant mortality rate, life expectancy, and migration); vital statistics; health statistics; tourism statistics; disability statistics; vulnerability statistics; labour statistics; crime statistics; education statistics; literacy rates; Cost Index (LCI); urban employment survey; employment, underemployment, wages, and earnings survey; health facility attendance; immunisation rates; proportional morbidity ratios; hospital beds ratios; and foreign tourist arrivals and departures.

(i) Migration and Tourism Statistics

The Bureau in collaboration with the Ministry of Internal Affairs (MoIA), Ministry of Trade, Industry and Cooperatives (MoTIC) and Ministry of Tourism, Wildlife and Antiquities (MoTWA), compiles information on migration and tourism statistics using forms filled in at country entry points. Immigration arrival and departure cards are collected on a monthly basis from the border posts of Busia, Entebbe Airport and Malaba. Cards from other border posts are collected on a quarterly basis and later returned to the MoIA. Information is then processed and regularly published. UBOS has initiated collection of information on accommodation establishments (hotels, motels, guest houses, lodges, camps and bandas) by district/region through a questionnaire which is completed and returned to UBOS on a quarterly basis. Over the five years of the plan, UBOS will maintain timely collection of migration and tourism statistics. The Bureau will also institute a regular programme to conduct the tourist expenditure and motivation survey in order to:

- Measure the economic impact of tourist activities on the economy.
- Obtain revenue receipts from the tourism sector.
- Determine tourism products most utilized by the visitors.

(ii) Education Statistics

UBOS compiles and publishes statistics on education from censuses and household surveys. It also compiles secondary data from the MoES to provide input to the statistical abstract. Education statistics are captured on net and gross enrolment rate, literacy level, higher and technical education, pupil-teacher ratio, and pupil-classroom ratio.

(iii) Health Statistics

UBOS compiles health statistics from secondary data available from MoH, collected mainly from the public health system. However, collecting health statistics from private health facilities is still a challenge. More data on health is generated from various health surveys (e.g. demographic and health survey, sentinel site surveys, etc.) conducted by MoH singly or in collaboration with UBOS.

(iv) Water and Sanitation statistics

These statistics are collected as part of the censuses and surveys programme. An independent study by UN Habitat under the Urban Inequities Survey (2006/07) was undertaken but most routine data are collected on water and sanitation by three MDAs, namely: MoH, MoES, and MoWE. The different MDAs spearheaded by UBOS will need to:

- Harmonise concepts and definitions used by the different data collectors.
- Scale up the analysis of the available data on water and sanitation to inform national development targets.

(v) Statistics on Labour

Statistics on labour are generated from censuses, household socio-economic surveys and administrative records. Different directorates in the Bureau collect information on labour using different approaches depending on the objective. The Bureau also liaises with the MoGLSD to obtain secondary information on labour. Definitional issues have been discussed with the stakeholders in an attempt to harmonise data collection methods and indicators. Efforts to strengthen the collaboration between UBOS, MoGLSD (labour department) and the district level labour offices are being intensified.

(vi) Crime Statistics

Crime statistics are compiled from secondary data sources from the (UPF) and related institutions. The data is published in the Statistical Abstract. The Bureau plans to regularly conduct a crime victim survey to supplement the secondary data provided by Uganda Police.

(vii) Registration of Births and Deaths

The registration of births and deaths is an important exercise that helps in monitoring demographic changes in the population. The URSB was established as a corporate body under Act No. 7 of 1998 to provide registration services. UBOS, in collaboration with URSB and UNICEF, implements the birth and death registration exercises. UBOS assists in the processing and compilation of information on births and deaths using inputs from local governments. The returns are based at the district and information is processed at that level.

4) Directorate of Agriculture and Environmental Statistics (DAES)

Agriculture is a major area of economic activity in Uganda. Agricultural statistics include statistics on livestock, crop husbandry, agricultural inputs, and fisheries – among others. Owing to the increasing demand for agriculture statistics in the country to inform policy and planning for modernisation of agriculture and food security, and the global strategy for improving agriculture statistics, UBOS created a stand-alone DAES. The Directorate is responsible for collection, management and dissemination of agricultural and environmental statistical data. It comprises three sections: Crop, Livestock and Environment. The core products of DAES include statistics on environment, livestock, and crop by type, yield, area and inputs.

Previous work undertaken by the Directorate includes the following:

- Finalized the Permanent Agricultural Statistics System (PASS 2006) survey.
- Conducted the Trial Integrated Land Use Survey (TILUS).
- Conducted the Livestock Census.
- Reviewed the Uganda Census of Agriculture (UCA 2008/2009) Project Document and shared it with MAAIF.
- Developed the CountrySTAT website for Uganda: (www.countrystat.org/uga).
- Continuously obtained technical and financial support from FAO.

(i) Agricultural Statistics

The Bureau generates some agricultural statistics through household based surveys, and secondary data compiled mainly by the Ministry of Agriculture, Animal Industry and Fisheries (MAAIF).

(ii) Environmental statistics

Environmental statistics collected by UBOS are compiled from secondary sources. The presentation format for the data focuses mainly on national aggregates. Environmental data /information is considered raw data and comprise environmental parameters such as vegetation cover, livestock numbers and human settlements. The mode of analysis and presentation involves calculation of less sophisticated indices such as averages and percentages. The principal elements covered under environmental statistics encompass water supplies, forestry, fisheries, mining, land/soil and fauna/ flora. To improve the compilation and dissemination of environmental statistics the Bureau plans to;

- Undertake an inventory of environmental statistics and fill gaps.
- Set up and manage an environmental statistics database.
- Strengthen environment statistics user focus (availability and accessibility).
- Analyse environmental statistics in relation to other development indicators, and
- Compile environmental satellite accounts.

5) Directorate of Macro - Economic Statistics (DMES)

The Directorate is responsible for producing macro-economic statistics. It collects secondary and primary data on prices, external trade, government accounts and other goods and services outputs. The data collected are analysed and disseminated in form of statistics on prices, external and informal cross border trade, finance and national accounts. These statistics are also produced by other MDAs which include BoU, the Registrar of Companies (which deals with the registration of business establishments), MoFPED, Uganda Revenue Authority (URA), MoTIC and MoTWA. The Directorate comprises three sections, namely: i) National Accounts, ii) External Trade and Government Finance Statistics, and iii) Price Statistics. The Directorate's core products include annual and quarterly Gross Domestic Product (GDP) estimates, weekly and monthly Consumer Price Index (CPI), price data for the International Comparison Program (ICP), and harmonized CPI for COMESA and EAC. Others are trade statistics – import and export flows, import and export indices, trade balance, Terms of Trade Index, Import and Export Volume Indices and Government Finance Statistics (GFS) – outlays of revenue and expenditure, international trade in services, government consumption expenditure, GFS statements (current statement of Government operations), GDDS and key economic indicators. The statistics are elaborated below:

(i) National Accounts (NAs)

The Bureau migrated from annual GDP estimates using SNA 68 to SNA 93 and is compiling the quarterly GDP. The Social Accounting Matrix (SAM) using information from the Supply and Use Tables (SUT) is under construction. Production of NAs is based on output from various data sources within, and from agencies external to UBOS.

(ii) Government Finance Statistics (GFS)

The Bureau compiles GFS for both central and local governments. The main source of fiscal data is administrative records obtained from the government treasury, MDAs and local government authorities. The information collected is a major input to GDP expenditure aggregates. The information is also used by BoU, MoFPED, IMF and the general public. The Bureau will over the period expand the compilation of Government finance down to sub-counties, and revise the GFS manual to suit the recommendations as outlined in the IMF GFS manual 2001 and other references.

(iii) Consumer Price Index (CPI)

The Bureau collects prices of consumer goods and services from eight (8) urban centres of Kampala high, Kampala low, Masaka, Mbarara, Jinja, Mbale, Arua, and Gulu, for computation of the inflation rate – which is disseminated on the last working day of every month. The commodities are coded using the International Classification of Individual Consumption according to Purpose (COICOP).

The CPI has been rebased from 1997/98 to 2005/06. There is need to improve:

1. Expansion to rural areas.
2. Seasonal adjustments.
3. Error measurement.

(iv) External Trade Statistics

Statistics on imports and exports relating to transactions between Uganda and her trade partners are useful in monitoring the direction of trade, among other factors. It is also useful in computing GDP and Balance of Payments Current Accounts. URA is the main data source for imports and exports, and is supplemented by data from Commodity Authorities for some exports and the Informal Cross Border Trade (ICBT). Currently UBOS produces Export Price Index (EPI), Imports Price Index and Terms of Trade Index. UBOS collaborates with BoU and URA to undertake monthly ICBT surveys.

6) Directorate of Business and Industrial Statistics (DBIS)

The Directorate is responsible for the production of business, industry, energy, construction, and building statistics. It conducts monthly and quarterly surveys. It also maintains an updated Business Register (BR) and undertakes censuses and surveys, including the Census of Business Establishments (COBE) as well as the Business Inquiry and Energy Surveys. The Directorate's core products include: Index of Industrial Production (IIP); Producer Price Index (PPI); Construction Sector Index (CSI); Business Register (BR); Uganda Business Inquiry (UBI); Energy, Infrastructure and Building Statistics; and Distributive Trade Statistics.

(i) Index of Industrial Production (IIP)

The Bureau collects production data from a sample of manufacturing business establishments spread out in the industrial belt of the country. Information obtained is used to compile the major and main Index of Industrial Production (IIP). The major IIP is a monthly index based on selected manufactured goods, while the main index is a quarterly index covering about 200 business establishments. The Bureau is now in the process of rebasing the IIP to 2002 in line with the GDP base year.

(ii) Producer Price Index (PPI)

The Bureau collects producer prices (factory gate prices) from close to 200 manufacturing business establishments located in different parts of the country undertaking manufacturing activities as classified by International Standard Industrial Classification (ISIC) Rev III. A total of 600 prices are collected and the price information obtained is used to compute the Producer Price Index for Manufacturing (PPI-M). The PPI-M is used as a measure of inflation for different types of production and is of great utility in informing decision making throughout the private sector. It is also used as a deflator for the compilation of the Index of Production for Manufacturing. It is a quarterly index disseminated during the 10th week of the preceding quarter. Plans are underway to expand the coverage of the Producer Price Indices to other sectors.

(iii) Construction Sector Index (CSI)

The Construction Sector Index provides an average measure of changes in the prices of inputs used in the construction sector. The Bureau compiles the CSI using price data collected from CPI and PPI on selected construction items and data collected through other surveys. The index is disseminated quarterly at regular intervals.

(iv) Distributive Trade Statistics

This is one of the new areas the Bureau is embarking on that is aimed at producing wholesale and retail price indices. Indices are in the process of being developed and produced.

(v) Energy, Infrastructure and Building Statistics

This covers statistics on electricity supply and generation as well as other energy statistics. Currently, the main source of data is the Ministry of Energy and Mineral Development (MEMD). The other forms of energy statistics are collected through surveys and censuses. The Bureau also collects information on building plans submitted to Kampala Capital City Council (KCCA) and other major urban centres. The Bureau is just at the planning stage of compilation of statistics on transport and infrastructure.

(vi) Uganda Business Inquiry (UBI)

This is a survey aimed at collecting data from all economic activities undertaken in the country for computing the main economic indicators, such as Value Added (VA) and Gross Output (GO). It is normally referred to as a census because of its large sample. The last such survey was conducted in 2003 with a reference period of 2000/2001. It was planned that thereafter Annual Business Inquiries (ABIs) would be conducted. An Annual Business Inquiry is a survey similar to the UBI but with a smaller sample, conducted every two years. This acts as a build-up on the UBI undertaken every 5-10 years. Although an ABI has not been undertaken over the period, plans are underway to initiate this starting with updating of the main sampling frame, and the Business Register. The data collected will provide information on the contribution of different sectors to GDP, and will be a source of weights for different economic indicators such as IIP, PPI, Index of Production (IoP) and NA among others.

(vii) Business Register (BR)

This is divided into two: a Statistical Business Register which is updated continuously for use as a sampling frame for economic surveys; and the COBE which is a list of all businesses operating in the country at a given time, obtained through a census of businesses. Updating of this register is done using administrative data and through mini-surveys. Following the 1989 COBE the second COBE/UBI was held in 2002 and it provided a complete list of business establishments existing in the country at that time. Listings from the COBE are used as the main sampling frame for the subsequent UBI while the Statistical Business Register is the main sampling frame for the ABI.

7) Directorate of Socio-Economic Surveys (DSES)

The Directorate is responsible for production of socio-economic statistics through nationwide household surveys and service delivery surveys. It is also mandated to conduct socio-economic surveys for monitoring poverty and other socio-economic characteristics (education, health, agriculture, etc.), providing technical and advisory support to MDAs and developing methods and best practices for conducting surveys in the NSS. The Bureau conducts regular surveys to generate poverty statistics for measuring the trends and incidence of poverty in the country.

The Bureau has strengthened the production of social statistics by developing in-house capacity for poverty analysis, and improving compilation of secondary data from water and sanitation statistics, crime statistics, gender statistics and labour/ employment statistics. The Directorate's core products include: economic activity rates, occupation, service delivery statistics, sampling frame, poverty index, poverty trends, food poverty line and the poverty gap, as well as the 10-year census and survey programme.

8) Division of Geo-Information Services (DGIS)

The Division is responsible for providing geographical information related to socio-economic data, as well as assisting other units in UBOS to utilise geographic information for analysing and disseminating data. The Geo-Information System (GIS) section generates completed census files and atlases up to parish level, and compiles information at enumeration area level. The availability of GIS services in UBOS makes it easier to graphically analyse data, and to serve and communicate to all levels of data users using maps. Cartographic materials are generated as part of core products. The Division is subdivided into two sections: i) Spatial Data Analysis and, ii) Map Analysis. The Division's core products include specialised digitised thematic maps for social and economic data, GIS database, and Enumeration Maps (EA).

2.1.2 Corporate Services Sector (CSS)

The Corporate Services Sector is the business partner of the Statistical Production and Development Sector of the Bureau. It does not, on its own, deliver statistical products but supports the production and development process. The sector facilitates and enables effective and efficient functioning of the statistical value chain, in terms of providing the necessary structures, staffing, systems and procedures, financing, information technology and other management support services. The Corporate Services Sector comprises one directorate, five divisions and one independent section. These are:

- 1) Directorate of Information Technology (DIT).
- 2) Division of Administration & Human Resource (DA&HR).
- 3) Division of Communication & Public Relations (DC&PR).
- 4) Division of Finance (DFIN).
- 5) Division of Internal Audit (DAudit).
- 6) Division of Legal Services (DLS).
- 7) Procurement and Disposal Unit (PDU).

The Audit Division reports to the Board of Directors, while all other entities report to the Deputy Executive Director, Corporate Services.

1) Directorate of Information Technology (DIT)

The Directorate is responsible for providing reliable ICT infrastructure including data processing and system support services, and assisting their application in work processes. The core objective of DIT is to provide and support an appropriate IT infrastructure for production and dissemination of statistics. The Directorate comprises three sections: Data processing, Databases and Management Information Systems, and Network Management and IT Support. The core products of DIT include website/internet, the Integrated Management Information system (IMIS), the National Statistical Data Bank (NSDB), the Operational Local Area Network (OLAN), and survey data capture.

2) Division of Human Resource and Administration

The Division reports to the Deputy Executive Director, Corporate Services (DED/CS) and is responsible for managing the Bureau's human resources, assets and general day-to-day administrative tasks. The majority of systems used by the Division are manual, repetitive, and time consuming. The Directorate's products include:

- i) HR policies, strategies, procedures and guidelines,
- ii) Staff information,
- iii) Monthly payroll,
- iv) Staff competence profiles and staff training programmes,
- v) Performance appraisal reports,
- vi) Annual leave roster,
- vii) Job analysis reports,
- viii) Fleet management system,
- ix) Vehicle status reports,
- x) Security policies, strategies, plans and reports,
- xi) Estate maintenance and redevelopment plans, estates maintenance reports, and assets register,
- xii) Stores management system and reports, and,
- xiii) Management meeting minutes.

3) Division of Communication and Public Relations

The Division is responsible for promoting the image of the Bureau by providing effective and coordinated internal and external communication with different user groups and networks within and outside the Bureau. The Division supports improvements in access to information by users and other key stakeholders in the public domain. It is divided into two sections, namely: Communication and Customer Care, and Information Management and Dissemination. The theme "User orientation" emphasizes communication, advocacy and dissemination of statistics, hence making Public Relations (PR) a core strategic undertaking

for delivering the result areas of this strategic plan. The Division's core products include advocacy and statistical awareness, community mobilization and dissemination of survey findings.

4) Division of Finance

The Division plays a critical role in the entire functioning of UBOS. It leads the UBOS budgeting process, produces the budget, defends it before Parliament and submits the budget policy statement to Parliament. The Division also organises budget planning and review sessions for UBOS stakeholders (UBOS staff, development partners and members of parliament). It acts as the Secretariat to the UBOS planning committee. The Division's core products include budget preparation, monitoring and control; routine transaction processing; and preparation of monthly, quarterly and annual financial reports.

5) Unit of Procurement and Disposal of Public Assets

The Procurement section is responsible for all procurement activities undertaken by the Bureau. The Unit reports to the Deputy Executive Director, Corporate Services. The Unit's core products include procurement plans, guidelines and records.

6) Division for Legal Services

This newly established structure is responsible for providing legal guidance to the BOD and Management of the Bureau. Among its roles is review and drafting of legal documents, providing the secretariat and preparing minutes for the BOD.

7) Division of Audit

The mandate of the Division is to provide independent audit and consulting support in order to add value and improve Bureau's operations through a systematic and disciplined approach to evaluation of the effectiveness of risk management, internal control and governance processes. Internal controls are a set of systems operated by the Bureau to ensure that financial and other records are reliable and complete. The internal control system helps UBOS to ensure that management adheres to statistical strategic plans, policies, manuals, work plans, budgets, laws, regulations, procedures, processes and guidelines, for orderly and efficient conduct of business, and proper recording and safeguarding of assets and resources. As such, the Division reports to the BOD. The Division handles all Bureau programmes and projects funded by GoU and development partners. Its core products include quarterly, annual, special and investigation audit reports.

2.1.3 Regional/Zonal Offices

Establishing regional/zonal offices was initiated in the 1980s on the revival of the NSS. The Bureau established related offices in Gulu and Mbarara in order to implement harmonised statistical programs within Uganda's decentralisation programme. These offices were expected to coordinate fieldwork activities undertaken by the Bureau in a number of grouped districts.

During the period of this plan UBOS plans to establish a well-structured field arrangement consisting of field offices in different regions of the country. It will have a cadre of field staff comprising regional supervisors, field supervisors, mapping assistants and enumerators with clearly defined roles. It will have logistical support in form of vehicles, motorcycles, bicycles and computers as part of its infrastructure; and it will be the main link between survey organizers and respondents. Its main function will be to handle field data collection operations including:

- a. Controlling the flow of information to and from headquarters;
- b. Recruiting, training and supervising field supervisors and enumerators;
- c. Scheduling field work to ensure that data are collected in a timely and orderly manner;
- d. Collecting data;
- e. Editing filled questionnaires;
- f. Coordinating all other functions associated with field work; and
- g. Supporting local governments to collect and manage their own data systems.

As a starting point, the offices in Mbarara and Gulu will be enhanced to implement a programme that will include collection of data for regular programmes including CPI, PPI and CSI.

2.2 Reflection on previous SSPS gains and challenges

The outgoing UBOS strategic plan focused on three key strategic areas:

- i. Coordination and management of statistical development in the NSS;
- ii. Human resource development and management, and
- iii. Statistical development programs.

A number of gains were realized under each strategic area during the five year period, as indicated below:

- a. Strong leadership was provided in the development and implementation of the Plan for National Statistical Development.
- b. A draft Statistics Bill for strengthening the semi-autonomous status of the Bureau in context of the NSS was developed.
- c. A strong coordination directorate that effectively links the Bureau with internal and external stakeholders was established.
- d. A strategic planning culture for statistics was built within UBOS and MDAs participating under the PNSD.
- e. MDAs were supported to take an active role in developing their Sector Strategic Plans for Statistics.
- f. Strong leadership was provided in the development and promotion of common institutional procedures for coordination, harmonization, collaboration and cooperation across the NSS – e.g. Metadata Dictionary, Compendium of Statistical Concepts and Definitions, and Uganda Standards for Statistical Quality Assurance.

- g. Structures to support coordination of the NSS were established, e.g. PNSD Steering Committee, Inter Agency Committee (IAC), related Statistical Technical Sub Committees, and Sector Statistical Committees (SCC).
- h. The Bureau conducted capacity building interventions in form of training for UBOS, MDAs and local government staff.
- i. A number of surveys and censuses were designed and carried out (e.g. panel surveys, household surveys, demographic health surveys, crime victims survey, labour force survey, child labour survey; preparations for the National Housing and Population Census were made).
- j. Methodologies for compilation of QGDP and CPI computing de-seasonalised series were developed.
- k. CPI centres were expanded to cover Kampala and other urban centres.
- l. A functional review was undertaken to strengthen the function of the Bureau in meeting dynamic data requirements.
- m. Institutionalized gender statistics in statistical production were introduced in UBOS.
- n. Development of standards to support data quality efforts in the NSS was initiated in collaboration with Uganda National Bureau of Standards (UNBS).

2.3 Outstanding issues that inform this strategic framework

- a. Statistical awareness remains low at all levels.
- b. There are pending human resource challenges within UBOS and in MDAs across the NSS.
- c. Need for building professionalism within UBOS, MDAs and local governments as well as supporting career path development.
- d. The NSS Steering and Inter Agency Committees require more support, especially in areas of statistical coordination and advocacy.
- e. Regional offices remained poorly equipped and lacked supervision and focus.
- f. Strong need for strengthening of UBOS and MDA technical capacity to disseminate statistics.
- g. The UBOS communication and public relation strategy has largely not been implemented.
- h. Inadequate tracking of UBOS results, including causal relationships.
- i. Weak UBOS capacity to meet all user data needs/demands.
- j. Support needed for development of the NSS/PNSD basket fund mechanism.
- k. Lack of small area statistics up to sub-county level.

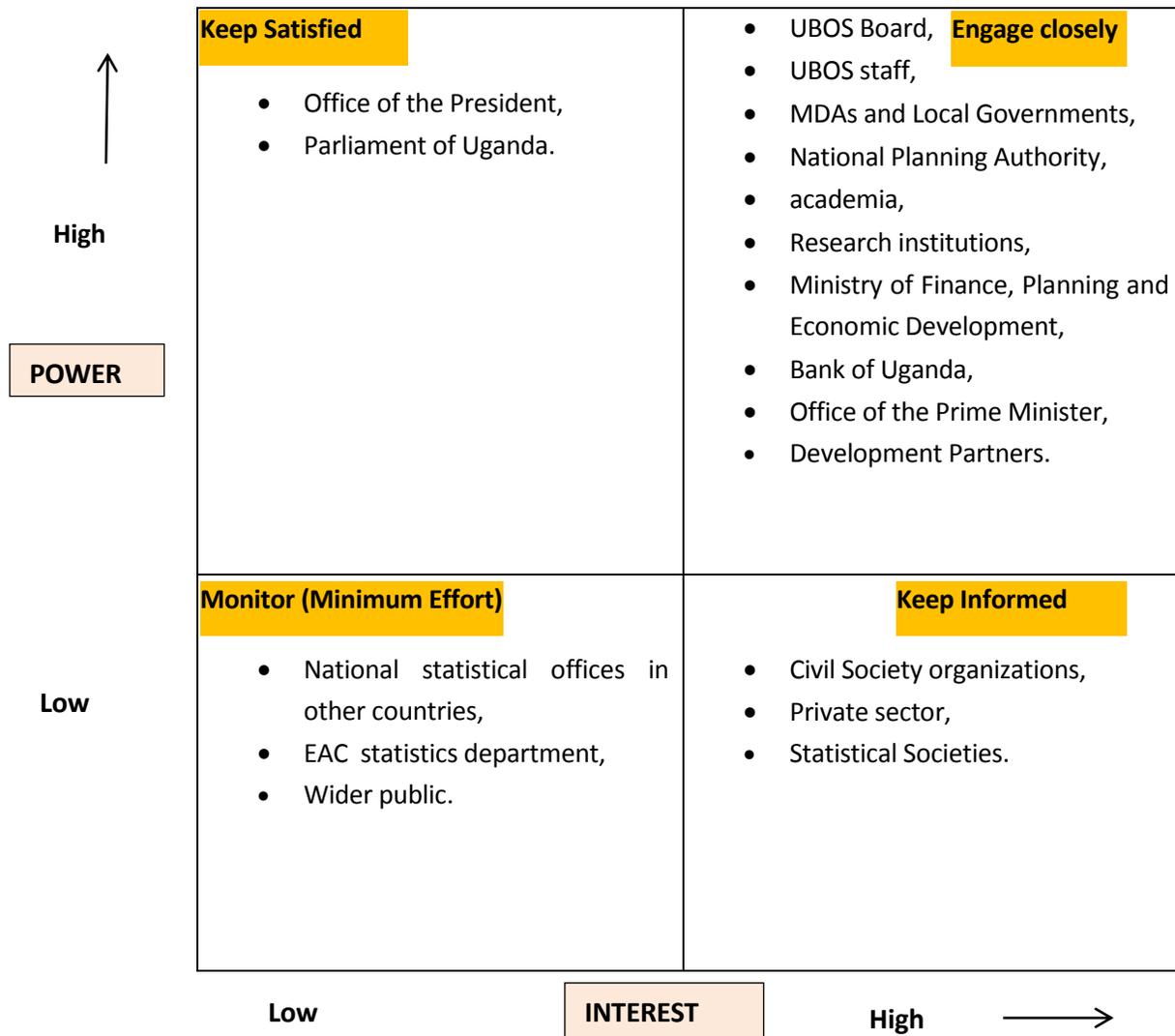
2.4 UBOS Stakeholder Analysis

The Bureau has 'primary' and 'secondary' stakeholders with interest in its outputs. Primary stakeholders include the UBOS BOD, and staff in Directorates, Divisions and Units that may be directly affected by the strategic actions of this plan in the next five years. It also includes MoFPED which influences the Bureau's planned interventions financially. UBOS secondary stakeholders include those with intermediary roles in

this strategic plan, including GoU, MDAs, and development partners and data users at regional and international levels.

In the figure below⁷ UBOS stakeholders are plotted based on their power (ability to have an impact on the strategic plan) and interest (degree of support to the strategic plan). Stakeholders with *high power* and *interest* are critical and must be engaged closely because they are involved in immediate decision-making processes that affect the Bureau. Stakeholders with *low power* or *high power* but with *low interest* shall be kept informed of progress throughout the plan’s period.

Figure 1: UBOS Stakeholder Analysis



7 Adapted from FAO (2007), Stakeholder Analysis: Food Security Information for Action.

2.5 Strengths, Weaknesses, Threats and Opportunities (SWOT) Analysis

SWOT analysis as a strategic planning tool was used to evaluate the Bureau’s strengths, weaknesses, opportunities and threats. It involved specifying the Bureau’s objectives and identifying internal factors (strengths and weaknesses) and external factors (opportunities and threats) that may be favourable or unfavourable to achieving set objectives. The SWOT analysis enabled UBOS to find the best match between environmental trends (opportunities and threats) and internal capabilities (strengths and weaknesses).

This SWOT analysis emanates from review of the SWOT in the First UBOS Plan, as well as analysis of the anticipated operating environment. Some of the strengths have been retained while others have been turned into opportunities; others still have been dropped due to the changed environment. New opportunities have also emerged following revision of the UBOS Act (1998). The weaknesses that were not addressed during the first UBOS SSPS have been carried forward into this new strategic plan. Additionally, some threats that no longer apply have been dropped and new applicable ones have been brought on board.

Figure 2: SWOT Analysis

Strength	Opportunities
<ul style="list-style-type: none"> • Availability of a flexible management structure. • Favourable/supportive legal framework. • Highly skilled and committed human resource, • A permanent home, within Uganda’s capital city centre, that is easily accessible by stakeholders. • Existence of requisite skills for managing large scale surveys and censuses. • Existence of a good geo-information database (including maps – a good basis for sound geo-data). • Availability of infrastructure (vehicles, computers, office space, IT) to facilitate surveys and censuses as well as routine statistical programmes. • A strong coordination mechanism and structure that effectively links the Bureau with internal and external stakeholders. • The increasing demand for statistics has resulted into numerous requests for generating data although sometimes they overwhelm the current staff. 	<ul style="list-style-type: none"> • Recognition of statistics as a pre-requisite for socio-economic development at national and international levels. • The decentralisation policy which mandates local governments to formulate their own development plans. • Existence of national arrangements for promotion of CIS and <i>Barazas</i> as part of Uganda’s Rural Development Strategy. • The increasing visibility of UBOS in providing technical assistance in statistical production and development. • Funding opportunities for statistics from development partners. • Various regional, continental and international statistical programmes that offer technical guidance and capacity building opportunities to UBOS. • Existence of the School of Statistics and Planning at Makerere University which trains many professional statisticians regionally. • Existence of Social and Policy Research Centres as key users of data. • Advances in ICT that are making it possible to improve data collection, management, archiving, analysis, and dissemination.

Weaknesses	Threats
<ul style="list-style-type: none"> • Negative mind-set and poor attitude among some staff at principal and senior levels which affects team work and productivity. • Inadequate feedback between data producers and users within the NSS. • Inadequate capacity building activities for directorates belonging to corporate services that are largely considered as only “support”. • Limited documentation of used resources (archives) for institutional memory. • Inadequate internal policies and strategies to guide organisational processes and decisions. • Absence of a results framework that links to a result chain and outcome and output indicators, including causal relationships and underlying assumptions and risks. • Lack of a risk management strategy to mitigate potential risks. • Inadequate functionality of liaison offices to coordinate activities in the different regions of Uganda. 	<ul style="list-style-type: none"> • Poor statistical awareness across society including among technical staff in MDAs, politicians, and policy makers. • Disasters leading to destruction/loss of data due to inadequate backup/ recovery arrangements. This is compounded further by inadequate business continuity/recovery strategy. • Poor infrastructure especially at sub-national level e.g. lack of electricity in some districts and sub-counties. • Continuous increase in the number of administrative and political units e.g. districts, counties, parishes, etc. resulting in changing geographical boundaries. This mainly affects GIS and the DSCB work activities. • Incompleteness of data produced and submitted to UBOS by MDAs for custody and use. • The ever changing advancement of information technology systems, some of which are expensive and require constant training to keep updated.

The results of the SWOT analysis generated possible strategies that:

- build on the system’s strengths,
- mitigate or eliminate weaknesses,
- exploit or take advantage of opportunities, and
- avoid or reduce the impact of threats.

2.6 Status of UBOS Outputs

In fulfillment of its mandate to provide official statistics, UBOS produces various data/indicators, mainly driven by user demand. Table 1 shows the Bureau’s different statistical products. However, some of the statistics/data demanded are not produced, indicating that the demand for UBOS statistical products exceeds supply.

Table 1: Regularly Produced Indicators by UBOS

Indicator/Statistics	Periodicity	Dissemination/Publication
Economic Statistics		
Consumer Price Index	Monthly	CPI press release
Inflation Rates	Monthly	CPI press release
Petroleum Statistics	Monthly	Statistical Abstract
Imports (values and volumes)	Monthly	Statistical Abstract
Exports (values and volumes)	Monthly	Statistical Abstract
Construction Sector Index (CSI)	Quarterly	Quarterly CSI press release
Index of Production (IoP)	Quarterly	Quarterly IoP press release
Producer Price Index Manufacturing (PPI-M)	Quarterly	Quarterly PPI press release
Producer Price Index Hotels & Restaurants (PPI-H&R)	Quarterly	Quarterly PPI press release
Import Price Index	Quarterly	Quarterly Trade Bulletin
Export Price Index	Quarterly	Quarterly Trade Bulletin
Quarterly Gross Domestic Product (QGDP)	Quarterly	Key Economic Indicators, Background to the Budget
Distributive Trade Index	Quarterly	Distributive Trade Reports
Value Added Tax (VAT) Statistics	Quarterly	VAT Report
Electricity Statistics	Quarterly	Abstract
Government Expenditure	Annually	Background to the Budget
Government Revenue	Annually	Background to the Budget
Annual Gross Domestic Product (AGDP)	Annually	Background to the Budget
Value Added	Annually	Statistical Abstract
Gross Output	Annually	Statistical Abstract
Annual Business Inquiries (ABI)	Annually	ABI Report
Capacity Utilization	Annually	Statistical Abstract
Production data	Annually	Statistical Abstract
Transport Statistics	Annually	Statistical Abstract
Business Register Data	Re-current	Annual Publication
Social Statistics		
Immigration Statistics	Annually	Statistical Abstract
Emigration Statistics	Annually	Statistical Abstract

2.6.1 Data demanded but not produced

Data collection in the Bureau is conducted through censuses, sample surveys and administrative data sources. The Bureau has maintained production of relevant statistics and related indicators to inform policy, planning and other development initiative of government and the private sector. However, user satisfaction is infinite and dynamic. There exist a number of data that are required but not largely produced due to financial challenges, capacity gaps, and methodological constraints as illustrated in Annex B. These are categorized as follows:

Category A: Data not produced due to inadequate financial resources

- Agriculture related data - PPI-agriculture, irrigation statistics, number of fish ponds, households practicing fish farming, fish pond area, amount of fish (tonnes) from fish farming, bee keeping households and amount of honey produced.
- Annual statistics on use of agricultural equipment and machinery.
- Annual statistics on fertilizer use.
- Rural CPI and De-seasonalised CPI.
- Natural disasters.
- Statistics on waste management.
- District level unemployment and under employment rates.
- Indicators to inform public investment in areas of health, roads, education, water and sanitation, trade and commerce and agriculture.

Category B: Limited capacity / gaps within UBOS and in line ministries

- Detailed data on disability, child abuse, causes of death, and annual births and deaths.
- Emission accounts, forestry accounts, and water accounts.
- Full Sequence of National Accounts, QGNI (Quarterly Gross National Income) and Quarterly Net National Income.
- Government Balance Sheet.
- Consumption of Fixed Capital (CFC).

Category C: Constraints related to methodology and weights

- Informal sector indices.
- Mining and quarrying indices.
- Growth and inflation in freight services.
- Price and volume indices for utilities.
- Distributive trade statistics.
- Women versus men productivity.
- Data on violence against children (planned for 2014).

2.6.2 Quality Attributes and Dimensions

UBOS outputs were assessed against predetermined dimensions of quality attributes. A scale of 3 – 1 was used where 3 = “Strictly observed”, 2 = “Observed” and 1 = “Not observed”. In each case, comments were provided for the score.

Table 2: Quality attributes

QUALITY MEASURE	SCORE	Comments
1. Integrity		
1.1 Independence of statistical operations.	3	There is no record of significant interference in statistical operations by clients, donors, government, NGOs and international organisations. During the institutional environment assessment, conducted by the Directorate of Statistical Coordination Services and management in 2013, the professional independence of UBOS scored 3.9 points out of 4.
1.2 Culture of professional and ethical standards.	2	Professional and ethical standards for UBOS staff are not yet determined or documented. The code of practice for official statistics (US942) needs to be adopted by UBOS to promote a culture of professional and ethical standards. Although quality management requirements are part of staff performance agreements, there are no sanctions for non-compliance.
2. Methodological soundness		
2.1 International/regional standards implemented.	2	Relevant standards (manuals) are used in the production and development of statistical information. Quality assurance mechanisms are being developed to ensure that standards are applied appropriately.
3. Accuracy and reliability		
3.1 Adequacy of data source	2	Most data is collected from administrative sources. Administrative data is supplemented by survey data and rarely by census data. Development and management of administrative sources is not yet adequate. UBOS has developed tools to collect administrative data but providers should be trained to complete the tools on a routine basis. Measures to oblige responses during data collection are inadequate. As a result, due to respondent fatigue, the response rate is sometimes below the standard of 70%.

3.2 User response monitoring	1	In the recent institutional environment assessment, measures to oblige response scored 2.9 points out of 4. UBOS has not undertaken assessment of the respondents' burden in providing data. User response monitoring cannot be implemented without a clear user feedback system.
3.3 Validation of administrative data	2	Administrative data is the largest data source of statistical information but UBOS does not have mechanisms for ascertaining the quality of administrative data collected from routine sources in HLGs and MDAs. Most administrative data is not well developed to meet requirements for statistical production; however, individual sections adjust the data to suite statistical production.
3.4 Validation of intermediate and final outputs	2	Quality control measures are in place within the statistical production system to ensure that the outputs are acceptable. However, there are no standard quality checks to measure errors in intermediate and final outputs. But several survey reports present sampling errors and confidence intervals for selected variables to help users ascertain reliability of the estimates. UBOS has established a quality assurance system to ensure quality of statistical processes and output. Five indicators have so far been subjected to a statistical quality self-assessment checklist.
4. Serviceability		
4.1 User consultation.	2	Stakeholders are consulted during development of survey related outputs. However, users are not normally consulted during implementation of surveys until dissemination of the findings; neither are they consulted on routine outputs. The last user satisfaction inquiry on statistical information produced by UBOS was conducted 4 years ago.
4.2 Timeliness of statistical outputs.	2	Timeliness is strictly observed for routine monthly outputs. For quarterly outputs, however, the allowed time-lag is sometimes missed due to difficulties in accessing data. Some survey reports are not released on time due to several challenges that are in most cases external.

4.3 Periodicity of statistical outputs.	3	Monthly, quarterly and annual outputs continue to be produced regularly. There has been no case where a monthly output was released quarterly. Efforts are applied to maintain the status-quo for the benefit of users.
5. Accessibility	3	All statistical outputs are disseminated. UBOS has a list of users by name and email address only. There is no database with information on user type (individual, business, institution etc.), when user needs the information, type of data format desired by a specific user, feedback channel, details of data need by user, etc.
5.1 Clarity of dissemination.	2	Dissemination is often through workshops and website. However, the website is sometimes not reliable. Some data series are not accessible on the website or they are missing. Dissemination in PDF format constrains users who may want data in excel or word format. The resource centre is sometimes short of hard copy publications or data CDs.
5.2 Updated metadata.	2	The metadata dictionary that exists is not comprehensive enough, although update is on-going to cater for local and international users.

3. STRATEGIC FRAMEWORK FOR THE UBOS SSPS

3.1 Overview

The previous chapter presented a situation analysis of UBOS. A catalogue of strengths that we need to build on and weaknesses to mitigate or eliminate in order to make UBOS more effective and efficient were presented. This will be done by exploiting or taking advantage of the many opportunities that have presented themselves for statistical development in the country, the region and internationally, while at the same time avoiding or reducing the impact of threats.

3.2 Vision

“Centre of excellence in statistical production, development and dissemination in Africa”.

3.3 Mission

“To coordinate and provide quality demand driven statistics that support policy, decision making, research, and development initiatives”.

3.4 Strategic Goals

The above mission shall be attained through pursuit of the following strategic goals:

Table 3: Goals and Objectives

Strategic Goals	Objectives
SG1: Improve statistical co-ordination and management.	<ol style="list-style-type: none">1. To improve inter and intra-institutional coordination and collaboration in the NSS.2. To strengthen statistical structures.
SG2: Undertake and improve data production and development.	<ol style="list-style-type: none">3. To develop and implement regular data production activities for key socio-economic indicators.4. To develop and implement integrated censuses and national surveys programme.5. To improve administrative data production and registration systems.6. To provide enabling infrastructure and resources for data production.
SG3: Increase demand for and usability of statistics.	<ol style="list-style-type: none">7. To scale up statistical advocacy.8. To improve data analysis and interpretation.9. To improve data dissemination.
SG4: Enhance data quality assurance.	<ol style="list-style-type: none">10. To foster a culture of quality in statistical production in the NSS.

SG5: Strengthen human resource development and management in statistical production.	11. To attract and retain competent staff. 12. To enhance staff performance to effectively deliver UBOS strategy. 13. To promote professionalization of UBOS human resource.
SG6: Strengthen support services for statistical production.	14. To strengthen statistical legislation. 15. To strengthen corporate processes and systems. 16. To develop and maintain compliant systems, infrastructure and initiatives that support statistical production, development and related services.

3.5 UBOS Values and Principles

Consistent with the provisions of the Statistical Act, the Bureau shall cherish the following core values and principles;

- | | |
|---------------------------|--|
| 1. User-satisfaction. | 6. Creativity and innovation. |
| 2. Quality. | 7. Sustainability. |
| 3. Gender responsiveness. | 8. Professionalism. |
| 4. Efficiency. | 9. Protecting the statistics profession. |
| 5. Team work. | 10. Transparency and accountability. |

This plan introduces the Balanced Scorecard (BSC) at UBOS corporate level as a strategy management system for monitoring the organization’s current operating performance, as well as the drivers of its long-term success through a prioritized and balanced set of objectives and measures. The BSC was introduced by David Kaplan and David Norton⁸ in 1990s as the best tool to organize strategy in business organizations and is now used extensively in business and industry worldwide. The BSC translates strategy into action, aligns resources and effort with strategy, helps performance management with strategy at its centre, “balances” different business perspectives and not just “financial” ones, and focuses an organization on what is important for its future vision. In particular, the BSC helps to, *inter alia*:

- clarify and gain consensus about strategy,
- align strategic initiatives with the strategy,
- communicate and implement strategy,
- link strategic objectives to long-term targets,
- manage and control the strategy,
- maintain strategic focus,
- perform periodic and systematic strategic reviews, and
- obtain feedback to learn and improve strategy.

8 Kaplan Robert S. and Norton David P., *The Strategy-focused Organization*, Harvard Business School Press, Massachusetts, 2001

Increasingly, the BSC is becoming a useful tool in governments and non-profit organizations. Kaplan and Norton talk about use of the BSC in non-profit organizations as one of its most gratifying extensions. Since these organizations strive to achieve mission outcomes rather than superior profitability – the driving motive of profit organizations – the non-profit organizations need to have a comprehensive system of financial and non-financial measures to motivate and evaluate their performance. In Africa, this tool has been adopted by governments including that of Kenya and Botswana. In Uganda, it has been adopted by BOU and URA. The BSC has also been used by some national statistics offices, including Statistics South Africa since 2005.

The BSC draws its strength from four perspectives, namely: learning and growth, business process, customer and financial. These perspectives were originally designed for profit-making organizations, so they have to be modified to meet the requirements of government and non-profit organizations. A summary of these perspectives as modified for the said purpose is given in table 4.

Table 4: Four perspectives of the Balanced Scorecard

Perspective	Description
1. Learning and growth	<p>Answers the question: <i>“To achieve our vision, how shall we sustain our ability to change and improve?”</i> It addresses the fact that organizations need to continuously grow, adapt and improve. Modern organizations do this by aligning and converting intangible assets, which are widely recognized as drivers of long-term growth and improvement (future performance), to tangible outcomes. It is estimated that 80% of the value of a modern organization is derived from intangible assets comprising:</p> <ul style="list-style-type: none"> • Human capital - the stock of competencies, knowledge, social and personality attributes, including creativity, embodied in the ability to translate labour into economic value. People are the most important asset of any organization. Harnessing this capital will be crucial for statistical development at the Bureau. • Information capital - collective employee knowledge, experience, ideas and how they generate and share information with each other and the wider business. This capital needs to be harnessed for statistical development. • Organizational capital - is the value to an enterprise derived from organizational philosophy and systems which leverage the organization’s capability in delivering goods or services. It includes culture, structure, organizational learning, etc. This capital needs to be harnessed for statistical development.
2. Internal business processes	<p>The key question to answer under this perspective is, <i>“To satisfy our shareholders and customers, what business processes should be effective & efficient?”</i> i.e. in terms of process cycle time, quality and productivity. Strategic processes create value for customers and stakeholders. These include</p>

	improvement of existing processes, investing in new processes and innovating to create value, i.e. new products and services that will meet the emerging needs of current and future customers.
3. Customer (User)	This is the most important perspective. It seeks to answer the question: <i>“To achieve our vision how should we appear to our customers?”</i> Customer value proposition defines source of value. For government and non-profit organizations, the customer is the beneficiary of services offered. In the case of UBOS it is data users. This perspective involves investment in outcomes including user satisfaction through on-time delivery of quality products and services, user retention (loyalty) and new user acquisition.
4. Social impact	For government and non-profit organizations, the equivalent of financial perspective is social impact i.e. benefits accruing to society from policy actions and development programmes. This perspective involves measurement of tangible outcomes from the strategy.

The BSC reveals gaps between the existing human resource capabilities, systems and procedures requiring re-skilling employees, enhancing IT and systems, and aligning organizational procedures and routines to achieve breakthrough performance⁹.

In addition, Kaplan and Norton introduced the ‘Strategy Map’, a powerful communication tool for representing the strategy pictorially. This enables employees in an organization to understand a strategy and translate it into actions to allow the organization to succeed. The map describes visually how value that will drive change is created. It contains objectives that are linked in a cause- effect relationship. The strategic map for this plan is presented in the figure below.

As noted earlier, the BSC has been introduced in this plan and will operate at corporate level. With time, however, it will be rolled out to directorates, divisions, sections and units. Each strategic objective is matched to a strategic initiative, output, performance indicators, milestones/targets and outcomes.

9 Kaplan and Norton, *opt cit.*

4. UBOS STRATEGY FOR IMPROVING STATISTICS PRODUCTION

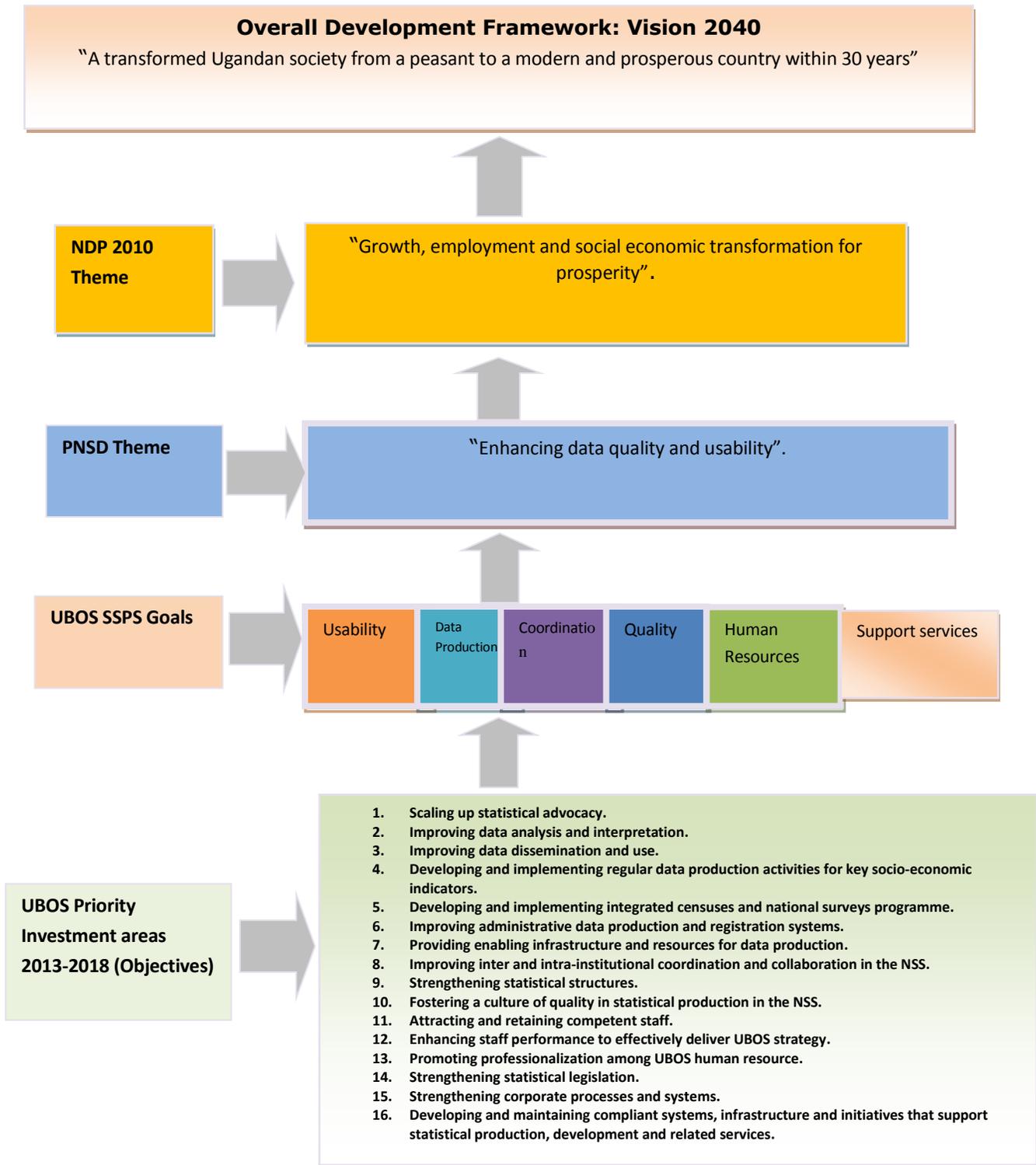
4.1 UBOS five year investment priorities

In line with Vision 2040, the NDP 2010, and the PNSD the Bureau plans to invest in the following core areas (strategic objectives) which feed into the six strategic goals of this plan.

1. Scaling up statistical advocacy.
2. Improving data analysis and interpretation.
3. Improving data dissemination and use.
4. Developing and implementing regular data production activities for key socio-economic indicators.
5. Developing and implementing integrated censuses and national surveys programme.
6. Improving administrative data production and registration systems.
7. Providing enabling infrastructure and resources for data production.
8. Improving inter and intra-institutional coordination and collaboration in the NSS.
9. Strengthening statistical structures.
10. Fostering a culture of quality in statistical production in the NSS.
11. Attracting and retaining competent staff.
12. Enhancing staff performance to effectively deliver UBOS strategy.
13. Promoting professionalization among UBOS human resource.
14. Strengthening statistical legislation.
15. Strengthening corporate processes and systems.
16. Developing and maintaining compliant systems, infrastructure and initiatives that support statistical production, development and related services.

Figure 4 presents a conceptual framework of how the UBOS SSPS 2013/14-2017/18 is aligned to Uganda's national development frameworks.

Figure 4: Conceptual framework for the UBOS SSPS 2013/14-2017/18



4.2 STRATEGIC GOAL 1: Improve Statistical Coordination and Management

The Bureau recognizes that efficient coordination increases opportunities for meticulousness, collaboration, networking and efficient utilization of resources for statistical activities within the NSS. This eliminates production of inconsistent statistical products and duplication of efforts. It also enhances data quality. The Bureau will continue to support inter-institutional coordination through user-producer committees and other mechanisms, as well as technical coordination through promotion of standard statistical concepts, definitions, classifications, meta-data and methodology.

For the national statistical system to improve, greater attention will have to be paid to statistical coordination, organization and management. These focus areas embrace statistical structures and UBOS's leadership role in development and use of statistics.

Strategic objective 1.1: To improve inter and intra-institutional coordination and collaboration in the NSS

Strategic Initiatives

Si1.1.1. Establish and operationalise structures that embrace the various roles of key players in the NSS.

Si1.1.2. Build statistical capacity in the NSS.

Si1.1.3. Strengthen the monitoring and evaluation system for the UBOS SSPS and PNSD programmes.

Outcomes

- Coordinated statistical programmes in UBOS and the NSS.
- Strong partnerships in statistical development.
- Gender responsive PNSD, SSPS and LGSPS.
- Balanced Score Card (BSC) approach adopted at UBOS corporate level.
- Improved strategy management.
- Development and implementation of MDAs SSPS supported.

Table 5: Inter and Intra institutional co-ordination in the NSS

Si1.1.1. Outputs <ul style="list-style-type: none"> • Functional statistical structures. • Implementation and review report and policy update. • PNSD implementation guidelines. • Inventory of partnerships and collaborations. • Reviewed MDA-UBOS MoUs. • Technical reports. 		
Performance indicators	Activities	Milestones/targets

<ul style="list-style-type: none"> • Functional statistical structures. • MDA statistics QA function is mainstreamed in the SSPS and strengthened. • Active NSS on-line discussion forum. • Signed Memorandum of Understanding between UBOS and other MDAs and LGs. • Coordination and integration of statistical development in the NSS is strengthened. 	<ol style="list-style-type: none"> Coordinate development and implementation of the PNSD, SSPSs and LGSPSs. Strengthen internal coordination between UBOS and MDAs, and among MDAs and LGs. Constitute, review and operationalize structures for statistical production and use in the NSS. Harmonize designated MDA specific indicators in line with mandates and development frameworks. Advocate and mobilize resources for PNSD implementation. Strengthen coordination and integration of statistical development in the NSS. Organize Inter Agency Committee meetings. Conduct Inter Local Government Committee meetings. Develop and maintain an inventory of partnerships and collaborations between UBOS and other actors. 	<ul style="list-style-type: none"> • Annual work programmes for the NSS • M&E framework updated and functional by 2014. • The National Statistics Quality Policy for the NSS approved by 2014. • Resource mobilization strategy for PNSD implementation developed by April 2014. • Inventory for partnerships and collaborations developed by 2014. • NSS on-line discussion forum established by 2015. • MoUs with MDAS reviewed by 2015. • Participation in International statistical activities enhanced. • International conferences, workshops and meetings hosted. • Technical/study visits involving MDAs and LGs by foreign delegates coordinated.
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Si1.1.2. Outputs

- MDA capacity needs assessment report.
- Report on capacity gaps in MDAs.
- Training reports.
- Statistical abstracts for MDAs.

Performance indicators	Activities	Milestones/targets
<ul style="list-style-type: none"> • Capacity gaps in MDAs identified. • Training, mentoring, coaching and exchange programmes conducted. 	<ol style="list-style-type: none"> Conduct capacity needs assessment in MDAs and LGs. Equip MDAs and LGs with relevant skills for statistical production. Strengthen documentation. 	<ul style="list-style-type: none"> • Statistical development in the NSS. • Capacity needs assessment in the MDAs / LGs conducted by 2014.

Si1.1.3. Output <ul style="list-style-type: none"> • Baseline, mid-term review and final evaluation report for the UBOS SSPS and the PNSD. • Quarterly, bi-annual and annual review reports for the UBOS SSPS and PNSD. 		
Performance indicators	Activities	Milestones/targets
<ul style="list-style-type: none"> • Functional M&E for the UBOS SSPS and the PNSD. • Updated MDG indicator database. 	<ul style="list-style-type: none"> i. Strengthen the monitoring and evaluation system for the UBOS SSPS and PNSD. ii. Coordinate development and maintenance of development indicators for the NSS. iii. Strengthen research in statistical development in the NSS. 	<ul style="list-style-type: none"> • Revised M&E framework for the UBOS SSPS and PNSD. • Monitoring and evaluation tools for regular programmes revised by 2014. • System for monitoring and evaluation of the implementation of statistical programs and activities in the PNSD functional by 2014.

Strategic objective 1.2: Strengthen statistical structures

The UBOS BOD is responsible for setting policies and approving statistical programmes and budgets, while the Bureau’s management is responsible for the day to day operations. Strengthening data producer committees and data producer-user committees will be critical during the plan period. In addition, regional offices will be strengthened and their activities will be scaled up to enhance implementation of local government strategic plans for statistics (LGSPS) during the plan period.

Strategic Initiative

Si1.2.1. Strengthen field organizations by scaling up regional offices.

Outcomes

Functional organizational structure of the Bureau.

Table 6: Strengthen statistical structure

Si1.2.1. Outputs <ul style="list-style-type: none"> • New and functional regional offices 		
Performance indicators	Activities	Milestones/targets

<ul style="list-style-type: none"> • New regional offices opened. • Number of regional offices established. • Functional analysis of the concept of regional offices. 	<ul style="list-style-type: none"> i. Undertake functional analysis of regional offices. ii. Redefine the linkage between regional officers and strengthening of district statistics capacity. iii. Design annual activities to be conducted under this arrangement. 	<p>Schedule for opening up regional offices produced.</p>
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4.3 STRATEGIC GOAL 2: Undertake and Improve Data Production and Development

This plan recognizes that the Bureau, MDAs and LGs compile administrative data and undertake censuses and surveys to produce data that satisfies the needs of various users. The Bureau promotes activities that aim at reducing respondent fatigue, while increasing data flow to and from MDAs, LGs, and UBOS regional offices. The Bureau underscores the primacy of scheduling censuses, surveys and administrative data compilation programmes to ensure harmonization and meeting of user needs.

Throughout the five- year plan period the Bureau shall promote compliance with statistical release calendars to ensure optimal utilization of scarce resources. In addition, adequate capacity for identifying and responding to emerging data needs and linking statistics to policy processes shall be strengthened to promote synergy among data producers. This will, ultimately, promote data use and increase the relevance of the statistical information produced.

Strategic objective 2.1:

Develop and implement regular data production activities for key socio-economic indicators.

Strategic initiatives

Si2.1.1. Review scope and frequency of key socio-economic indicators.

Si2.1.2. Develop and/or update methodologies for key socio-economic indicators.

Si2.1.3. Identify and develop new areas of statistics (i.e. environment and petroleum).

Si2.1.4. Undertake medium term capacity building for new areas of statistics.

Outcomes

- Increased evidence-based macro-economic management.
- Evidence based social development interventions.
- Institutional memory built.
- Improved and comparable key socio-economic indicators.

Table 7: Data production activities for socio-economic indicators

Si2.1.1: Outputs <ul style="list-style-type: none"> • Economic indicators. • Social indicators. • Demographic indicators. • Review reports. • Socio-economic statistics. 		
Performance indicators	Activities	Milestones/Targets
<ul style="list-style-type: none"> • Macro-economic indicators produced. • New indicators produced. 	<ol style="list-style-type: none"> Produce regular macro-economic and socio-demographic data. Conduct socio-economic surveys, including but not limited to: <ul style="list-style-type: none"> • Pilot Man Power Survey. • Non-Communicable Diseases Survey. • Uganda National Panel Survey (UNPS). • Malaria Indicator Survey. • AIDS Indicator Survey. • Personnel Transfers Survey. • UNHS VI. Provide technical support to MDAs to produce: <ul style="list-style-type: none"> • Environmental statistics. • Petroleum statistics • Other new demanded statistics. 	<ul style="list-style-type: none"> • New macro-economic indicators produced according to release calendar. • Socio-economic indicators generated.
Performance indicators	Activities	Milestones/Targets
Si2.1.2: <ul style="list-style-type: none"> • Methodological reports. • Guidelines on different methodologies. 	<ol style="list-style-type: none"> Produce guidelines, manuals for conducting censuses and surveys. Document methodologies for key socio-economic indicators. Produce guidelines for generating key socio-economic indicators Document guidelines for analysis and data cleaning. Update the Master Sample (or equivalent) annually. 	<ul style="list-style-type: none"> • Existing data collection tools, sampling frames reviewed by 2015. • Annually updated Master Sample.
Si2.1.3:Outputs <ul style="list-style-type: none"> • Guidelines for new areas of statistics. • Methodologies for new areas of statistics. • Environment and petroleum statistics. 		

Performance indicators	Activities	Milestones/Targets
<ul style="list-style-type: none"> Guidelines for new areas of statistics in use. Methodologies for new areas of statistics being used. 	<ol style="list-style-type: none"> Undertake research in new areas of statistics. Develop guidelines for new areas of statistics. Document methodologies for new areas of statistics. 	<ul style="list-style-type: none"> Methodological research undertaken by 2015. <p>Guidelines and methodologies for new areas of statistics developed by 2014.</p>

Strategic Objective 2.2: Develop and implement integrated censuses and national surveys programme

Strategic initiatives

Si2.2.1. Develop censuses and national surveys programme.

Si2.2.2. Develop and/or update censuses and survey methodologies.

Outcomes

- Rationalized censuses and national surveys programme.
- Evidence based policy and decision making processes.
- Institutional memory.
- Improved and comparable census and survey data.

Table 8: Integrated Censuses and National Survey Programme

Si2.2.1: Outputs		
Performance indicators	Activities	Milestones/Targets
<ul style="list-style-type: none"> Census programme to collect data on population, housing, agriculture, livestock and business produced. Bench mark and structural data generated. Monitoring of censuses and surveys programmes undertaken. Data for rebasing exercises generated. 	<ol style="list-style-type: none"> Review and update the 10-year censuses and national surveys programme. This should capture what MDAs plan to undertake. Elaborate and implement the 5-year censuses and surveys (strategic plan period) programme. Develop and document methodologies for surveys and censuses. 	<ul style="list-style-type: none"> Census programme to collect data on population, housing, agriculture and livestock developed by 2013. Population and Housing Census conducted in August 2014. MDAs that are part of the PNSD sign MoUs to

		support data sharing in the NSS by 2014.
Si2.2.2: Outputs		
<ul style="list-style-type: none"> • Methodological reports. • Guidelines on different methodologies. 		
Performance indicators	Activities	Milestones/Targets
<ul style="list-style-type: none"> • Guidelines for conducting censuses and surveys produced. • Methodologies for censuses and surveys documented. • Sampling frames maintained. 	<ul style="list-style-type: none"> i. Rationalize the conduct of surveys and censuses and explore alternative methods of improving time lag in the release of results. ii. Produce guidelines for conducting censuses and surveys. iii. Document methodologies for censuses and surveys. iv. Maintain sampling frames. v. Promote harmonization of statistics methodologies. 	<ul style="list-style-type: none"> • Existing data collection tools and sampling frames reviewed by December 2014. • Methodological research (for helping to know what is happening elsewhere) undertaken by 2015.

Strategic objective 2.3: Improve administrative data production and registration systems.

Strategic initiatives

Si2.3.1. Improve generation of statistics from administrative sources.

Si2.3.2. Support development and maintenance of registration systems.

Outcomes

- Quality data from administrative sources.
- Evidence based policy and decision-making processes.
- Functional registration systems.
- National Population Register.
- National Business Register.

Table 5: Administrative Data and Registration System

<p>Si2.3.1: Outputs</p> <ul style="list-style-type: none"> • Guidelines and tools. • Statistical audit reports. • Reports based on administrative data.

Performance indicators	Activities	Milestones/targets
<ul style="list-style-type: none"> • Number of guidelines and tools developed. • Number of statistical audits undertaken. • M&E system in place. • Number of administrative sources reviewed for statistical purposes. 	<ol style="list-style-type: none"> Promote best practices, standards and methodologies in compilation of administrative data. Undertake statistical audits. Support production of administrative data. Document and review administrative records for statistical purposes. 	<ul style="list-style-type: none"> • Comprehensive guidelines and tools developed by 2015. • Administrative data integrated with census and survey data by 2016.
<p>Si2.3.2. Outputs</p> <ul style="list-style-type: none"> • Vital statistics. • Statistical Business Register. • Advocacy reports. 		
<ul style="list-style-type: none"> • Register systems developed • Registers responsive to statistical needs. 	<ol style="list-style-type: none"> Advocate for revitalization of registration systems. Support development of registers e.g. CIS. Build statistical capacity in support of development of registration systems. 	Registration systems supported throughout the plan period.

Strategic objective 2.4: Provide enabling infrastructure and resources for data production

Strategic initiatives

Si2.4.1: Develop and maintain appropriate data management systems and infrastructure within UBOS.

Si2.4.2: Develop statistical infrastructure.

Si2.4.3: Improve data collection and capture systems by increasing investment in generating quality statistics.

Outcomes

- A functional national statistical data warehouse established.
- Improved data quantity and quality.
- Increased use of automated systems for data capture.

Table 106: Infrastructure and resources for data production

<p>Si2.4.1: Outputs</p> <ul style="list-style-type: none"> • Data management policies, standards and guidelines. • Data bases. • Corporate standards and procedures for data storage, access and management. • Infrastructure for data production, analysis and dissemination. 		
Performance indicators	Activities	Milestones/targets
<ul style="list-style-type: none"> • Controls and audit procedures that ensure compliance with UN Fundamental Principles of Statistics and Uganda Statistical Standards enforced. • Logistical support and suitable work environment for effective statistical production and management provided. 	<ol style="list-style-type: none"> Develop data management policies, standards and guidelines. Design and maintain data bases. Develop information management systems. Design and implement dissemination systems. Archive routines for different datasets. Compile and update the UgandaInfo database. 	<ul style="list-style-type: none"> • Archiving routines for different datasets developed by 2014. • UBOS data backups secured by 2014. • Corporate standards and procedures for storage, access and management of data and metadata designed and adopted by 2015. • Staff capacity in data management developed by 2015. <p>All MDAs linked to the harmonized platform (i.e. UgandaInfo).</p>
<p>Si2.4.2: Outputs</p> <ul style="list-style-type: none"> • National sampling frame for households. • National sampling frames for businesses. • National sampling frame for agriculture. • Classification codes. • Standard weight measures for agricultural products. 		
Performance indicators	Activities	Milestones/targets
<ul style="list-style-type: none"> • Functional statistical infrastructure. • Standard units of measures in use. 	<ol style="list-style-type: none"> Develop the national sampling frame for households. Develop national sampling frames for businesses. Develop national sampling frame for agriculture. Develop and clarify classification codes. Collaborate with parent 	<ul style="list-style-type: none"> • National sample frame for households developed by 2014. • National sample frames for businesses developed by 2014. • National sampling frame for agriculture developed by 2014.

	organisations to enforce use of standard units of measures.	<ul style="list-style-type: none"> Classification codes developed by 2015.
Si2.4.3: Outputs <ul style="list-style-type: none"> Mobile data collection systems developed. Applications developed. Automated data capture systems developed. 		
<ul style="list-style-type: none"> Functional automated data capture systems in use. Scanning technology adopted. 	<ul style="list-style-type: none"> i. Develop and implement application for computer assisted personal interviews. ii. Develop and implement automated data capture systems. 	Mobile data collection systems developed by 2015.

4.4 STRATEGIC GOAL 3: Increase demand for and usability of statistics

This Strategic Plan recognizes that when data are produced, they should be put to use especially for policy, decision-making, monitoring and evaluation of development programmes and processes. Principle number 1 of the United Nations Fundamental Principles of Official Statistics emphasizes that official statistics should meet the “test of practical utility and that it should be compiled and made available on an impartial basis by official statistical agencies to honor citizens’ entitlement to public information”. Lessons from the previous UBOS SSPS showed that there exist huge amounts of data in MDAs and in UBOS that are not disseminated for general use. Also the general public has a phobia for statistics, numbers and figures, and this reduces the usability of data.

Strategic Objective 3.1: Scaling up statistical advocacy

Strategic Initiatives

- Si3.1: Undertake general statistical advocacy.
- Si3.2: Promote a culture of evidence-based policy and decision-making.
- Si3.3: Enhance data user-producer dialogue.
- Si3.4: Promote teaching of statistics at all levels from primary school.

Outcomes

- Greater awareness of the importance of statistics.
- Improved policy, governance, planning, decision-making, monitoring and evaluation.
- Increased response rates.
- Knowledge arising from statistical information.
- More investment by state and non-state actors in statistics.
- Evidence based debate in Parliament.
- Increased comparability of data and information.

- Increased statistical literacy.
- Improved media reports and debates.
- Evidence based monitoring and evaluation.

Table 11: Statistical advocacy

Si 3.1.1: Output <ul style="list-style-type: none"> • UBOS advocacy plan. 		
Performance indicators	Activities	Milestones/Targets
<ul style="list-style-type: none"> • Number of advocacy tools & materials developed. • Number of activities undertaken during celebration of the African Statistical Day. 	<ul style="list-style-type: none"> (i) Identify statistics champions across sectors. (ii) Design an advocacy plan/strategy. (iii) Develop advocacy tools/materials. (iv) Produce advocacy tools. (v) Undertake advocacy. (vi) Engage the media in promoting the use of statistics. (vii) Comment on misuse of statistics. 	<ul style="list-style-type: none"> • Advocacy tools, material & programmes developed and implemented annually throughout the plan period. • All MDAs participate in celebrating the African Statistics Day every year. • At least one media workshop held each year.
Si 3.1.2: Output <ul style="list-style-type: none"> • Statistics advocacy reports. • Workshop reports. 		
<ul style="list-style-type: none"> • Statistics mainstreamed in public. • Policy, development plans and programmes. • Number of user fora held. • Number of data sets that have undergone detailed analysis. • Increased resources for statistics. 	<ul style="list-style-type: none"> (i) Create statistical units in all MDAs. (ii) Provide statistical support to MDAs. (iii) Establish governance and advocacy structures. (iv) Cultivate “champions” at strategic levels in MDAs to advocate and create impact for statistics in MDAs and HLGs. 	<ul style="list-style-type: none"> • Statistics mainstreamed in all key public policy, plans and development programmes by 2015. • Annual national data User-Producer workshop; and annual national data Producer-Producer workshop held. • Number of experts and institutions engaged to do detailed analysis of UBOS data. • Recurrent budgets for UBOS fully funded by governments by 2017/18. <p>At least 70% of the budget for the 2020 Population and Housing Census to be funded by governments.</p>

Si 3.1.3: Output		
<ul style="list-style-type: none"> Active Data User-Producer Committees 		
Performance indicators	Activities	Milestones/Targets
<ul style="list-style-type: none"> Number of MDAs with active data user-producer committees. Number of sector statistics committees. Number of MDAs with communication policies & strategies for statistics meetings held. 	<ul style="list-style-type: none"> (i) Develop different service concepts for various user groups. (ii) Conduct user satisfaction surveys. (iii) Undertake stakeholder engagements. (iv) Develop different service concepts for various user groups. (v) Conduct user satisfaction surveys. (vi) Undertake stakeholder engagements. 	<ul style="list-style-type: none"> Data user-producer Committees active by 2014. Operational UBOS communication policies and strategies developed by 2014. Standard Classification Codes developed by 2015.
Si 3.1.4: Output		
<ul style="list-style-type: none"> Statistics curriculum in schools. Statistics curricula in tertiary institutions. 		
Performance indicators	Activities	Milestones/Targets
<ul style="list-style-type: none"> Statistical training programme produced. 	Engage stakeholders responsible for curriculum development and training.	<ul style="list-style-type: none"> Statistics curriculum for primary schools in place by 2016. Statistics curriculum for secondary schools and tertiary institutions in place by 2017.

Strategic objective 3.2: Improved data analysis and interpretation

The tendency by national statistics offices and other data producers all over Africa has been to generate statistical tables, undertake primary analysis and write reports based on these tables for general use. To respond better to user needs, it is necessary that the Bureau aims at producing statistical information by:

a) Enhancing analytical capacity at UBOS

This strategy will aim at enhancing in-house staff analytical skills and expertise at the Bureau for data analysis, especially policy-related analysis and interpretation (new statistical methods, indicators etc.) and creating value-added statistical products. That way, the Bureau will generate information and knowledge. Development of analytical capacity will involve, among other things, training staff in use of a number of computer analysis packages, modeling, and strengthening the Geographic Information System (GIS). Therefore, the training programme envisaged for the Bureau will guide the process of building analytical capacity.

b) Improving statistical reporting

Data reporting on all sectors will be improved by producing guidelines on how to prepare statistical reports. A template for statistical reports shall be designed so that they can have a standard look and feel; and benchmarking of publications against those of globally renowned statistical agencies will continue. In addition, subject matter specialists and researchers will be encouraged to do further subject-matter analyses of datasets at the Bureau and write thematic reports jointly with UBOS staff.

Strategic initiative

- Undertake detailed data analysis and interpretation.

Outcomes

- Value added statistical products.
- Standard look for statistical reports.
- Increased subject matter analyses.
- Number of publications.
- Number of analytical papers prepared that inform policy.

Table 12: Data analysis and interpretation

Output		
Si 3.2.1:		
Guidelines on how to prepare statistical reports, templates for statistical reports, and thematic reports.		
Performance Indicators	Activities	Milestones
<ul style="list-style-type: none">• Improved capacity of the Bureau to generate information and knowledge.• Detailed analysis and interpretation to meet specific needs.	<ul style="list-style-type: none">(i) Train staff in the use of different computer analysis packages.(ii) Strengthen the Geographic Information System (GIS).(iii) Engage experts and institutions to undertake detailed analysis and interpretation.	Guidelines on how to prepare statistical reports designed by 2014.

Strategic objective 3.3: Improve data dissemination

a) Data dissemination policy

It is important that statistical data and information are widely disseminated and made readily accessible after they have been processed and analyzed. A dissemination policy and programme will be strengthened at UBOS and across the NSS to ensure that data and information are provided to key users in a user-friendly manner with sufficient metadata, making it easy for users to understand what story is being told by the data and also to judge for themselves the quality of the data. Of crucial importance will be achievement of timeliness in data release according to pre-announced dates, as well as ensuring that data are released to all users at the same time.

b) Dissemination media

Different media will be used to disseminate data and information - reports, electronic formats (CDs, web site, etc.) and newspapers. The statistical reports will be improved to make them more user-friendly using the GIS functionality. Brochures on existing data will be prepared and distributed widely during the Africa Statistics Day celebrations.

c) Improved data accessibility

A number of actions will continue to be undertaken to make data more accessible to the public including the following:

- An integrated and accessible national social, economic and environmental database will be developed and maintained. The database will act as a one-stop-centre for national statistical data and information. Line ministries and departments which do not have databases will be assisted to develop them.
- Obstacles that impinge accessibility of data, such as limited bandwidth, will be removed. Embrace open data and data revolution.
- Serious researches will be facilitated to access micro data in line with provisions of the Statistics Act.

Strategic Initiatives

- Si 3.3.1. Increase statistical data and information in the public domain.
- Si 3.3.2. Use different media to disseminate data and information.

Outcomes

- Increased access to statistics.
- Increased appreciation and use of statistics.
- Increased utilization of Bureau products and services.
- One stop center for national statistical data and information products created.
- Standard look for statistical reports developed.
- Increased subject matter analyses.

Table 13: Improve data dissemination

Si 3.3.1: Outputs		
–	UBOS data dissemination policy.	Statistics Client Charter.
–	Geo-Spatial reports/catalogues.	User Satisfaction Survey reports.
–	UBOS Statistics Resource Centre.	Systems for strengthening data flow and exchange.
–	Annual UBOS FAQs Handbook.	Functional UgandaInfo & report.
Performance indicators	Activities	Milestones/Targets
<ul style="list-style-type: none"> • Number of data users reached. • A well-equipped and utilized UBOS resource centre. • Number of Producer-User dialogues and workshops conducted. • Retreats to clean and update the UgandaInfo. • High level commitments on statistics from breakfast meetings and management institutional visits. • Functional UgandaInfo. 	<ul style="list-style-type: none"> (i) Develop and implement a Statistics Client Charter. (ii) Define the rules underlying dissemination of official statistics. (iii) Develop technological innovation in dissemination of statistics. (iv) Conduct user-producer, and user forums. (v) Facilitate development and implementation of the user feedback System. (vi) Use modern statistical dissemination systems with possibilities of visualization, such as GIS and customization of numeric information. (vii) Define a platform for communicating with Users. (viii) Conduct top Management institutional visits to key MDAs and HLGs in the National Statistical System. (ix) Compile the Annual UBOS FAQs Handbook. (x) Undertake a user satisfaction survey (xi) Maintain UgandaInfo as a data dissemination (online) portal. 	<ul style="list-style-type: none"> • Statistics Client Charter developed by 2014. • Existing and potential data users empowered to access and utilize data by 2018. • User needs annually assessed. • User feedback-capture system, including forms, designed by 2014. • Annual UBOS FAQs Handbook compiled • UgandaInfo hosted on-line by 2013. • Annual high level breakfast meetings held. • Annual schedule for top management institutional visits developed and approved at the beginning of quarter 1. • UgandaInfo functional by 2016.

Si 3.3.2.		
Outputs		
<ul style="list-style-type: none"> • Integrated database, • Reports, electronic mediums (CDs, web site, etc.) and newspapers. • Brochures on existing data. 		
Performance indicators	Activities	Milestones/Targets
Timeliness in data release according to pre-announced dates.	<ul style="list-style-type: none"> (i) Develop an integrated and accessible national social, economic and environment statistics database. (ii) Support ministries, departments and agencies to design databases. (iii) Prepare brochures. 	Brochures on existing data will be prepared and distributed widely during the Africa Statistics Day celebrations.

4.5 STRATEGIC GOAL 4: Enhance Quality Assurance

Data should be of good quality in order to support policy and decision-making as well as monitoring and evaluation frameworks. They should be produced in line with national and international quality standards so that they are “fit for purpose”. This strategic plan shall, therefore, promote production of quality statistics that meet the quality dimensions of timeliness, methodological soundness, reliability, relevance, accuracy, interpretability, comparability and integrity across the NSS.

Strategic Objective 4.1: Foster a culture of quality in statistical production in the NSS.

Strategic Initiatives

Si 4.1.1: Adapt international standards, methodologies and classifications.

Si 4.1.2: Develop national standards, methodologies and classifications.

Si 4.1.3: Enforce the use of acceptable standards, methodologies and classifications for quality statistical production.

Outcomes

- A culture of quality awareness.
- Increased official statistics.
- Improved quality of statistics across the NSS.
- Improved data quality.

Table 74: Quality consciousness

<p>Si 4.1.1: Outputs</p> <ul style="list-style-type: none"> • Adapted international standards, methodologies and classifications. • National standards, methodologies and classifications. • Quality awareness workshop reports. • Metadata Handbook. 		
Performance indicators	Activities	Milestones/targets
<ul style="list-style-type: none"> • Number of complaints on data we produce. • Coherence of data from various viewpoints. • Number of international statistical standards, methodologies and classifications adapted. • Number of national standards, methodologies and classifications developed and promoted. • National Quality Assurance Framework developed. • Number of guidelines prepared and implemented. 	<ol style="list-style-type: none"> Operationalize the Code of Practice for Official Statistics (US942) and Guidelines for Quality Statistical production (US943). Produce guidelines on standards, methodologies and classifications. Adapt and supervise the use of classification and coding systems in line with international standards. Develop and maintain an updated Metadata Handbook and dictionary. Create awareness of existing statistical standards in the NSS. Organize data quality assurance training and dissemination workshops. 	<ul style="list-style-type: none"> • Standards, methodologies and classifications published and in use by all MDAs by 2015. • National Quality Assurance Framework developed and operationalized by 2015.
<p>Si 4.1.2: Outputs</p> <ul style="list-style-type: none"> • Quality assessment tools & reports. • Quality assessment framework. • Quality management report. 		

Performance indicators	Activities	Milestones/targets
<ul style="list-style-type: none"> • Number of QA Assessment Task Teams established by function. • Number of quality assurance self-assessments undertaken. 	<ol style="list-style-type: none"> i. Document quality management processes. ii. Undertake assessment of statistical processes in UBOS & the NSS. iii. Undertake M&E in Directorates/ Divisions. iv. Conduct periodic evaluation of statistical processes (process assessment) for providing quality statistics. v. Set up QA assessment Task Teams. vi. Monitor and evaluate statistical QA programs in the NSS. 	<ul style="list-style-type: none"> • Schedule for undertaking quality assurance developed by 2014. • Quality management tool developed by 2014.
<p>Si 4.1.3: Outputs</p> <ul style="list-style-type: none"> • Audit reports • Statistical processes and methodology documented • Compliance reports. 		
<ul style="list-style-type: none"> • Number of statistical processes and products certified. • International best practices and effective methods of statistical production adopted. • Number of discrepancies in published data assessed. 	<ol style="list-style-type: none"> i. Coordinate the process of certifying official statistics. ii. Conduct statistical quality assessments and audits in the NSS. iii. Prepare reports on statistical standards, methodologies and classifications used. 	<ul style="list-style-type: none"> • Certification of official statistics by 2014. • 60% of MDAs & HLGs are compliant with national and international standards, methodologies and classifications by 2016.

4.6 STRATEGIC GOAL 5: Strengthen Human Resource Development and Management in statistical production

This strategic plan considers human resource development and management as a critical function within the Bureau whose aim is to increase staff motivation and availability of the right skills for statistical production and dissemination, in terms of quality and quantity. The Bureau shall ensure that key staff competencies and capacities to use the statistical infrastructure for statistical production are developed. This will be done through employee training, career development, and performance management and development. Retention of competent staff will be cardinal throughout the five year plan period. Capacity building shall be undertaken across the various components of the entire statistical value chain including capacity for data use, as shown in the table below.

Table 85: Capacity building areas for data collection, management, analysis and dissemination

Statistical value chain	Capacity building areas
1. Data needs	<ul style="list-style-type: none"> • Identification of data users at all levels. • Identification of data user needs at all levels.
2. Data collection	<ul style="list-style-type: none"> • Collection of statistics. • Data collection.
3. Data management	<ul style="list-style-type: none"> • Data processing. • Validation of official statistics. • Data bases at UBOS and MDA levels.
4. Data analysis	<ul style="list-style-type: none"> • General data analysis. • Policy related data analysis.
5. Data dissemination	<ul style="list-style-type: none"> • Production of periodic statistical reports. • Tailor made statistical reports. • Electronic dissemination.

The goal of human resource management and development is to ensure that staff with the required competences are attracted and retained, skills are continuously enhanced and appropriate capacity is developed for statistical production. It is absolutely essential to develop and maintain a good working environment that attracts, utilizes, develops and retains a highly competent and committed work force which identifies with the success of the organization.

Strategic objective 5.1: Attract and retain competent staff

Strategic initiatives

Si 5.1.1: Maintain a reputable corporate image.

Si 5.1.2: Develop a competitive reward system.

Si 5.1.3: Enhance competence based recruitment processes.

Outcomes

- Responsible corporate citizenship.
- Staff and leadership living by corporate values.
- Motivated and committed staff.
- High quality staff.
- High quality services.
- Optimal staffing position.

Table 96: Retention of competent staff

<p>Si 5.1.1: Outputs</p> <ul style="list-style-type: none"> • Corporate values • Revised terms and conditions of service 		
Performance Indicators	Activities	Milestones/Targets
<ul style="list-style-type: none"> • Revised terms and conditions of service produced and operational (HR Manual). • Number of staff inducted. • Number of staff re-oriented. • Number and quality of products developed. 	<ol style="list-style-type: none"> i. Establish corporate value system. ii. Review and reinforce UBOS terms and conditions of Service. iii. Conduct staff induction. iv. Conduct regular staff orientation and re-orientation. v. Develop corporate products/ items. 	<ul style="list-style-type: none"> • Terms and Conditions of Service reviewed by June 2014. • All new staff inducted. • Corporate products reviewed every financial year.

Si 5.1.2: Output <ul style="list-style-type: none"> Revised salary and remuneration structure. 		
Performance Indicators	Activities	Milestones/Targets
New salary and grading structure operationalized.	i. Undertake job evaluation exercise. ii. Design and implement an appropriate reward system.	A new grading and salary structure in place by July 2014.
Si 5.1.3: Output <ul style="list-style-type: none"> HR Manual. Corporate/macro and micro organizational structure. Recruitment and selection tools. Competence directory. 		
Performance Indicators	Activities	Milestones/Targets
<ul style="list-style-type: none"> High quality services provided. Number of established posts to meet UBOS manpower requirements. Competence directory produced. 	i. Develop HR policies. ii. Determine optimal staff levels. iii. Develop competence standards. iv. Undertake competence profiling for each job in UBOS. v. Develop and operationalize competence based recruitment and selection tools.	<ul style="list-style-type: none"> New operational structure in place by July 2014. HR manual produced by June 2014. Competence profiling for each job in UBOS undertaken by March 2014.

Strategic objective 5.2: Enhance staff performance to effectively deliver UBOS strategy

Strategic Initiatives

Si 5.2.1: Enhance staff knowledge, skills and attitudes.

Si 5.2.2: Establish performance management system.

Outcomes

- Improved staff performance.
- Quality data in the NSS.

- Improved capacities by producers and users of data in the country to compile analyze and use statistics.

Table 107: Staff Performance

<p>Si 5.2.1: Output Training programme; Training staff; and 5-year Staff training plan.</p>		
Performance indicators	Activities	Milestones/Targets
<ul style="list-style-type: none"> • Training needs assessed. • Training programme designed. • Number of staff whose competences are enhanced. 	<ol style="list-style-type: none"> Undertake training needs assessment. Pursue training partnerships with relevant institutions. Design a training programme. Recruit a training officer. Orient staff into UBOS values and culture. Conduct training, mentoring, coaching and exchange programmes. 	<ul style="list-style-type: none"> • Training needs assessment designed by 2014. • Schedule for training, mentoring, coaching, exchange developed and utilized by 2014. • Training officer recruited by 2014.
<p>Si 5.2.2: Output A functional output-based staff performance management system.</p>		
Performance indicators	Activities	Milestones/Targets
Reviewed staff appraisal instruments.	<ol style="list-style-type: none"> Set annual performance targets. Regularly monitor staff performance. Conduct annual performance appraisals for every staff. Establish feedback mechanisms and corrective actions. 	Staff appraisal aligned to the UBOS strategic plan.

Strategic objective 5.3: Promote professionalization among UBOS human resource

Strategic initiatives

Si 5.3.1: Establish career progression path.

Si 5.3.2: Continuous professional development (CPD).

Outcomes

- A professionalized organization.
- Increased sense of belonging to UBOS.
- Quality work ethics.

Table 18: Professionalization of UBOS staff

Si 5.3.1: Outputs An operational professional career plan		
Performance indicators	Activities	Milestones/Targets
<ul style="list-style-type: none"> • Career plan. • Career management guidelines. • Operational succession plan. 	<ol style="list-style-type: none"> Design and implement career development guidelines. Develop and manage staff careers. Develop progression path for UBOS staff. Develop and manage a succession plan. 	<ul style="list-style-type: none"> • Career progression path established by 2014. • Operational succession plan in place by 2015.
Si 5.3.2: Outputs <ul style="list-style-type: none"> • Staff updated regularly on professional development. • Professional staff subscribing to national and international professional associations. 		
Performance indicators	Activities	Milestones/Targets
<ul style="list-style-type: none"> • Number of professional staff at UBOS. • Professional standards developed. • Number of professional staff who belong to national professional associations. • Number of professional staff who belong to international professional associations. • Number of scientific papers published in international statistical journals by UBOS staff. 	<ol style="list-style-type: none"> Support initiatives to professionalize the statistics profession. Develop professional standards. Undertake CPDs in related professional areas. Encourage professional staff to belong to and participate in activities of national and international statistical associations. Organize professional seminars. 	<ul style="list-style-type: none"> • Professional standards developed by 2015. • At least 60% of professional staff belongs to national professional associations by 2015. • At least 40 per cent of professional staff belongs to international statistical associations by 2015.

4.7 STRATEGIC GOAL 6: Strengthen support services for statistical production

The strategic plan shall facilitate strengthening of systems, infrastructure and initiatives that support statistical production and related services. This goal shall specifically focus on UBOS corporate services that, inter alia, include regulatory frameworks, ICT, communication systems, enabling work environment, financial systems, Audit and procurement.

Strategic objective 6.1: Strengthen the statistical legislation

It is generally agreed internationally that strong statistical legislation is a fundamental prerequisite for an effective statistical system¹⁰. As pointed out by Dennis Trewin (2002), former head of the Australian Bureau of Statistics, sound legislation is crucial to a good statistical system as it:

- Provides legitimacy and transparency to statistical operations,
- Is necessary to provide public confidence in the statistical system; however, that is not sufficient as it depends on the actions of ministers and senior people in the statistical system, and
- Provides for continuity of arrangements as key personnel change often with different ideals and backgrounds.

In Uganda, statistical work is underpinned by the UBOS Act (1998) which established UBOS as an autonomous government statistical agency. This act is under review to inter alia bring it in line with the UN Fundamental Principles of Official Statistics (the Act predates the principles) and the African Charter on Statistics (ACS), and to extend it to cover the entire NSS.

Si 6.1.0 Strategic Initiatives

Si 6.1.1: Amend the current Statistics Act and promote its application.

Si 6.1.2: Strengthen the legal framework for compiling administrative data by all MDAs and local governments.

Outcomes

- Improved statistical legal awareness.
- Improved statistical management.
- Improved cooperation from data suppliers.

10 Consultative Seminar on Governance of National Statistical Systems, Singapore, May 28-30, 2003.

Table 119: Statistical legislation

<p>Si 6.1.1: Output</p> <ul style="list-style-type: none"> • New Statistics Act. • Workshop reports. • Legal materials in the resource centre supporting statistical production and maintenance. • Quarterly and annual reports. 		
Performance indicators	Activities	Milestones/targets
<ul style="list-style-type: none"> • New Statistics Act in place. • Number of information workshops on the new Statistics Act. • Policies and manuals aligned to the law. • Awareness of existing legal framework. • Reviewed policies and manuals. • UBOS policies and procedures aligned to the legal framework. • Advice on a coherent legal framework for statistics, taking care of other regulatory bodies in line with statistical activities. 	<ol style="list-style-type: none"> Spearhead drafting and processing of the Statistics Bill Review gaps in the new Bill, noting that it supersedes all other laws on statistics. Review other related acts in the NSS to ensure the statistics ingredient is covered. Sensitize stakeholders on the new Act. Study implications of other related acts within the NSS in light of the new law Promote application of the new Act across the NSS. 	<ul style="list-style-type: none"> • Statistics Act covering NSS revised by 2014. • Information workshops held on the new Act (one for each major category of stakeholders). <p>Catalogue of all relevant laws (and their implications to implementation of UBOS SSPS and PNSD) affecting production of statistics in the country established by 2015.</p>

Strategic objective 6.2: Strengthen corporate processes and systems

Throughout the plan period the Bureau shall underscore the primacy of coordinating the NSS. Through its collective expertise, skills, experiences and competencies, the Board of Directors will provide objective and thoughtful guidance and oversight over to senior management. In particular, it shall foster an oversight function to strengthen coordination between data producers and users, among data producers, between data producers and data suppliers (e.g. institutions and enterprises) and between data producers and research and training institutions (e.g. Economic Policy Research Centre, Makerere University, etc.). More emphasis will be put on inter-sector coordination. The BOD will bring a complement of expertise, skills, experience and perspectives, taking into consideration the PNSD and UBOS strategy, risk profile and overall operations to ensure that the objectives of both are achieved. To achieve this, the UBOS management committee will focus on:

- ensuring that the information and material presented to the BOD is relevant and packaged in a manner that enables the BOD to focus on key policy and strategic issues, and to make informed decisions.
- facilitating the BOD’s oversight role by providing it with relevant, accurate and timely information,
- enabling it to oversee the management and operations of the institution, assess policies, and determine whether the Bureau is operating in an appropriate control environment, and.
- providing assurance to the BOD that policies, processes and controls are adequate, that they are operating appropriately, and that risk is appropriately managed.

Si 6.2.1: Strategic Initiatives

- Provide incentives for the BOD and management to pursue objectives that are in the interest of the Bureau and its stakeholders.

Outcomes

- Utilization of UBOS digital library.
- Improved organizational management.
- Increased data sharing across the NSS.
- Knowledgeable and committed Board of Directors and Management.

Table 20: Corporate Processes and Systems

<p>Si 6.2.1: Outputs</p> <ul style="list-style-type: none"> • Digital library. • Repository policy guidelines. • Information materials. • Catalogue of statistical information. • Classified and cataloged information materials. 		
Performance indicators	Activities	Milestones/targets
<ul style="list-style-type: none"> • UBOS digital library developed and maintained. • Repository policy guidelines developed. • Printed information materials. 	<ul style="list-style-type: none"> i. Develop and implement the statistical information repository policy and guidelines. ii. Secure information materials. iii. Develop a catalogue of statistical information, classify and catalogue the information materials. iv. Organize Board meetings. Set out issues and policies, and analyze and support recommendations. 	<ul style="list-style-type: none"> • Statistical information repository policy and guidelines developed by 2014. • Information materials secured. • Catalogue of statistical information developed by 2014.

Strategic objective 6.3: Develop and maintain compliant systems, infrastructure and initiatives that support statistical production, development and related services.

Strategic initiatives

- Si 6.3.1: Provide an appropriate ICT infrastructure for supporting the production and dissemination of statistical data and information in the NSS.
- Si 6.3.2: Develop and maintain a sound financial management system that supports statistical production and related services.
- Si 6.3.3: Provide assurance that the Bureau is maintaining an effective control and risk management system.
- Si 6.3.4: Maintain an efficient procurement and disposal system that supports statistical production and related services.
- Si 6.3.5: Provide an enabling work environment that supports statistical production and related services.
- Si 6.3.6: Undertake communication initiatives that promote a high profile of the Bureau, its activities, products and services in the public domain.
- Si 6.3.7: Ensure UBOS complies with statutory and regulatory frameworks.

Outcomes

- Quality statistical data and information.
- Accountable and transparent institution.
- Good corporate governance practices.
- Conducive work environment.
- Positive corporate visibility.
- Increased support for statistical activities and compliance with legal relevant frameworks.

Table 121: Systems and infrastructure

<p>Si 6.3.1:Outputs</p> <ul style="list-style-type: none"> • ICT strategy and policies. • Back-up and recovery plan. • New IT architectural plan. • Functional off-site risk management and business recovery. 		
Performance indicators	Activities	Milestone/Targets
Efficient ICT services.	<ul style="list-style-type: none"> i. Develop ICT strategy. ii. Implement the ICT strategy and guiding policies. iii. Establish a comprehensive backup and recovery system. 	<ul style="list-style-type: none"> • ICT strategy developed by 2014. • UBOS Web and Database Applications aligned with

	<ul style="list-style-type: none"> iv. Establish collaborative arrangements between UBOS and other MDAs. v. Study existing data bank/ systems and explore their potential for meeting UBOS statistical needs. vi. Design a functional off-site risk management and business recovery plan. vii. Develop supporting policy guidelines, i.e. IT Usage and Storage Policy, IT Business Continuity Policy, Data Management Policy, Web Policy. viii. Review critical IT resources in line with the new ICT strategy. ix. Develop a geographical information management support plan for MDAs. x. Develop and maintain an integrated database system. 	<p>the new strategic direction by December 2014.</p>
<p>SI 6.3.2:Outputs</p> <ul style="list-style-type: none"> • UBOS annual budget. • Budget Framework Paper (BFP). • Financial analysis reports. 		
<p>Performance indicators</p>	<p>Activities</p>	<p>Milestone/targets</p>
<ul style="list-style-type: none"> • Unqualified financial reports. • Directorate/division budget plans. • Updated Finance and Accounting Manual & internal control systems. 	<ul style="list-style-type: none"> i. Prepare UBOS budget. ii. Design a UBOS resource mobilization strategy. iii. Manage financial resources in line with relevant policies and guidelines. iv. Prepare regular financial statements and reports. 	<ul style="list-style-type: none"> • UBOS annual budget developed. • Directorate/ division budget plans formulated. • Updated Finance, Accounting manual & internal control systems. • Financial analysis reports prepared.

<p>Si 6.3.3:Outputs</p> <ul style="list-style-type: none"> • Audit plan. • Audit manual and audit charter. • Audit reports. 		
Performance indicators	Activities	Milestone/targets
All Audits done in accordance with statistical standards, procedures and guidelines.	<ul style="list-style-type: none"> i. Conduct all audits in accordance with statistics standards, procedures and guidelines. ii. Review internal controls and policies. iii. Develop and implement the audit plan. iv. Undertake audits in line with the audit plan. 	<ul style="list-style-type: none"> • Audit plan developed annually. • Audit manual reviewed every two years. • Audit review charter developed by 2014.
<p>Si 6.3.4: Outputs</p> <ul style="list-style-type: none"> • Procurement and disposal plans (main). • Monthly procurement reports. 		
<ul style="list-style-type: none"> • Functional management and administrative systems and procedures. 	<ul style="list-style-type: none"> i. Prepare procurement and disposal plans (main). ii. Prepare mandatory monthly procurement reports (main) iii. Conduct procurement in line with PPDA guidelines (Main). iv. Maintain and archive records of procurement and disposal processes. 	<ul style="list-style-type: none"> • Procurement and disposal plans (main) reviewed annually. • Procurement reports (main) produced annually. • Functional management and administrative systems and procedures (main) established by December 2014.
<p>Si 6.3.5: Output</p> <ul style="list-style-type: none"> • Updated record of UBOS assets. • Quality work environment. • Functional CCTV system. • Bio-metric system on all access doors. • Upgrade and renovation plan. • UBOS office in Entebbe expanded. • Archives and an in-house training centre operational. 		
Performance indicators	Activities	Milestone/targets
<ul style="list-style-type: none"> • Functional supplies and related services 	<ul style="list-style-type: none"> i. Provide requisite equipment and infrastructure to support statistical production, 	<ul style="list-style-type: none"> • Functional management and administrative

<ul style="list-style-type: none"> • UBOS fleet of vehicles well maintained and in good working condition. • Security strategy for the Bureau developed and operationalized. • CCTV installed. • Bio-metric system installed on all access doors & walk-through metal detectors. • Evacuation plan developed. • Entebbe plot re-developed to accommodate data processing, archiving and storage of materials. 	<p>development and corporate services at the Bureau.</p> <ol style="list-style-type: none"> ii. Update UBOS assets register regularly. iii. Review and maintain functional management and administrative systems and procedures (main). iv. Construct premises to accommodate data processing, archiving and training (Main). v. Maintain UBOS physical infrastructure and facilities to support statistical production and related services. vi. Develop asset and inventory management systems (Main). vii. Provide efficient security services. viii. Undertake major renovations and upgrade the premises in Kampala and Entebbe. ix. Develop and implement a maintenance plan for office premises, plant and equipment (e.g. generators, lifts, fire-fighting equipment). x. Undertake routine maintenance of assets and equipment. xi. Upgrade perimeter wall and conferencing facilities. xii. Acquire and install a maintenance cradle. 	<p>systems and procedures developed by 2015.</p> <ul style="list-style-type: none"> • Plan for renovation and upgrade of UBOS facilities and infrastructure designed by 2014.
<p>SI 6.3.6:Output</p> <ul style="list-style-type: none"> • Communication policy. • Communication strategy and plan. • Communication audit report. 		
Performance indicators	Activities	Milestone/targets
<p>Communication strategies and guidelines developed and implemented.</p>	<ol style="list-style-type: none"> i. Undertake communication audit (main). ii. Develop and operationalize a communication policy (main). iii. Develop and implement communication strategies and guidelines (main). iv. Develop a statistics museum. 	<ul style="list-style-type: none"> • Communication strategies and guidelines developed by 2015. <p>Unit to document (audio, visual, written) and archive UBOS programs, researches, processes and activities established by 2016.</p>

5. PLAN IMPLEMENTATION, MONITORING AND EVALUATION

5.1 Overview

This chapter presents the SSPS implementing mechanisms with particular focus on key elements of the monitoring and evaluation system. The implementation of this plan should be closely monitored and evaluated. A set of performance indicators has been included to measure progress towards the objectives of the plan. The introduction of the Balanced Score Card in this plan has necessitated the capture of issues normally included in a conventional logical framework. These are presented in the foregoing tables under each strategic objective of the plan.

Strategy implementation is perhaps the most critical aspect of the SSPS process as this is the phase when planned SSPS benefits are delivered. All other phases are, therefore, essentially supportive of the implementation phase. It has been observed that many effectively formulated strategies fail because they are not successfully implemented. Robert S. Kaplan and David P. Norton report that, “fewer than 10 percent of effectively formulated strategies were successfully implemented” (Kaplan and Norton, 2001). They, thus, conclude that “the ability to execute a strategy is more important than the quality of the strategy itself”.¹¹

The purpose of strategy implementation is to:

- deliver results, achieve purpose and contribute effectively to the overall SSPS goals;
- manage available resources efficiently; and
- monitor and report on progress to facilitate performance management.

It is important to emphasize that strategy implementation is invariably more difficult than strategy design. Strategy design involves positioning forces before action, focuses on effectiveness (doing the right things), requires good intuitive and analytical skills and co-ordination among a few people; implementation, on the other hand, involves managing forces during action, focuses on efficiency (doing right things well), is primarily an operational process requiring considerable funds, requires special motivation and leadership skills, and involves coordinating many people.

Implementation of the plan will involve, among other things, mobilizing drivers of strategic success including revising the Statistics Act, creating strategy-supporting organizational structures, creating strategy awareness, and managing change.

5.2 Coordination arrangements

Implementation of this plan shall be co-ordinated through internal and external arrangements for promoting synergy and complementarities. Internal coordination arrangements shall include quarterly,

11 Draft Key Issues in NSDS Design and Implementation, PARIS21, Paris , France, August 2006

biannual and midterm reviews. The Bureau shall also organise professional seminars as part of information dissemination channels. Internal co-ordination of this plan shall be steered by the UBOS Directorate for Statistical Co-ordination and Management, with support from the UBOS statistics steering committee and the M&E unit.

External coordination shall be ensured through producer-producer committees, sector statistics committees, thematic working groups, PNSD inter-agency committees (IAC) meetings, national M&E steering committee, institutional visits to stakeholders, and participation in the East African Community technical working groups (TWGs) on statistics. Technical coordination shall involve standardisation and adoption of uniform concepts, definitions and classifications to enable consistency and comparability.

Reporting arrangements for this plan shall be as follows:

- Monthly Directorate / Division reports submitted during monthly meetings.
- Quarterly progress reports (QPR) containing three months' consolidated reports.
- Annual reports as provided for in the UBOS Act.
- Bi-annual review reports.
- Mid-term review report.
- Terminal review report.
- Adhoc reports (on request).

5.3 Monitoring and Evaluation arrangements

The purpose of monitoring and evaluation is to guide the implementation of the SSPS by tracking processes, outcomes and impact, and making adjustment where necessary. Other aims of monitoring and evaluating this plan include:

- Ensuring that the plan is on course.
- Ensuring that the resources released are utilized for the intended purpose, and are properly accounted for.
- Providing experiential learning that can be captured consolidated and utilized to refine the implementation process.
- Identifying lessons learnt in the implementation process.
- Measuring progress against set targets.

Overall, this plan shall be monitored and evaluated using the Balanced Score Card strategic initiatives, outputs, milestones and outcomes presented under each strategic objective. This will be undertaken within the adjusted NSS monitoring and evaluation framework corresponding to the PNSD 2013/14-2017/18.

A mid-term review will be undertaken by an external consultant.

The plan will be evaluated at the end of the five-year period to document achievements, best practices, challenges, success stories and lessons learnt.

Other M&E arrangements:

- i. Directorate and Division monthly reports will be produced every last week of the month. These reports will constitute the sources of data for quarterly reports at directorate/division levels.
- ii. The Bureau has an Internal Audit Division that reports directly to the BOD. This Division is mandated to conduct regular audits on financial management issues and on compliance with internal policies, operations and procedures. These reports will also be vital sources of data for monitoring and evaluation of the SSPS.
- iii. The Bureau has initiated a process of assessing the quality of the environment of the directorates and divisions in MDAs as well. These reports will also be an important source of data for the M&E of this SSPS.
- iv. The Bureau shall endeavour to scan the media regularly to analyse content and trends in media coverage of statistical issues, to assess the level of awareness of statistics and provide feedback to the unit in charge of monitoring i.e. the Media Monitoring and Feedback Unit.
- v. M&E results shall be disseminated to key stakeholders such as UBOS staff, parliament of Uganda, Cabinet, MDAs, donors, affiliated regional bodies and statistical agencies, and academia through the following channels:
 - E-Bulletin.
 - Corporate magazine.
 - Press conferences.
 - Website.
 - Publication and dissemination of annual reports.
 - Mid-term review seminars/workshops.

5.4 Risks, Mitigating Measures and Critical Success factors

Risks that could impact on the implementation of the plan have been identified, as well as possible mitigating measures that could minimize their impact on the success of the plan.

5.4.1 Risks and Mitigating Measures

Risks envisaged in the implementation of the SSPS are both internal and external. Internal risks relate to factors within the control of the organization, while external risks relate to factors beyond the control of UBOS that may affect implementation of this plan. The potential risks and possible mitigation measures are presented in the table below.

Table 13: Risks and mitigating measures

Risk	Description/Discussion	Mitigating measures
Internal		
<ul style="list-style-type: none"> Staff attitudes and behaviours. Business as usual. 	<ul style="list-style-type: none"> Staff may not fully buy-in the plan Staff attitude to work may undermine innovation, creativity and timeliness in delivery of the right statistical products (high value products) to data users and on time. 	<ul style="list-style-type: none"> An extensive and consistent communication programme will be mounted to diffuse understanding of the plan strategies throughout the Bureau, mobilize staff to support it, educate staff about management systems and provide for feedback on the strategies. Work ethics and mind-sets will be made to change, and change-oriented thinking will be promoted to make it a habit for all staff. The Balanced Score Card will be used to foster organizational change. The BSC has its greatest impact when it is deployed to drive organizational change¹².
The plan may be considered too ambitious.	<ul style="list-style-type: none"> Unrealistic targets. Limited commitment to the plan by government – the main shareholder. Limited commitment by development partners. 	<ul style="list-style-type: none"> Ensure that objectives are SMART and targets are achievable within available resources. Do extensive advocacy and sell the plan to government and development partners.
Data insecurity, inadequate data back-up and recovery.	<ul style="list-style-type: none"> Data archiving and back-up may not be done consistently. No archiving, back-up and recovery 	<ul style="list-style-type: none"> Put in place and promote an archiving, back-up and recovery programme. Establish off-site data storage facilities.

¹² Kaplan and Norton, op.cit

	<p>programme.</p> <ul style="list-style-type: none"> No off-site data storage facilities. 	
Weak M&E system.	The M&E system does not operate efficiently.	<ul style="list-style-type: none"> Enlist high level support at UBOS for M&E activities. Extensively use identified internal and external benchmarking and performance measures. Enhance reporting mechanisms.
External risks		
Low statistical awareness at all levels	There are low levels of statistical awareness across society. There are also some policy and decision-makers who are quantitatively challenged. All this limits demand for data.	UBOS will actively advocate for introduction of teaching of statistics in schools and all tertiary institutions in the country.
Political interference.	Political interference can badly affect the credibility and integrity of official statistics. This could be a serious problem particularly in the sectors.	<p>UBOS will minimise this by underpinning production of national statistics across sectors through the new Statistics Act that, inter alia, provides for integrity in provision of official statistics.</p> <p>The Statistics Act and its provisions will be widely promoted within the sectors and across society.</p>
Delays in enacting the new Statistics Act.	The 1998 Statistics Act was designed for UBOS, not for the NSS. It is, therefore, out of step with the new statistical dispensation. There is a Draft Bill that has been caught in an ending enactment process.	Will advocate strongly to MFPEP, Parliament and other high level circles to have the enactment of the Draft Bill fast tracked.
Respondent fatigue	A lot of field data are collected by interviewing respondents or having them fill pre-designed questionnaires. With time, respondents tend to get fatigued.	<ul style="list-style-type: none"> Educating respondents about the importance of providing the requested information. Ensuring good coordination among data producers to minimise the burden on respondents.
Inadequate data from MDAs	UBOS collects a lot of secondary data from MDAs and other institutions. Some of these data	<ul style="list-style-type: none"> UBOS will engage MDAs in many ways including: Assisting them to build statistical

	are used in compiling important indexes such as GDP. For various reasons, some MDAs and other secondary data sources provide inadequate data i.e. data that are incomplete, inaccurate, inconsistent, etc. This affects UBOS's delivery.	<p>capacity.</p> <ul style="list-style-type: none"> Assisting them to improve the way they collect data e.g. by improving the formats used to record information. Providing them with technical assistance as may be needed.
Mobilization and securing resources for implementation of the plan.	Failure by government and development partners to give priority to statistical development, such as not providing adequate funding to MDAs to produce statistics.	<ul style="list-style-type: none"> Pursuing a proactive stance to mobilize resources. Carrying out sensitization and awareness programmes, and keeping abreast of changing data requirements in government and among development partners. Mainstreaming statistics in sectoral policies and programmes. Getting government to organize a "Donors Conference" for statistics in support of the plan.
Lack of commitment to coordination and collaboration.	<ul style="list-style-type: none"> Risk of silo mentality among MDAs, making it difficult to secure commitment to factors that drive coordination e.g. common audiences, publications requiring collaborative outputs, etc. Weak coordination among development partners supporting statistics. 	<ul style="list-style-type: none"> Strengthening the coordination provision in the proposed Statistics Act. Strengthening the Directorate for Statistical Coordination. Encouraging 'basket funding to be supported by development partners.
Ineffective plan implementation.	<ul style="list-style-type: none"> Due to failure to mobilize drivers of strategic success including: Delay in passing the new Statistics Act for the NSS, Failure to create strategy-supporting organizational structures, 	<ul style="list-style-type: none"> Achieving strategic alignment (creating strategy awareness) and enlisting "buy-in". Regarding the plan as a foundational activity and not a project. Mobilizing drivers of strategic success, including a strategy-

	<ul style="list-style-type: none"> • Failure to introduce modern management systems and procedures. • Failure to introduce and manage change. 	supportive culture and action plan.
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5.4.2 Critical success factors

The following success factors have been identified for this plan:

- i. Strategic leadership and management at UBOS to provide vision and sense of direction for the growth and success of the organization, and to build ownership and alignment within workgroups to implement change.
- ii. Broad ownership and participation by UBOS staff in plan implementation.
- iii. Staff viewing the plan as a change maker/transformational tool for statistics.
- iv. Use of the Balanced Scorecard (BSC) as¹³:
 - A management system that can channel the energies, abilities and specific knowledge held by employees throughout the organization towards achieving long-term strategic goals.
 - A communication, strategic feedback and learning framework.
 - A measurement tool and strategy management system that monitors the organization's current operating performance as well as the drivers of its long-term success, through a prioritized and balanced set of objectives and measures.
 - A means of focus on learning and growth objectives including significant investments in re-skilling employees, information technologies and systems, and enhanced organizational procedures. These investments – in people, systems and procedures – will generate major innovations and improvement in internal business processes, and this will eventually benefit customers and shareholders.
- v. Effective partnerships, including with development partners, will need to be built at all levels.

13 Kaplan and Norton, opt cit.

6. FINANCING PLAN

Funding for this SSPS shall be secured from:

- Money appropriated from time to time by Parliament;
- Loans approved by Government;
- Grants and donations received from any source approved by the Minister; and
- Internally generated revenue from services provided by UBOS to other agencies in line with the UBOS legal framework.

The Implementation of this SSPS shall require adequate and timely financial resources. This will call for commitment on the part of government of Uganda in meeting its obligations. Continued collaboration with development partners will also significantly contribute to successful implementation of this plan. During the plan period UBOS will also pursue strategies for raising internally generated financial resources through sale of some of its products and services across the NSS, as well as to other agencies at international level.

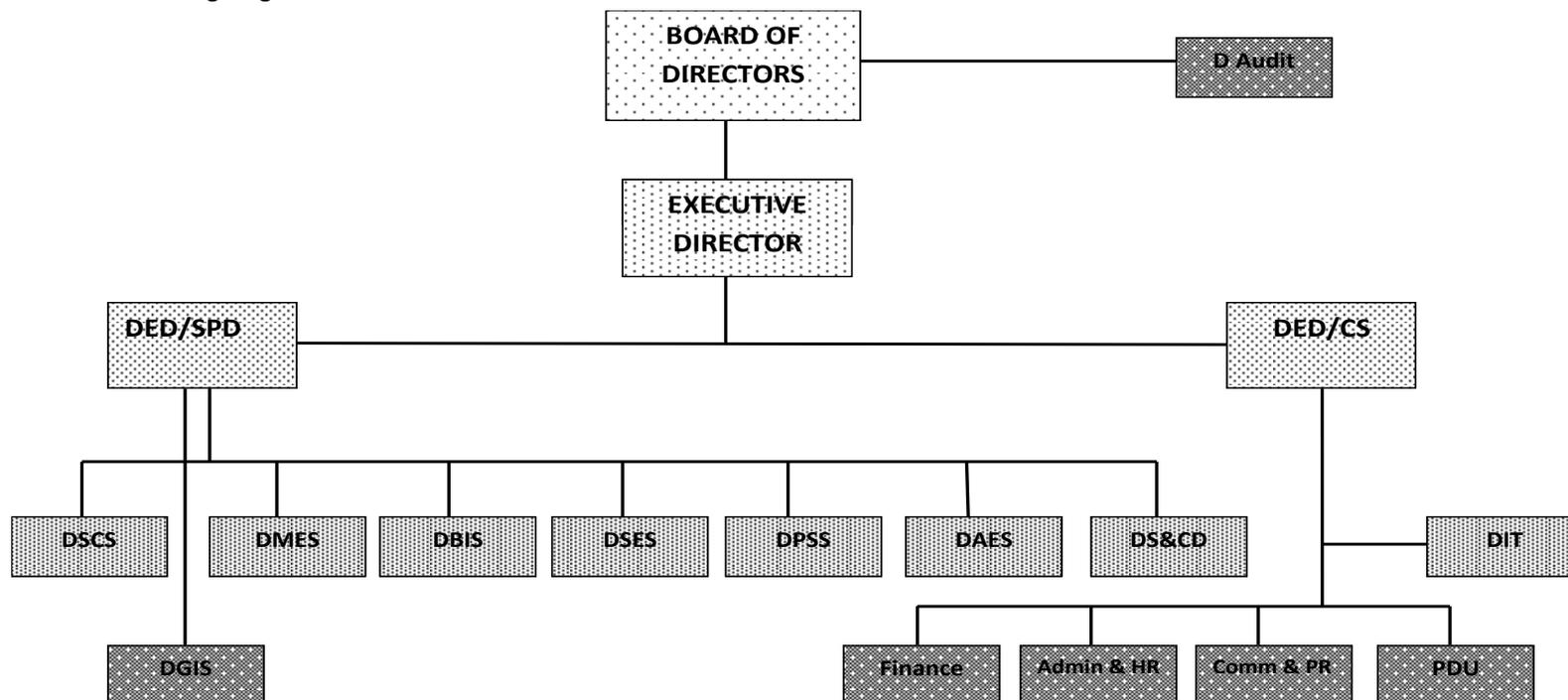
This budget was arrived at based on MTEF figures, national, regional and international statistical demand and production requirements.

Table 14: Five Year Budget (in '000,000' Uganda Shillings)

STRATEGIC GOAL	Summary By Year (Bn)					Total	Share
	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5		
Coordination and Management	2,804	3,372	3,194	3,257	3,341	15,968	5
Data Production and Management	68,084	63,570	16,955	31,329	14,986	194,923	55
Dissemination and Usability of Statistics	3,392	3,433	12,068	3,535	4,355	26,783	8
Quality Assurance	3,649	4,126	4,437	4,683	5,228	22,123	6
Human Resource Development	5,283	2,911	3,302	3,696	3,789	18,980	5
Support Services for Statistics Production	21,304	15,294	11,247	12,298	13,820	73,962	21
Total	104,515	92,705	51,203	58,797	45,519	352,738	100

ANNEXES

Annex A: UBOS Organogram



DED/SPD Deputy Executive Director Statistical Production and Development
 DED/CS Deputy Executive Director Corporate Services
 DSCS Directorate of Statistical Coordination Services
 DMES Directorate of Macro-Economic Statistics
 DBIS Directorate of Business and Industrial Statistics
 DSES Directorate of Socio-Economic Surveys
 DPSS Directorate of Population and Social Statistics
 DAES Directorate of Agriculture and Environmental Statistics

DS & CD Directorate of District Statistics and Capacity Development
 DIT Directorate of Information Technology
 DGIS Division of Geo- Information Services
 D Audit Division of Audit
 Finance Division of Finance
 Admin & HR Division of Administration and Human Resource
 Comm & PR Division of Communication and Public Relations
 PDU Procurement and Disposal Unit

Annex B: Summarised objectives by Goal, Strategic initiatives, Broad activities, and Outputs

OBJECTIVE	STRATEGIC INITIATIVE	BROAD ACTIVITIES	ACTIVITIES BY DIRECTORATE/DIVISION	OUTPUTS	DIRECTORATE/DIVISION	YEAR				
						1	2	3	4	5
Strengthen co-ordination of statistical production and dissemination.	Strengthen the UBOS planning function.	Create an appropriate planning structure under corporate services.	Provide technical support to MDAs.	Reports.	ALL	x	x	x	x	x
			Develop/update the statistics plans.	PNSD & SSPS reports.	DSCS	x	x	x	x	x
			Harmonise work plans across the NSS.	Harmonized reports.	DSCS	x	x	x	x	x
			Cater for the Directorate in the overall plan.	Comprehensive plan developed.	DMES	x	x	x	x	x
			Verify the existence and effectiveness of appropriate planning structures in place.	Quarterly and Annual Audit Report.	AUDIT	x	x	x	x	x
		Build UBOS capacity in planning.	Conduct tailor-made training.	Reports.	DA&HR	x	x	x	x	x
			Undertake audit of UBOS capacity building in planning.	Quarterly and Annual Audit Report.	AUDIT	x	x	x	x	x
Promote statistical co-ordination at all levels.	Promote statistical co-ordination at all levels.	Establish and operationalise structures for coordination of the NSS.	Stakeholder meetings (IAC/Steering/Technical etc.).	Reports.	DSCS	x	x	x	x	
			Audit the coordination of NSS structures.	Quarterly and Annual Audit Report.	AUDIT	x	x	x	x	
		Engage in producer-producer dialogue.	Disseminate the Census and Surveys programme.	Reports	DSES/BIS/DPSS/GIS/DMES/DDSCD	x	x	x	x	x
			Ensure DMES participation in workshops and other MDA coordination aspects.	Professional expertise developed.	DMES	x	x	x	x	x
			Verify the engagement and	Quarterly and	AUDIT	x	x	x	x	x

OBJECTIVE	STRATEGIC INITIATIVE	BROAD ACTIVITIES	ACTIVITIES BY DIRECTORATE/DIVISION	OUTPUTS	DIRECTORATE/DIVISION	YEAR				
						1	2	3	4	5
			effectiveness of producer-producer dialogue.	Annual Audit Report.						
		Establish a decentralised field organisation.	Lobby for establishment of zonal statistical offices in the country for improved supervision of data collection and information sharing.	Zonal offices.	DDSCD			x		
			Ensure that field organisations comply with the law in terms of their operation, contractual obligations, relations with headquarters, and coordination with other planning units in the area.	Reports.	LEGAL					
			Audit the creation and operations effectiveness of zonal offices.	Quarterly and Annual Audit Report.	AUDIT	x	x	x	x	x
Develop and implement regular data production activities for key socio-economic indicators.	Increase scope and frequency of key socio-economic indicators.	Produce regular macro-economic data.	Conduct national labour force survey.		DPSS			x		
			Conduct urban labour force survey.		DPSS	x				
			Undertake employment and earnings survey.	Earnings Index.	DPSS			x		
			Compile accommodation statistics.	Accommodation statistics.	DPSS			x		
			Compile health & education statistics.	Health & education statistics.	DPSS	x	x	x	x	x
			Update and publish national and sub-national population	Population projections.	DPSS			x		

OBJECTIVE	STRATEGIC INITIATIVE	BROAD ACTIVITIES	ACTIVITIES DIRECTORATE/DIVISION	BY	OUTPUTS	DIRECTORATE/DIVISION	YEAR					
							1	2	3	4	5	
			projection.									
			Compile price and volume indicators for agriculture (fish, crop, and livestock).		Price and volume indicators.	DAES	x	x	x	x	x	
			Compile price and volume indicators on environment (water, forestry, weather and waste).		Environmental statistics	DAES	x	x	x	x	x	
			Compile early warning information.		Early warning system.	DAES	x	x	x	x	x	
			Compile price and volume indicators for business & industry.		Business & industry indicators.	DBIS	x	x	x	x	x	
			Compile price and volume indicators for energy.		Energy indicators.	DBIS	x	x	x	x	x	
			Compile price and volume indicators for infrastructure		Infrastructure indicators.	DBIS	x	x	x	x	x	
			Develop and produce tax statistics.		Tax statistics.	DBIS	x	x	x	x	x	
			Maintain an updated Business Register.		Business Register	DBIS	x	x	x	x	x	
			Produce Consumer Price Index.		Inflation	DMES	x	x	x	x	x	
			Produce the Harmonized Consumer Price Index (HCPI).		HCPI/PPPs	DMES	x	x	x	x	x	
			Compile government revenue and expenditure statistics.		GFS	DMES	x	x	x	x	x	
			Compile imports and exports trade flows.		External trade data.	DMES	x	x	x	x	x	

OBJECTIVE	STRATEGIC INITIATIVE	BROAD ACTIVITIES	ACTIVITIES BY DIRECTORATE/DIVISION	OUTPUTS	DIRECTORATE/DIVISION	YEAR					
						1	2	3	4	5	
			Produce quarterly and annual Gross Domestic Product (GDP).	GDP.	DMES	x	x	x	x	x	
			Conduct ICP National Accounts special surveys and other related activities.	National Account ICP aggregates.	DMES	x	x	x	x	x	
			Undertake audit of regular macroeconomic statistical data productions, documentations, supervisions, processing and control procedures, guidelines and regulations to ensure quality statistics.	Quarterly and Annual Audit Report.	AUDIT	x	x	x	x	x	
		Produce regular socio-demographic data.	Undertake population and housing census.		DSES		x				
			Undertake census of businesses (2017/18).		DSES					x	
			Conduct national household surveys.		DSES				x		
			Conduct national panel surveys.		DSES		x	x	x	x	x
			Undertake national service delivery survey.		DSES		x				x
			Undertake manpower survey (pilot in yr1 and main in Yr2).		DSES		x	x			
			Implement UDHS (2016).		DSES					x	
			Conduct higher education institutions survey.		DPSS				x		
			Carry out cause of death		DPSS						x

OBJECTIVE	STRATEGIC INITIATIVE	BROAD ACTIVITIES	ACTIVITIES BY DIRECTORATE/DIVISION	OUTPUTS	DIRECTORATE/DIVISION	YEAR				
						1	2	3	4	5
			certification.							
			Carry out sample birth and death registration.		DPSS					x
			Undertake audit of regular socio-demographic statistical data production, documentation, supervision, processing and control procedures, guidelines and regulations to ensure quality statistics.	Quarterly and Annual Audit Report.	AUDIT	x	x	x	x	x
		Review and improve socio-economic indicators.	Review, rebase and initiate new indicators in business, industry, energy and infrastructure.	New indicators	DBIS	x	x	x	x	x
			Compile the core list of national, regional and international indicators.	Core list	DSCS	x	x	x	x	x
			Support MDAs to produce statistical abstracts.	Statistical abstracts	DSCS	x	x	x	x	x
			Review and initiate new indicators on social statistics including accommodation/marriage/disability etc.	New indicators.	DPSS	x	x	x	x	x
			Coordinate and mainstream production of gender statistics in the NSS.	Gender reports.	DSCS	x	x	x	x	x
			Rebase indices for GDP, CPI, import and export etc.	Rebased series	DMES	x	x	x	x	x

OBJECTIVE	STRATEGIC INITIATIVE	BROAD ACTIVITIES	ACTIVITIES DIRECTORATE/DIVISION	BY	OUTPUTS	DIRECTORATE/DIVISION	YEAR				
							1	2	3	4	5
			Initiate new indicators for the real estate sector.		New indicators.	DMES	x	x	x	x	x
			Produce satellite accounts for tourism/environment/NPIs etc.		Satellite accounts	DMES	x	x	x	x	x
			Partially implement the System of Economic and Environmental Accounting (SEEA).		Some accounts of the SEEA produced.	DMES	x	x	x	x	x
			Develop QGDP-current prices and expenditure series methodology.		QGDP at current prices and expenditure on GDP series produced.	DMES	x	x	x	x	x
			Partially implement the SNA2008.		Some elements of the SNA 2008 incorporated into National Accounts.	DMES	x	x	x	x	x
			Update or construct Supply and Use Tables.		Updated SUT.	DMES	x	x	x	x	x
			Compile GFS wage index.		Wage index - public administration.	DMES	x	x	x	x	x
			Undertake audit improvement of regular socio- economic statistical data production, documentation, supervision, processing and control procedures, guidelines and regulations to ensure quality statistics.		Quarterly and Annual Audit Report.	AUDIT	x	x	x	x	x

OBJECTIVE	STRATEGIC INITIATIVE	BROAD ACTIVITIES	ACTIVITIES BY DIRECTORATE/DIVISION	OUTPUTS	DIRECTORATE/DIVISION	YEAR				
						1	2	3	4	5
		Develop and document methodologies for production of socio-economic indicators.	Review methodologies of surveys undertaken in the previous 5 years by UBOS.	Revised methodology	DSES	x	x			
			Undertake cognitive testing of disability tools.	Disability tools.	DSES	x	x	x	x	x
			Develop & document methodologies/guidelines for production in business, industry, energy & infrastructure.	Documented methodologies	DBIS	x	x	x	x	x
			Review the system of controls and procedures; identify risks, weaknesses, and strengths and advise accordingly.	Quarterly Audit Report	AUDIT					
			Document & review methodologies for GDP/CPI etc. in DMES as applicable.	Documented methodologies.	DMES	x	x	x	x	x
			Harmonize trade statistics.	Harmonised Statistics	DMES	x	x	x	x	x
			Harmonize statistics on ICBT commodity.	Harmonised Statistics	DMES	x	x	x	x	x
			Document AGDP and QGDP.	NA methodology handbook.	DMES	x	x	x	x	x
			Documents CPI methodology.	CPI methodology handbook.	DMES	x	x	x	x	x
			Document other methodologies for trade & GFS Statistics.	Documented methodologies.	DMES	x	x	x	x	x

OBJECTIVE	STRATEGIC INITIATIVE	BROAD ACTIVITIES	ACTIVITIES BY DIRECTORATE/DIVISION	OUTPUTS	DIRECTORATE/DIVISION	YEAR					
						1	2	3	4	5	
			Review the developed and documented methodologies, procedures and guidelines for production of socio- economic indicators.	Quarterly and Annual Audit Report.	AUDIT	x	x	x	x	x	
	Develop and/or update methodologies for key socio-economic indicators.	Produce guidelines for generating key socio-economic indicators.	Document guidelines for generating socio-economic data.	Documented methodologies.	DSES	x	x	x	x	x	
			Review the documented methodologies, procedures and guidelines for generating key socio-economic indicators.	Quarterly and Annual Audit Report.	AUDIT	x	x				
		Document methodologies for key socio-economic indicators.	Document methodologies for key socio-economic indicators.	Documented methodologies.	DSES	x	x	x	x	x	
			Undertake cognitive testing of disability Tools.	Disability tools.	DPSS		x				
			Review the documented methodologies, procedures and guidelines for generating key socio-economic indicators.	Quarterly and Annual Audit Report.	AUDIT	x	x				
Develop and implement integrated censuses and surveys programme.	Develop a censuses and surveys programme.	Review and update the 10-year censuses and surveys programme.	Review and update the 10-year censuses and surveys programme.		DSES	x		x		x	
			Review the 10-year censuses and surveys programmes in line with annual work plans and budgets.	Quarterly and Annual Audit Report.	AUDIT	x	x				
		Elaborate and	Elaborate and implement the		DSES		x	x	x	x	

OBJECTIVE	STRATEGIC INITIATIVE	BROAD ACTIVITIES	ACTIVITIES BY DIRECTORATE/DIVISION	OUTPUTS	DIRECTORATE/DIVISION	YEAR				
						1	2	3	4	5
		implement the 5-year censuses and surveys programme.	Implement 5-year censuses and surveys programme.							
			Review implementation of the 5-year censuses and surveys programmes in line with annual work plans and budgets.	Quarterly and Annual Audit Report.	AUDIT	x	x			
		Develop and document methodologies for surveys and censuses.	Develop and document methodologies for surveys and censuses.		DSES	x		x		x
			Review the documented methodologies, procedures and guidelines for surveys and censuses.	Quarterly and Annual Audit Report.	AUDIT	x	x			
		Develop and document methodologies for production of socio-economic indicators.	Develop and document methodologies for production of socio-economic indicators.		DSES	x	x	x	x	x
			Review the developed and documented methodologies, procedures and guidelines for production of socio – economic indicators.	Quarterly and Annual Audit Report.	AUDIT	x	x			
	Increase availability of census and survey data.	Increase availability of census and survey data.	Conduct a health facility inventory survey.		DPSS				x	
			Conduct the UDHS 2016.		DPSS				x	
			Conduct a health survey and a health facility inventory survey.		DPSS			x		
			Carry out a Socio-economic survey targeting vulnerable		DPSS					

OBJECTIVE	STRATEGIC INITIATIVE	BROAD ACTIVITIES	ACTIVITIES DIRECTORATE/DIVISION	BY	OUTPUTS	DIRECTORATE/DIVISION	YEAR						
							1	2	3	4	5		
			persons.										
			Review implementation of policies and programmes for increasing availability of census and survey data.		Quarterly and Annual Audit Report.	AUDIT	x	x	x	x	x		
			Conduct culture participation survey.			DPSS							
			Conduct disability survey.			DPSS							
			Conduct tourist expenditure and motivation survey.			DPSS							x
			Conduct governance and accountability survey.			DPSS			x				
			Conduct crime victims' survey with a qualitative module.			DPSS			x				
			Analyse and disseminate the 2014 PHC.			DPSS					x		
			Conduct inter-censal demographic survey (ICDS).			DPSS							
			Conduct agricultural surveys.			DAES		x			x		
			Conduct livestock surveys.			DAES			x				x
			Conduct census of business establishments.			DBIS							x
			Undertake Business Inquiries.			DBIS	x	x	x	x	x		
			Conduct housing survey.			DBIS		x					
			Conduct transport survey.			DBIS			x				
			Conduct housing survey.			DBIS	x						
			Carry out informal sector surveys.			DBIS		x			x		

OBJECTIVE	STRATEGIC INITIATIVE	BROAD ACTIVITIES	ACTIVITIES BY DIRECTORATE/DIVISION	OUTPUTS	DIRECTORATE/DIVISION	YEAR					
						1	2	3	4	5	
			Conduct ICP National Accounts special surveys and other related activities.	ICP National Accounts aggregates.	DMES	x	x	x	x		
			Conduct activity studies and research.	SUT and GDP improved upon.	DMES	x	x	x	x		
			Conduct cross border trade surveys.	Improved External Trade data.	DMES	x	x	x	x		
			Conduct international trade in services surveys.	Improved current account	DMES	x	x	x	x		
			Conduct import enterprise survey.	Import Price Index.	DMES	x	x	x	x		
			Conduct real estate price index surveys.	Real Estate Price Index.	DMES	x	x	x	x		
			Produce guidelines for conducting censuses & surveys.		DSES		x	x	x	x	
	Develop and/or update methodologies for censuses and surveys.	Produce guidelines for conducting censuses and surveys.	Review the documented procedures and guidelines for conducting censuses and surveys.	Quarterly and Annual Audit Report.	AUDIT	x	x				
			Document methodologies for censuses and surveys.	Produce guidelines for analysis of census and survey data.	Report	DSES	x	x	x	x	x
		methodologies for censuses and surveys.	Document methodologies for censuses and surveys.	Review the documented methodologies for censuses and surveys.	Quarterly and Annual Audit Report.	AUDIT	x	x			
				Maintain sampling frames.	Maintain the Business Register.		DBIS	x	x	x	x
			Review the documented	Quarterly and	AUDIT	x	x				

OBJECTIVE	STRATEGIC INITIATIVE	BROAD ACTIVITIES	ACTIVITIES BY DIRECTORATE/DIVISION	OUTPUTS	DIRECTORATE/DIVISION	YEAR					
						1	2	3	4	5	
			procedures and processes of maintenance of sampling frames.	Annual Audit Report.							
Improve administrative data production and registration systems.	Improve generation of statistics from administrative sources.	Promote best practices, standards and methodologies in compiling administrative data.	Develop guidelines for compiling administrative data.	Guidelines.	DSES/BIS/DPSS/GIS/DMES/DDSCD	x	x	x	x	x	
			Set standards for compiling and submitting administrative data to UBOS.	Report	Legal						
			Review promotion and use of best practices, standards, and methodologies in compiling administrative data.	Quarterly and Annual Audit Report.	AUDIT	x	x	x	x	x	
		Undertake statistical audits.	Validate data in Directorates & MDAs.		DSES/BIS/DPSS/GIS/DMES/DDSCD	x	x	x	x	x	
			Review guidelines, procedures and processes used in conducting statistical audits.	Quarterly and Annual Audit Report.	AUDIT	x	x	x	x	x	
		Support production of administrative data.	Provide technical support to MDAs.	reports	DSES/BIS/DPSS/GIS/DMES/DDSCD	x	x	x	x	x	
			Review and audit support arrangements, procedures and processes in the production of administrative data.	Quarterly and Annual Audit Report.	AUDIT	x	x	x	x	x	
			Support development of data collection tools, databases and analysis mechanisms for administrative data in the NSS.	reports	DSCS	x	x	x	x	x	
			Develop structures, guidelines and definitions for production	Guidelines	DSCS	x	x	x	x	x	

OBJECTIVE	STRATEGIC INITIATIVE	BROAD ACTIVITIES	ACTIVITIES BY DIRECTORATE/DIVISION	OUTPUTS	DIRECTORATE/DIVISION	YEAR				
						1	2	3	4	5
			of administrative data in MDAs and LGs.							
	Support Development and maintenance of registration systems.	Advocate for revitalization of registration systems.	Conduct advocacy meetings.		DSES/DPSS/DBIS/DSCS					
			Review advocacy plans and implementation procedures for revitalizing registration systems.	Quarterly and Annual Audit Report.	AUDIT	x	x	x	x	x
		Support development of registers.	Maintain survey frames for businesses & households.		DSES/DBIS/DPSS/GIS	x	x	x	x	x
			Review procedures and processes used in developing registers for vital registrations.	Quarterly and Annual Audit Report.	AUDIT	x	x	x	x	x
		Build statistical capacity in support of development of registration systems.	Train UBOS staff & staff in MDAs in registration systems.		DDSCB/HRM					
			Review and harmonize the laws governing registration.	Report	Legal					
			Review statistical capacity for supporting development of registration systems.	Quarterly and Annual Audit Report.	AUDIT	x	x	x	x	x
	Develop and update methodologies for administrative data.	Produce guidelines for conducting administrative data.	Produce guidelines for conducting administrative data.		DSES		x		x	
			Review the procedures, processes and guidelines for conducting administrative data.	Quarterly and Annual Audit Report.	AUDIT	x	x	x	x	x
		Document methodologies	Document methodologies for administrative data and		DSES	x	x	x	x	x

OBJECTIVE	STRATEGIC INITIATIVE	BROAD ACTIVITIES	ACTIVITIES BY DIRECTORATE/DIVISION	OUTPUTS	DIRECTORATE/DIVISION	YEAR				
						1	2	3	4	5
		for administrative data and registration systems.	registration systems.							
			Facilitate regular collection of administrative data from MDAs.		DPSS	x	x	x	x	x
			Review documented methodologies, procedures and processes for administrative data and registration systems.	Quarterly and Annual Audit Report.	AUDIT	x	x	x	x	x
Provide enabling infrastructure and resources for data production.	Develop and maintain appropriate data management systems and infrastructure within UBOS.	Develop data management policies, standards and guidelines.	Document guidelines for editing and analysing survey data.		DSES		x	x	x	x
			Review the developed data management policies, standards, procedures, processes and guidelines for quality statistics.	Quarterly and Annual Audit Report.	AUDIT	x	x	x	x	x
		Design and implement data bases.	Review the design and implementation of data bases.	Quarterly and Annual Audit Report.	AUDIT	x	x	x	x	x
		Develop information management systems.	Review the developed information management systems.	Quarterly and Annual Audit Report.	AUDIT	x	x	x	x	x
		Design and implement dissemination systems.	Document data management procedures for household based surveys.		DSES	x	x	x	x	x
			Review the design and	Quarterly and	AUDIT	x	x	x	x	x

OBJECTIVE	STRATEGIC INITIATIVE	BROAD ACTIVITIES	ACTIVITIES BY DIRECTORATE/DIVISION	OUTPUTS	DIRECTORATE/DIVISION	YEAR					
						1	2	3	4	5	
			implementation of dissemination systems.	Annual Audit Report.							
		Archive routines for different datasets.	Profile the surveys undertaken.		DSES/DPSS/DBIS/DMES/DD SCB/DIT	x		x		x	
			Review the archiving routines, procedures and processes used in different data bases.	Quarterly and Annual Audit Report.	AUDIT	x	x	x	x	x	
	Develop statistical infrastructure.	Develop national sample frame for households.	Review procedures and processes used in developing the national sample frame for households.	Quarterly and Annual Audit Report.	AUDIT	x	x	x	x	x	
			Develop the national sample frame for households.		DSES	x	x	x	x	x	
		Develop national sample frames for businesses.	Develop and maintain the national sample frames for businesses.		DSES	x	x	x	x	x	
			Review procedures and processes used in developing the national sample frame for businesses.	Quarterly and Annual Audit Report.	AUDIT	x	x	x	x	x	
		Maintain classification codes.	Maintain classification codes.		DSES	x	x	x	x	x	
			Review the existing use of classification codes.	Quarterly and Annual Audit Report.	AUDIT	x	x	x	x	x	
		Improve data collection and capture systems.	Develop and implement application for computer assisted personal	Collect and provide inputs to the CAPI.		DSES	x		x		x
			Review development and	Quarterly and	AUDIT	x	x	x	x	x	

OBJECTIVE	STRATEGIC INITIATIVE	BROAD ACTIVITIES	ACTIVITIES BY DIRECTORATE/DIVISION	OUTPUTS	DIRECTORATE/DIVISION	YEAR				
						1	2	3	4	5
		interviews.	implement application for computer assisted personal interviews.	Annual Audit Report.						
		Develop and implement automated data capture systems.	Implement surveys using CAP.		DSES	x	x	x	x	x
			Review development of automated data capture systems.	Quarterly and Annual Audit Report.	AUDIT	x	x	x	x	x
Strengthen statistical advocacy	Undertake general statistical advocacy.	Identify statistics champions across the sectors.	Identify statistics champions in MDAs and LGs implementing the PNSD.	Inventory of champions by subject area in MDAs& LGs.	DSCS	x	x	x	x	x
			Verify existence of champions and their performance.	Quarterly and Annual Report.	AUDIT					
		Design an advocacy plan/strategy.	Review advocacy plan & strategy and align both with the law.	Legal compliance.	LEGAL	x	x	x	x	x
			Review advocacy strategic plan, identify likely risks and recommend mitigating measures.	Quarterly and Annual Audit Report.	AUDIT	x	x	x	x	x
		Develop advocacy tools/materials.	Participate in designing the UBOS advocacy plan.							
			Verify the existence and adequacy of advocacy tools made.	Quarterly and Annual Report.	AUDIT					
		Produce advocacy tools.	Produce advocacy messages.	Survey of advocacy messages developed and	C&PR	x	x	x	x	x

OBJECTIVE	STRATEGIC INITIATIVE	BROAD ACTIVITIES	ACTIVITIES BY DIRECTORATE/DIVISION	OUTPUTS	DIRECTORATE/DIVISION	YEAR					
						1	2	3	4	5	
				communicated.							
		Undertake advocacy.	Participate in annual trade fair shows and the Africa Statistics Week.	Reports/Updated Business Register.	DBIS/C&PR	x	x	x	x	x	
			Sensitise data providers on the importance of providing accurate and timely data.	Increased Response Rate.	C&PR	x	x	x	x	x	
			Participate in advocacy programs related to agriculture and environmental statistics development and use.	Increased response rate.	C&PR	x	x	x	x	x	
			Conduct audit to identify risks, and review system controls and procedures for implementing the advocacy plan.	Quarterly and Annual Audit Report.	AUDIT	x	x	x	x	x	
	Promote a culture of evidence-based policy and decision-making.	Mainstream statistics in public policy, plans and development programmes.	Develop strategy for generation and utilization of small area statistics.	Reports	DDSCD	x	x	x	x	x	
				Intensify dissemination of relevant LG data using dissemination boards/ statistics for planning charts in CIS districts.	Reports	DDSCD	x	x	x	x	x
				Conduct audit to confirm transformation of statistics into public policy, plans and development initiatives.	Quarterly and Annual Audit Report.	AUDIT	x	x	x	x	x

OBJECTIVE	STRATEGIC INITIATIVE	BROAD ACTIVITIES	ACTIVITIES BY DIRECTORATE/DIVISION	OUTPUTS	DIRECTORATE/DIVISION	YEAR				
						1	2	3	4	5
			Mainstream statistics in public policy, plans and development programmes.	Profiles	DDSCD	x	x	x	x	x
			Provide technical support to HLGs and establish one stop centre for data access.	One-stop-centre (boards/charts with statistics for planning).	DDSCD	x	x	x	x	x
		Promote statistical co-ordination at all levels.	Arrange programme engagements between UBOS and CEOs of MDAs and LGs.	Reports	DSCS	x	x	x	x	x
			Review statistical coordination activities and reports at all levels.	Quarterly and Annual Audit Report.	AUDIT	x	x	x	x	x
		Create statistical units in all MDAs.	Harmonize the law in force governing MDAs to ensure the units are legally compliant.	Harmonised Laws.	LEGAL	x	x	x	x	x
			Verify the existence and operation of statistical units in all MDAs/LGs.	Quarterly and Annual Audit Report.	AUDIT	x	x	x	x	x
		Provide statistical support to MDAs.	Conduct audit to confirm provision of statistical support to MDAs.	Quarterly and Annual Audit Report.	AUDIT	x	x	x	x	x
		Establish governance and advocacy structures.	Guide development of TORs/MOUs/Agreements for guiding establishing advocacy structures in MDAs.	Reports	LEGAL	x	x	x	x	x
			Verify existence and effective operation of	Quarterly and Annual Audit	AUDIT	x	x	x	x	x

OBJECTIVE	STRATEGIC INITIATIVE	BROAD ACTIVITIES	ACTIVITIES BY DIRECTORATE/DIVISION	OUTPUTS	DIRECTORATE/DIVISION	YEAR				
						1	2	3	4	5
			TOR/MOU/Agreements.	Report.						
			Establish that experts engaged and the institutions they are supporting are technically carrying out data analysis processes.	Quarterly and Annual Audit Report.	AUDIT	x	x	x	x	x
		Engage the media in promoting the use of statistics.	Prepare analytical reports/papers.		DSES		x	x	x	x
			Review and audit the media on promoting the use of statistics.	Quarterly and Annual Audit Report.	AUDIT	x	x	x	x	x
		Comment on misuse and misinterpretation of statistics.	Review the comments on misuse of statistics.	Quarterly and Annual Audit Report.	AUDIT	x	x	x	x	x
	Enhance data user-producer dialogue.	Undertake stakeholder engagements.	Conduct user consultative workshops before every survey/census.		DSES	x	x	x	x	x
			Strengthen collaboration with stakeholders.	Technical working committees established.	DBIS	x				x
			Develop MoUs for carrying out surveys and data sharing agreements with other parties.	MOUs and data sharing agreements.	DBIS	x	x	x	x	x
			Hold National Agricultural Statistics Technical Committee (NASTC) meetings.		DAES	x	x	x	x	x

OBJECTIVE	STRATEGIC INITIATIVE	BROAD ACTIVITIES	ACTIVITIES BY DIRECTORATE/DIVISION	OUTPUTS	DIRECTORATE/DIVISION	YEAR						
						1	2	3	4	5		
			Hold producer-user/producer-producer/user -user forums.	Reports	DSCS	x	x	x	x	x		
			Verify stakeholder existence and statistical operations.	Quarterly and Annual Audit Report.	AUDIT	x	x	x	x	x		
			Promote teaching of statistics at all levels.	Engage stakeholders in curriculum development.	Support teaching of statistics in secondary and tertiary institutions.	Statistics Curricula.	DDSCD	x	x	x	x	x
			Ensure that relevant stakeholders are engaged in statistical curricula development.	Quarterly and Annual Audit Report.	AUDIT	x	x	x	x	x		
Increase availability, access and usage of statistical data, information and services.	Increase statistical data and information in the public domain.	Develop technological innovation in the dissemination of statistics.	Compile and update tables on agriculture and related statistics on to the CountrySTAT website.	Improved agriculture and environment statistics system.	DAES	x	x	x	x	x		
		Use modern possibilities of visualization, GIS, and customizing numeric information.	An initial one-stop-centre for agriculture and environment statistics.	One-stop-centre for agricultural & environmental statistics.	DAES	x	x	x	x	x		
		Upload Directorate products onto the UBOS website.	Produce survey and census findings including meta data, advance release calendar.	Reports.	DBIS	x	x	x	x	x		
		Audit the effective use and operation of GIS in customizing numeric information.	Quarterly and Annual Audit Report.	AUDIT	x	x	x	x	x			
		Develop popular versions of the respective publications by	Popular Versions of UBOS publications.	DBIS	x	x	x	x	x			

OBJECTIVE	STRATEGIC INITIATIVE	BROAD ACTIVITIES	ACTIVITIES BY DIRECTORATE/DIVISION	OUTPUTS	DIRECTORATE/DIVISION	YEAR				
						1	2	3	4	5
			UBOS.							
			Undertake regional dissemination & sensitisation workshops.	Workshops Reports.	DBIS	x	x	x	x	x
			Audit contents, access, usability and security of the website.	Quarterly and Annual Audit Report.	AUDIT	x	x	x	x	x
			Establish user-user forum & conduct user needs assessment.		DSCS	x	x	x	x	x
			Ensure adherence to legal requirements in line with the UBOS Act.		LEGAL	x	x	x	x	x
			Review updates and management of data user requirements and database.	Quarterly and Annual Audit Report.	AUDIT	x	x	x	x	x
		Develop and promote use of standard classification systems in the NSS.	Promote the use of standard classification systems in the NSS.	Classifications.	DSCS/DBIS/DMES/DPSS/DES/GIS/DDSCB	x	x	x	x	x
			Review the use of standard classification systems in the NSS.	Quarterly and Annual Audit Report.	AUDIT,DSCS	x	x	x	x	x
		Develop different service concepts for various user groups.	Develop user-specific service concepts for various user groups.	Reports	DSCS	x	x	x	x	x
			Review user services concepts for various user groups.	Quarterly and Annual Audit Report.	AUDIT	x	x	x	x	x

OBJECTIVE	STRATEGIC INITIATIVE	BROAD ACTIVITIES	ACTIVITIES BY DIRECTORATE/DIVISION	OUTPUTS	DIRECTORATE/DIVISION	YEAR				
						1	2	3	4	5
Increase user capacity for utilising statistics.	Conduct user satisfaction assessments.	Conduct user satisfaction surveys.	Report	DSES/DSCS	x	x	x	x	x	
		Conduct user satisfaction audit.	Quarterly and Annual Audit Report.	AUDIT	x	x	x	x	x	
	Empower users to interpret statistics.	Present indicators in a user friendly way.		DSES	x	x	x	x	x	
		Regularly review and improve descriptive analysis.	Macro-economic statistics descriptive text improved upon.	DMES	x	x	x	x	x	
		Audit user empowerment and appropriateness of user processes for interpreting statistics.	Quarterly and Annual Audit Report.	AUDIT	x	x	x	x	x	
	Package statistics in a user friendly manner.	Conduct regional stakeholder seminars on understanding, interpretation, and proper use of the popular version of concepts and definitions of sector statistics.		DAES	x	x	x	x	x	
		Adopt user friendly packaging.	MES products packed in a friendly manner.	DMES						
		Verify that statistical packages are user friendly.	Quarterly and Annual Audit Report.	AUDIT	x	x	x	x	x	

OBJECTIVE	STRATEGIC INITIATIVE	BROAD ACTIVITIES	ACTIVITIES BY DIRECTORATE/DIVISION	OUTPUTS	DIRECTORATE/DIVISION	YEAR				
						1	2	3	4	5
Uphold a culture of quality in statistical production in the NSS.	Promote data and information management standards.	Develop and/or review standards and guidelines.	Develop and/or review standards and guidelines.	Revised Standards.	ALL	x	x	x	x	x
			Develop national classifications for ISIC, CPC.	National Classifications.	ALL	x	x	x	x	x
			Inspect the records of user departments relating to contracts management.	Informed users.	PDU	x	x	x	x	x
			Develop, implement and review the national quality assurance strategy & policy.	Quality assurance strategy & policy.	DSCS	x	x	x	x	x
			Identify, integrate and strengthen QA units in the NSS in managing quality assurance for statistics.	Quality assurance capacity development report.	DSCS	x	x	x	x	x
			Develop & implement research standards/guidelines.	Presentation and, dissemination of Statistical research work, standards, guidelines and procedures.	DSCS	x	x	x	x	x
			Develop & update & share with stakeholders statistical guidelines (i.e. US924, compendium, meta data etc.).	Reports.	DSCS	x	x	x	x	x
			Increase awareness of existing standards in the NSS.	MDAs sensitized on the guidelines.	DSCS	x	x	x	x	x
			Develop, promote and support development/adoption/adapti	Standards.	DSCS	x	x	x	x	x

OBJECTIVE	STRATEGIC INITIATIVE	BROAD ACTIVITIES	ACTIVITIES BY DIRECTORATE/DIVISION	OUTPUTS	DIRECTORATE/DIVISION	YEAR					
						1	2	3	4	5	
			on and use of national and international standards, guidelines and practices in production of statistics.								
			Develop and harmonise national statistical classifications in line with existing international standards and guidelines.	National classifications & harmonised codes.	DSES/BIS/DPSS/GIS/DMES/DDSCD	x	x	x	x	x	
			Ensure alignment of standards and guidelines with the law.	Reports.	LEGAL						
			Conduct reviews of the statistical guidelines and standards in accordance with the relevant ISO.	Quarterly and Annual Audit Report.	AUDIT	x	x	x	x	x	
	Enforce use of acceptable standards, procedures and guidelines in statistical production.	Undertake statistical audits	Facilitate development, implementation, review and evaluation of statistics users' charter in the NSS.	Clients charter	DSCS	x	x	x	x	x	
				Support production of quality statistics & conduct statistical audits in the NSS.	Report	DSCS	x	x	x	x	x
				Disseminate statistics quality self-assessment reports for the NSS.	reports	DSCS/DC&PR	x	x	x	x	x
				Develop & review tools/guidelines for quality assessments / statistical audits/ certification of data.	Tools	DSCS	x	x	x	x	x

OBJECTIVE	STRATEGIC INITIATIVE	BROAD ACTIVITIES	ACTIVITIES BY DIRECTORATE/DIVISION	OUTPUTS	DIRECTORATE/DIVISION	YEAR				
						1	2	3	4	5
			Document the quality management process.	Documentation	DSCS	x	x	x	x	x
			Maintain an updated list of providers.	Updated providers' list.	PDU	x	x	x	x	x
			Coordinate user satisfaction surveys and implementation of emerging issues in the NSS.	User Satisfaction Tools and Report	DSCS/DSES		x			x
			Ensure that procedures and guidelines for undertaking statistical audits are comprehensive and adequate.	Quarterly and Annual Audit Report.	AUDIT	x	x	x	x	x
		undertake institutional environment quality checks	Advocate for MDAs and HLGs to identify and recruit staff to manage quality assurance responsibilities with clear terms of references.	QA teams developed.	DSES/BIS/DPSS/GIS/DMES/DDSCD	x	x	x	x	x
			Attach staff of some MDAs /HLGs to other MDAs/HLGs to conduct external assessment of data management, to facilitate quality checks and experiential sharing.		DSES/BIS/DPSS/GIS/DMES/DDSCD/DSCS	x	x	x	x	x
			Conduct periodic assessment of the quality of the institutional environment in which statistics are produced in the NSS.	Institutional environment quality reports.	DSCS	x	x	x	x	x
			Disseminate quality assessment reports on the	Reports	DSCS	x	x	x	x	x

OBJECTIVE	STRATEGIC INITIATIVE	BROAD ACTIVITIES	ACTIVITIES BY DIRECTORATE/DIVISION	OUTPUTS	DIRECTORATE/DIVISION	YEAR				
						1	2	3	4	5
			institutional environment.							
			Conduct audit of the institutional environment for quality control and checks.	Quarterly and Annual Audit Report.	AUDIT	x	x	x	x	x
			Develop and maintain quality improvement plans for statistics and the institutional environment in the NSS.	Quality improvement plans for the institutional environment and statistics.	DSCS	x	x	x	x	x
		Document Statistical procedures.	Develop & document statistical procedures and guidelines.	Documentation Reports.	DSES/BIS/DPSS/GIS/DMES/DDSCD/DSCS	x	x	x	x	x
			Edit UBOS main publications in line with the Proofreading and General Editing guidelines.	Documentation Reports.	DSCS	x	x	x	x	x
			Support effective archiving of all statistical documentation (electronic and hardcopy) in the NSS.	Documentation Reports.	ALL	x	x	x	x	x
			Edit audio, photographic and video-graphic documentation of statistical activities for advocacy and institutional memory.	Documentation Reports.	DC&PR/DSCS	x	x	x	x	x
			Peruse procedures to ensure legal compliance.	Reports	LEGAL	x	x	x	x	x
			Audit and review the documented statistical	Quarterly and Annual Audit	AUDIT	x	x	x	x	x

OBJECTIVE	STRATEGIC INITIATIVE	BROAD ACTIVITIES	ACTIVITIES BY DIRECTORATE/DIVISION	OUTPUTS	DIRECTORATE/DIVISION	YEAR				
						1	2	3	4	5
			procedures and operations.	Report.						
		Develop a data quality framework.	Develop a statistics quality assessment framework for the NSS.	SQAF	DSCS	x	x	x	x	x
			Publish framework for quality assessment in the NSS.	Report	DSCS	x	x	x	x	x
			Orient stakeholders on the framework for quality assessment in the NSS.	Report	DSCS	x	x	x	x	x
			Compile quarterly listing of prices of commonly used commodities and services.	Updated price list	PDU	x	x	x	x	x
			Draft legal compliance standards with appropriate enforcement mechanisms.	Reports	LEGAL	x	x	x	x	x
			Review data quality framework operations.	Quarterly and Annual Audit Report.	AUDIT	x	x	x	x	x
		Coordinate statistical Research in the NSS.	Promote and support analytical research in the NSS.	Research papers.	DSCS	x	x	x	x	x
			Support development of new indicators in the NSS using survey, census or administrative data	Indicators, development reports	DSCS	x	x	x	x	x
			Audit statistical research in NSS.	Quarterly and Annual Audit Report.	AUDIT, DSCS	x	x	x	x	x

OBJECTIVE	STRATEGIC INITIATIVE	BROAD ACTIVITIES	ACTIVITIES BY DIRECTORATE/DIVISION	OUTPUTS	DIRECTORATE/DIVISION	YEAR				
						1	2	3	4	5
Strengthen the monitoring and evaluation system for statistics (Quality).	Monitoring and evaluation of the implementation of statistical programs and activities in the PNSD.	Develop, coordinate, monitor & evaluate statistical processes in UBOS & the NSS.	Monitoring reports.	DSCS	x	x	x	x	x	
		Monitor & evaluate statistical processes in Directorates / Divisions.	M&E Reports.	ALL	x	x	x	x	x	
		Facilitate development/ review of the NSS M&E policy / framework for statistics to strengthen the quality assurance component.	M&E for QA.	DSCS		x				
		Conduct periodic evaluation of statistical processes (process assessment) in providing quality statistics.	Process quality assessment reports.	DSCS						
		Set up an M&E committee.	M&E Committee.	DSCS	x	x	x	x	x	
		Monitor and evaluate statistical QA programmes in the NSS.	Reports.	DSCS	x	x	x	x	x	
		Audit monitoring and evaluation of implementation of statistical programmes and activities in the PNSD.	Quarterly and Annual Audit Report.	AUDIT	x	x	x	x	x	
Attract and retain competent staff.	Maintain a reputable Corporate image.	Establish corporate core values.	Provide for refresher courses in line with Directorate activities.	Training Reports.	ALL	x	x	x	x	x
			Review establishment and operation of corporate core	Quarterly and Annual Audit	AUDIT	x	x	x	x	x

OBJECTIVE	STRATEGIC INITIATIVE	BROAD ACTIVITIES	ACTIVITIES BY DIRECTORATE/DIVISION	OUTPUTS	DIRECTORATE/DIVISION	YEAR				
						1	2	3	4	5
			values in statistics development and management.	Report.						
		Review and reinforce terms and conditions of service.	Conduct periodic staff appraisal & recognition.	Reports & Award system.	ALL	x	x	x	x	x
			Review terms and conditions of service.	Quarterly and Annual Audit Report.	AUDIT	x	x	x	x	x
			Review staff induction programmes and operations.	Quarterly and Annual Audit Report.	AUDIT	x	x	x	x	x
			Audit the job evaluation exercise and operation.	Quarterly and Annual Audit Report	AUDIT	x	x	x	x	x
			Audit the design and implementation of an appropriate reward system.	Quarterly and Annual Audit Report.	UDIT	x	x	x	x	x
		Undertake regular Staff orientation and reorientation.	Promote staff awareness – through training activities, internal memos, or any other mechanism – of the law that governs their day to day activities as well as their rights, responsibilities and obligations.	Reports/Informed Staff.	LEGAL	x	x	x	x	x
			Review staff orientation and reorientation programmes and operations.	Quarterly and Annual Audit Report.	AUDIT	x	x	x	x	x

OBJECTIVE	STRATEGIC INITIATIVE	BROAD ACTIVITIES	ACTIVITIES BY DIRECTORATE/DIVISION	OUTPUTS	DIRECTORATE/DIVISION	YEAR					
						1	2	3	4	5	
	Develop a competitive reward system.	Develop corporate products/items.	Develop corporate products/items.	Corporate Products.	LEGAL	x	x	x	x	x	
			Verify the existence of corporate products and items.	Quarterly and Annual Audit Report.	AUDIT	x	x	x	x	x	
		Develop HR policies.	Provide legal advice in HR policy development in line with the law.	Report.	LEGAL	x	x	x	x	x	
			Review the Human Resource Policy and Manual.	Quarterly and Annual Audit Report.	AUDIT	x	x	x	x	x	
			Review optimal staff levels.	Quarterly and Annual Audit Report.	AUDIT	x	x	x	x	x	
		Develop and operationalize competence based recruitment and selection tools.	Ensure the tools are aligned with the law.	Report	LEGAL	x	x	x	x	x	
			Review staff competence based recruitment and selection tools and operations.	Quarterly and Annual Audit Report.	AUDIT	x	x	x	x	x	
			Review staff competence profiling for each UBOS job.	Quarterly and Annual Audit Report.	AUDIT	x	x	x	x	x	
		Pursue a long term staff capacity building programme for UBOS.	Pursue long term Staff capacity building plan that caters for career structure,	Conduct mentoring and short term training in statistical methods, analysis and data management.		DSES	x	x	x	x	x
				Train staff in compiling agriculture statistics.		DAES	x	x	x	x	x

OBJECTIVE	STRATEGIC INITIATIVE	BROAD ACTIVITIES	ACTIVITIES BY DIRECTORATE/DIVISION	OUTPUTS	DIRECTORATE/DIVISION	YEAR				
						1	2	3	4	5
		promotion, reward system and mentoring.	Undertake ICT capacity development: IT staff training, benchmarking & collegial networking.	Trained Staff	DIT	x	x	x	x	x
			Review the long term staff capacity building plan and the promotion, mentoring and reward system.	Quarterly and Annual Audit Report.	AUDIT	x	x	x	x	x
			Sensitize users about procurement processes through internal and external involvement.	Informed users	PDU	x	x	x	x	x
			Train database developers on pertinent legal issues.	Informed users	LEGAL	x	x	x	x	x
			Audit promotion and staff benefits accruing to lower cadre staff (drivers, security assistants etc.).	Quarterly and Annual Audit Report.	AUDIT	x	x	x	x	x
			Operationalize a human resource strategy with uniform training, recruitment and promotion procedures.	Create a legal division with competent staff to support the Bureau in addressing its legal issues.	Legal Division.	LEGAL		x		
		Review the HR strategy for uniform training, recruitment and promotion procedures.		Quarterly and Annual Audit Report	AUDIT	x	x	x	x	x
		Audit the processes and status of redevelopment of Entebbe plot for data processing, archives and in-house training		Quarterly and Annual Audit Report.	AUDIT	x	x	x	x	x

OBJECTIVE	STRATEGIC INITIATIVE	BROAD ACTIVITIES	ACTIVITIES BY DIRECTORATE/DIVISION	OUTPUTS	DIRECTORATE/DIVISION	YEAR				
						1	2	3	4	5
			centre.							
		Put in place a statistical skills development framework for producers and data users.	Review the Statistical skills development framework for data producers and users.	Quarterly and Annual Audit Report.	AUDIT	x	x	x	x	x
		Automate routine human resource and administration processes and activities.	Review automated routine HR and administrative processes and activities.	Quarterly and Annual Audit Report.	AUDIT	x	x	x	x	x
		Develop 5-year Staff training programme	Review the five-year staff training programme.	Quarterly and Annual Audit Report.	AUDIT	x	x	x	x	x
			Review output-based staff performance assessment system and operations.	Quarterly and Annual Audit Report.	AUDIT	x	x	x	x	x
Enhance staff capacities to effectively deliver UBOS strategy.	Build staff capacity.	Design and implement capacity building interventions.	Train staff in analytical skills, sample and questionnaire design, report writing skills, and small area estimation techniques.	Trained Staff.	DSES	x	x	x	x	x
			Train staff in index number compilation, de-seasonalisation, time series, forecasting.	Trained Staff.	DBIS	x	x	x	x	x

OBJECTIVE	STRATEGIC INITIATIVE	BROAD ACTIVITIES	ACTIVITIES DIRECTORATE/DIVISION	BY	OUTPUTS	DIRECTORATE/DIVISION	YEAR				
							1	2	3	4	5
			Undertake statistical capacity development in MDAs and LGs.		Trained Staff & Report.	DDSCD	x	x	x	x	x
			Conduct or support periodic local and international training and exposure for MDAs and HLGs quality assurance officers, to continuously improve their capacity.		Trained Staff.	DSCS	x	x	x	x	x
			Train staff on CPD, and development partners' procedures.		Trained Staff	FINANCE	x	x	x	x	x
			Train staff to appreciate finance related matters.		Trained Staff	FINANCE	x	x	x	x	x
			Equip finance division staff with skills in monitoring and evaluation.		Trained Staff	FINANCE	x	x	x	x	x
			Train staff on legal implications in data handling.		Trained Staff	LEGAL	x	x	x	x	x
			Train all levels of staff on new standards and methodologies from international agencies such as IMF, UNSD.		Staff trained	DMES	x	x	x	x	x
			Equip every professional staff with methodologies and technology at the cutting edge of statistical production and development.		Experts in statistical methodology	DMES	x	x	x	x	x

OBJECTIVE	STRATEGIC INITIATIVE	BROAD ACTIVITIES	ACTIVITIES BY DIRECTORATE/DIVISION	OUTPUTS	DIRECTORATE/DIVISION	YEAR				
						1	2	3	4	5
			Audit the design and implementation of capacity building in UBOs, MDAs and LGs SSP implementing partners.	Quarterly and Annual Audit Report.	AUDIT	x	x	x	x	x
			Review the capacity gaps status in M&E, training, equipment, etc.	Quarterly and Annual Audit Report.	AUDIT	x	x	x	x	x
	Establish a Performance management system.	Set performance targets.	Monitor & evaluate staff performance against set targets.	Trained Staff	ALL	x	x	x	x	x
			Review and audit staff performance against set targets.	Quarterly and Annual Audit Report.	AUDIT	x	x	x	x	x
		Monitor performance.	Review staff performance and operation.	Quarterly and Annual Audit Report.	AUDIT	x	x	x	x	x
		Undertake performance evaluation.	Review and audit staff performance evaluation and operation processes.	Quarterly and Annual Audit Report.	AUDIT	x	x	x	x	x
			Review the established staff performance feedback mechanism.	Quarterly and Annual Audit Report.	AUDIT	x	x	x	x	x
			Review and audit staff performance evaluation and operation processes.	Quarterly and Annual Audit Report.	AUDIT	x	x	x	x	x
	Establish career progression	Continuous professional	Compile training needs in MDAs & LGS.	Report	DSCS	x	x	x	x	x

OBJECTIVE	STRATEGIC INITIATIVE	BROAD ACTIVITIES	ACTIVITIES BY DIRECTORATE/DIVISION	OUTPUTS	DIRECTORATE/DIVISION	YEAR				
						1	2	3	4	5
	path.	development.	Review the continuous professional development plan and its implementation.	Quarterly and Annual Audit Report.	AUDIT	x	x	x	x	x
		Design and implement career development guidelines.	Design and implement career development guidelines.	Career development path for common cadre staff.	DSCS	x	x	x	x	x
			Attend professional workshops and seminars in order to network with fellow professionals.	Skilled staff.	PDU	x	x	x	x	x
			Review the design and implementation of career development guidelines.	Quarterly and Annual Audit Report.	AUDIT	x	x	x	x	x
		Establish Performance management system.	Undertake performance evaluation.	Contribute to the performance appraisal.	ALL	x	x	x	x	x
			Review the performance management system.	Quarterly and Annual Audit Report.	AUDIT	x	x	x	x	x
		Promote professionalization of statistical human resource.		Attend conferences of professional bodies (ISI, USS, ICAS etc.).	Reports	ALL	x	x	x	x
Strengthen support	Provide an appropriate ICT	Develop ICT strategy.	Review current ICT strategy and IT systems.	ICT and IT systems	DIT	x				

OBJECTIVE	STRATEGIC INITIATIVE	BROAD ACTIVITIES	ACTIVITIES BY DIRECTORATE/DIVISION	OUTPUTS	DIRECTORATE/DIVISION	YEAR					
						1	2	3	4	5	
services for statistical production	infrastructure for supporting production and dissemination of statistical data and information in the NSS.		Develop new ICT strategy.	ICT Strategy	DIT	x					
			Review the ICT strategy.	Quarterly and Annual Audit Report.	AUDIT	x	x	x	x	x	
			Develop supporting policy guidelines: i.e. IT Usage & Storage Policy; IT Business Continuity Policy; Data Management Policy; Web Policy.	IT support policies	DIT		x				
		Implement the ICT strategy and guiding Policies.	Review critical IT resources in line with the new ICT strategy.	ICT Review	DIT		x				
			Design and implement the new IT architectural plan & upgrade the central and user IT environment.	New IT architectural plan.	DIT		x				
			Develop user support and monitoring platforms.	Platforms	DIT		x	x	x	x	
			Develop IT systems automation	CAPI/IT Automation systems.	DIT	x	x	x	x	x	
			Align the UBOS Web and database applications in line with the new strategic direction.	Data base Applications adopted.	DIT		x	x			

OBJECTIVE	STRATEGIC INITIATIVE	BROAD ACTIVITIES	ACTIVITIES BY DIRECTORATE/DIVISION	OUTPUTS	DIRECTORATE/DIVISION	YEAR					
						1	2	3	4	5	
			Develop an integrated database system.	DBS	DIT		x	x	x		
			Conduct IT audit in line with ICT strategy, policies and manuals.	Quarterly and Annual Audit Report.	AUDIT	x	x	x	x	x	
			Review and redesign UBOS Web applications.	New Web Applications.	DIT		x	x			
			Develop user feedback platforms.	Platforms	DIT		x	x			
			Review the existing accounting software.	Reviewed software	DIT/FINANCE	x	x	x	x	x	
			Review the software for index number compilation.	Reviewed software.	DIT/DBIS	x	x	x	x	x	
			Assess effectiveness of ICT policies and strategy.	Reports	DIT					x	
			Undertake a comprehensive ICT audit.	Reports	DIT					x	
		Review the ICT Strategy and Policies.	Develop policies and a strategic plan for the next 5 Years.	New Plan	DIT					x	
			Review the ICT strategy and policies.	Quarterly and Annual Audit Report.	AUDIT		x	x	x	x	x
			Review and audit the design, establishment, implementation and operation of the comprehensive backup and disaster recovery system.	Quarterly and Annual Audit Report.	AUDIT		x	x	x	x	x

OBJECTIVE	STRATEGIC INITIATIVE	BROAD ACTIVITIES	ACTIVITIES BY DIRECTORATE/DIVISION	OUTPUTS	DIRECTORATE/DIVISION	YEAR				
						1	2	3	4	5
			Design a business continuity plan.							
			Review and audit the design of the business continuity plan, Policies and implementation guidelines.	Quarterly and Annual Audit Report.	AUDIT	x	x	x	x	x
	To develop and maintain a sound financial management system that supports statistical production and related services.	Prepare UBOS budget.	Compile the UBOS Budget. Budget Consolidation- BFP.	UBOS Budget.	FINANCE	x	x	x	x	x
Compile Budget Framework Paper (BFP).			BFP	FINANCE	x	x	x	x	x	
Manage financial resources in line with relevant policies and guidelines.		Review and audit UBOS budget preparation, documentation, implementation and control processes.	Quarterly and Annual Audit Report.	AUDIT	x	x	x	x		
		Review & update the Finance Manual, Accounting Manual & internal control systems.	Finance Manual, Accounting Manual	FINANCE	x	x	x	x	x	
		Conduct financial audits and perform continuous reviews of management of financial resources in line with relevant policies and guidelines.	Quarterly and Annual Audit Report.	AUDIT	x	x	x	x		
Prepare financial statements and		Reconcile bank accounts.	Reports,	FINANCE	x	x	x	x	x	

OBJECTIVE	STRATEGIC INITIATIVE	BROAD ACTIVITIES	ACTIVITIES BY DIRECTORATE/DIVISION	OUTPUTS	DIRECTORATE/DIVISION	YEAR					
						1	2	3	4	5	
		reports.	Compile aggregate financial reports.	Financial Reports.	FINANCE	x	x	x	x	x	
			Incorporate the asset register from administration.	Asset Register	FINANCE	x	x	x	x	x	
			Undertake a Board of Survey.	Reports,	FINANCE	x	x	x	x	x	
				Review and audit financial statements and reports.	Quarterly and Annual Audit Report.	AUDIT	x	x	x	x	
		Ensure that all resources are adequately accounted for.		Prepare reports on un-accounted for funds.	Quarterly/Annual Reports.	FINANCE	x	x	x	x	x
				Monitor programs to ensure completeness and value for money.	Monitoring Reports	FINANCE	x	x	x	x	x
				Review and audit accountabilities for financial resources, to ensure value for money.	Quarterly and Annual Audit Report.	AUDIT	x	x	x	x	
				Ensure that internal controls and policies are in alignment with the law.	Reports	LEGAL	x	x	x	x	x
		To provide assurance that the Bureau maintains an effective control and risk management system.	Review of internal controls and policies.	Review existing internal controls and systems.	Quarterly Audit Report.	AUDIT	x	x	x	x	x
				Review the internal controls and policies established by management.	Quarterly and Annual Audit Report.	AUDIT	x	x	x	x	x
Develop and implement an	Prepare a risk-based audit programme for each specific			Risk based audit programme each	AUDIT	x	x	x	x	x	

OBJECTIVE	STRATEGIC INITIATIVE	BROAD ACTIVITIES	ACTIVITIES BY DIRECTORATE/DIVISION	OUTPUTS	DIRECTORATE/DIVISION	YEAR					
						1	2	3	4	5	
		audit plan.	engagement.	engagement.							
			Ensure the annual audit plan and specific risk-based audit programmes are developed and implemented.	Quarterly and Annual Audit Report.	AUDIT	x	x	x	x		
		Undertake audits in line with the audit plan.	Conduct all audits in accordance with standard guidelines and procedures.	Quarterly Audit Report.	AUDIT	x	x	x	x	x	
			Conduct all audits in accordance with the audit plan programmes standard procedures and guidelines.	Quarterly and Annual Audit Report.	AUDIT	x	x	x	x		
		Review the audit manual and charter.	Review the audit manual and charter.	Audit Manual and Audit Charter reviewed.	AUDIT	x	x	x	x	x	
			Ensure the audit manual and charter is reviewed every three years.	Quarterly and Annual Audit Report.	AUDIT	x	x	x	x		
		To maintain a sound procurement and disposal system that supports statistical production and related services.	Prepare procurement and disposal plans (main).	Prepare procurement plans for the Directorate.	Procurement Plans	ALL	x	x	x	x	
				Prepare procurement and disposal plans (main).	Consolidated Procurement Plan.	PDU	x	x	x	x	
				Review the plans to ensure they are in line with the PPDA Act.	Reviewed Plans	LEGAL	x	x	x	x	
				Review the system controls and procedures, identify risks,	Quarterly Audit Report.	AUDIT	x	x	x	x	

OBJECTIVE	STRATEGIC INITIATIVE	BROAD ACTIVITIES	ACTIVITIES BY DIRECTORATE/DIVISION	OUTPUTS	DIRECTORATE/DIVISION	YEAR				
						1	2	3	4	5
			weaknesses, and strengths and advise accordingly.							
			Review annual procurement and disposal plans.	Quarterly and Annual Audit Report.	AUDIT	x	x	x	x	
		Prepare mandatory monthly procurement reports (main).	Produce monthly procurement reports.	Procurement Reports.	PDU	x	x	x	x	x
			Review and audit mandatory monthly procurement reports.	Quarterly and Annual Audit Report.	AUDIT	x	x	x	x	x
		Conduct procurement in line with PPDA guidelines (Main).	Prepare monthly procurement reports.	Procurement Reports	PDU	x	x	x	x	x
			Conduct procurement audits in line with PPDA rules, regulations and guidelines and perform stores delivery verification in line with regulations to ensure value for money.	Quarterly and Annual Audit Report.	AUDIT	x	x	x	x	x
		Maintain and archive records of procurement and disposal processes.	Archive procurements documents.	Procurement Reports.	PDU	x	x	x	x	x
			Review the safety of archive records of procurement and disposal processes.	Quarterly and Annual Audit Report.	AUDIT	x	x	x	x	x
	To provide an enabling work	Review and maintain the	Ensure systems are in line with the law.	Report	LEGAL	x	x	x	x	x

OBJECTIVE	STRATEGIC INITIATIVE	BROAD ACTIVITIES	ACTIVITIES BY DIRECTORATE/DIVISION	OUTPUTS	DIRECTORATE/DIVISION	YEAR				
						1	2	3	4	5
	environment that supports statistical production and related services.	functionality of management and administrative systems and procedures (main).	Review and audit the functionality of management and administrative systems and procedures.	Quarterly and Annual Audit Report.	AUDIT	x	x	x	x	x
		Construct premises to accommodate data processing, archiving and training (Main).	Audit the construction of the data processing, archiving and training centre in Entebbe plot.	Quarterly and Annual Audit Report.	AUDIT	x	x	x	x	x
		Maintain UBOS physical infrastructure and facilities to support statistical production and related services.	Audit the maintenance and control of the Bureau's physical infrastructure and facilities in support of statistical production and related services.	Quarterly and Annual Audit Report.	AUDIT	x	x	x	x	x
		Develop asset and inventory management systems (main).	Review and audit assets and inventory management systems, and audit the stores management system and operation.	Quarterly and Annual Audit Report.	AUDIT	x	x	x	x	x
		To undertake communication initiatives	Undertake a communications audit (main).	Review the procedures and processes used in the conduct of the communications audit.	Quarterly and Annual Audit Report.	AUDIT	x	x	x	x

OBJECTIVE	STRATEGIC INITIATIVE	BROAD ACTIVITIES	ACTIVITIES BY DIRECTORATE/DIVISION	OUTPUTS	DIRECTORATE/DIVISION	YEAR				
						1	2	3	4	5
	promoting a high profile of the Bureau as well as its activities, products and services in the public domain.	Develop and operationalize a communications policy (main).	Review the communications policy and operationalization.	Quarterly and Annual Audit Report.	AUDIT	x	x	x	x	x
		Develop and implement communication strategies and guidelines (main).	Check the strategies and guidelines to ensure they are in line with the law.	Reviewed strategies and guidelines.	LEGAL	x	x	x	x	x
			Review and audit implementation of communication strategies, policies and guidelines.	Quarterly and Annual Audit Report.	AUDIT	x	x	x	x	x
			Review the statistics museum policy and its implementation.	Quarterly and Annual Audit Report.	AUDIT	x	x	x	x	x
		Develop and operationalize a dissemination policy.	Ensure the policy is in line with the law.	Reviewed Policy	LEGAL	x	x	x	x	x
			Review and audit the dissemination policy and implementations it in line with usability of statistics.	Quarterly and Annual Audit Report.	AUDIT	x	x	x	x	x
	Ensure UBOS complies with statutory and regulatory framework.	Create awareness on existing legal framework.	Review statistical awareness with the existing legal framework.	Quarterly and Annual Audit Report.	AUDIT	x	x	x	x	x
		Review policies and manuals in place.	Review policies and manuals in place to align them with the law.	Reviewed Polices& manuals.	LEGAL	x	x	x	x	x
			Review whether implementation of existing	Quarterly and Annual Audit	AUDIT	x	x	x	x	x

OBJECTIVE	STRATEGIC INITIATIVE	BROAD ACTIVITIES	ACTIVITIES BY DIRECTORATE/DIVISION	OUTPUTS	DIRECTORATE/DIVISION	YEAR				
						1	2	3	4	5
			policies, manuals and regulations is in compliance with statutory and regulatory frameworks.	Report.						
		Align UBOS policies and procedures to the legal framework.	Establish whether Bureau policies, procedures manuals are in alignment with the legal framework.	Quarterly and Annual Audit Report	AUDIT	x	x	x	x	x
		Establish an integrated legal framework for statistics.	Review the integrated legal framework for statistics.	Quarterly and Annual Audit Report.	AUDIT	x	x	x	x	x
		Draft and review contractual obligations.	Audit the contracted obligations.	Quarterly and Annual Audit Report.	AUDIT	x	x	x	x	x
			Review the legal representation procedures and processes.	Quarterly and Annual Audit Report.	AUDIT	x	x	x	x	x
		Provide legal opinion.	Review the implementation of legal opinion and its implications.	Quarterly and Annual Audit Report.	AUDIT	x	x	x	x	x

Annex C: Statistics/Indicators demanded but not produced by UBOS

Data/Statistics/ Indicator demanded but not produced	Users that demand the indicator	Collaborative Department/ Division/ Unit within UBOS	Partners in production outside UBOS
<ul style="list-style-type: none"> Annual statistics on use of agricultural equipment and machinery Annual statistics on fertilizer use 	Uganda National Input Dealers Association, MAAIF, NAADS, NPA, MoFPED, Local Governments	DSES, DAES	MAAIF-Planning, MAAIF-Directorate of Crop Resources, LG-District Agricultural Offices
PPI-Agriculture	UBOS, MoFPED, BOU, MAAIF, MoTIC	DSES, DAES	BOU, MAAIF, MoTIC
Total cultivated area	UBOS, OPM, MoFPED, MoLG, EAC	DAES, DSES	MAAIF
Irrigation statistics	UBOS, OPM, Uganda National Input Dealers Association, MAAIF, NAADS	DAES, DSES	MAAIF
Natural disasters	MoFPED, OPM	DSES	OPM, MWE, MoH,
Statistics on waste management	MoH, MoLG, NEMA, KCCA	DAES, DSES	MoH, MoLG, NEMA, KCCA
<ul style="list-style-type: none"> Number of fish ponds Households practicing fish farming Area of fish ponds Amount of fish (tonnes) from fish farming 	UBOS, Department of Fisheries-MAAIF, MTIC	DSES, DAES	Planning Department-MAAIF, Fisheries Department-MAAIF
Bee keeping households and amount of honey produced	MAAIF, Fisheries-Entomology Department, OPM, MoFPED	DSES, DAES	MAAIF-Planning, Directorate of Animal Resources-MAAIF
Informal sector indices	UBOS, BOU, UMA, Private Sector Foundation –Uganda (PSFU)	DSES, DBIS	UMA, PSFU, Kampala City of Traders' Association (KACITA), Uganda Small Scale Industries Association etc.
Mining and quarrying indices	UBOS, BOU, MEMD	DMES, DBIS	Ministry of Energy and Mineral Development, URA
Growth and inflation in freight services	UBOS, MoWT	DMES, DBIS	URA, MoWT
Price and volume indices for Utilities	UBOS	DMES	NWSC, Directorate for Water Development (DWD) in MWE, LGs and HLGs, Businesses

Data/Statistics/ Indicator demanded but not produced	Users that demand the indicator	Collaborative Department/ Division/ Unit within UBOS	Partners in production outside UBOS
Distributive trade statistics	UBOS, MoTIC	DBIS, DMES	URA, MTIC
Current population of administrative units at village level	UBOS, MoFPED, Bank of Uganda, NGOs, LGs	DSCD, DPSS, GIS	MoLG, MoFPED
Emission Accounts	UBOS, MoWE	DAES	MW&E, NEMA, Manufacturing Businesses
Forestry Accounts, Water Accounts	UBOS, MoWE, MoFPED, NEMA	DAES	MoWE, NEMA, NWSC
Import Indices	UBOS, MoFPED, World Bank, IMF, BOU, Researchers	DMES	URA, BOU, MoFPED
International Trade in Services	UBOS, MoFPED, BOU, IMF, Researchers, Investors	DMES	BOU, Businesses in the Services sector
Consumption of Fixed Capital (CFC)	UBOS, IMF, MoFPED, BOU	DMES	MoLG, MoFPED, BOU, Office of Accountant General (OAG), MoLG
Government Balance Sheet	UBOS, IMF, MoFPED, BOU	DMES	MoLG, MoFPED, BOU, OAG
Rural CPI, De-seasonalised CPI	UBOS, BOU, MoFPED, NGO, Academia, MDAs and general public	DMES	BOU, MoFPED
Full Sequence of National Accounts	MoFPED, BOU, Researchers, IMF, World Bank, Donors, OPM, NPA	DMES & SPD Directorates/Divisions in UBOS	BOU, MoPS, World Bank, Almost all MDAs
QNNI (Quarterly Net National Income)	UBOS, MoFPED, BOU, Researchers, IMF, World Bank, Donors, MDAs	DMES & SPD Directorates /Divisions in UBOS	URA
QGNI (Quarterly Gross National Income)	UBOS, MoFPED, BOU, Researchers, IMF, World Bank, Donors, MDAs	DMES & SPD Directorates /Divisions in UBOS	NSSF, MoFPED, BOU
QGDP at current prices	UBOS, MoFPED, BOU, Researchers, IMF, World Bank, Donors, MDAs	DMES & SPD Directorates/Divisions in UBOS	MoFPED, BOU, IMF
QGDP by expenditure	UBOS, MoFPED, BOU, Researchers, IMF, world Bank, Donors and MDAs	DMES & SPD Directorates/Divisions in UBOS	IMF, MoFPED, BOU
Child abuse	MoGLSD, Development Partners, NGOs, e.g. Child Fund, OVC projects, Universities, Research organisations.	DSES, DPSS	MoGLSD, NCC, UNICEF, CHILD FUND, NGOs handling children and OVC's
Detailed data on disability	MGLSD, NCD, NUDIPU, DEV PARTNERS,	DPSS	MoGLSD, DISABILITY COUNCIL, MoH,

Data/Statistics/ Indicator demanded but not produced	Users that demand the indicator	Collaborative Department/ Division/ Unit within UBOS	Partners in production outside UBOS
	MoLG		WHO, MoLG, UNICEF
Causes of death	UBOS, MoH, MoFPED, Development Partners, URSB, Insurance companies, JLOS, UBOS, Academia	DPSS	URSB, MoH, WHO, MoFPED, JLOS
Annual births and deaths	UBOS, MoFPED, MoH, URSB, JLOS, MoLG	DPSS	MoLG, MoH, URSB, MoGLSD
Unemployment rate (district level) Under employment rates for higher local governments	Districts, researchers, academia	DPSS, DSES	ILO, MoLG
Indicators for informing public investment in areas of health, roads, education, water and sanitation, trade and commerce and agriculture	MoFPED, MoLG, OPM, NPA, MoPS	All SPD Directorates	MoFPED, MoES, UNRA, MAAIF, MOH, MoLG, MoTIC
Women versus men productivity	MoGLSD, CSOs, Development Partners, MoLG, MoFPED, NPA, OPM	DSCS, DBIS and Gender Focal Person in UBOS	MoGLSD, Focal Persons in MDAs
Data on violence against children	MoGLSD, CSO, OPM, NGOs, NPA, MoFPED	DPSS, DSES	MGLAS, OPM, Focal Persons in MDAs

Annex D: Statistical and Administrative outputs from Directorates and Divisions

Unit Name	Data/Statistics/Indicator	Standard Used	Advance standard not used	Disseminated on MDA/LG website	Disseminated in MDA/LG Statistical Abstract
DIRECTORATE OF MACRO-ECONOMIC STATISTICS					
Annual GDP	Annual GDP	SNA 93	SNA 2008	Yes	Yes
Annual GDP	Tourism Satellite Accounts	SNA 93, IRTS (International Recommendations for Tourism Statistics) 2008		No	No
External Trade	Imports and Exports Trade flows	Harmonized Commodity Coding System(HSCODE) 2007			
External Trade	Export Indices	SITC (Standard International Trade Classification Rev 3), IMTS (International Merchandise Trade Statistics)	SITC.Rev.4, BEC.Rev.4, IMTS-Compilation manual	Yes	Yes
Government Finance Statistics	Overall Balance Budget Deficit/Surplus	Government Finance Statistics Manual (GFSM) 1986	GFSM 2001	No	Yes
Government Finance Statistics	Expenditure	Government Finance Statistics Manual (GFSM)/ GFSM 2001		No	Yes
Government Finance Statistics	Revenue	Government Finance Statistics Manual (GFSM)/GFS 2001		No	Yes
Government Finance Statistics	Government Final Consumption	System of National Accounts (SNA) 1993		No	Yes
Price	Services Inflation	NCPI		Yes	Yes
Price	CPI	COICOP and National Classification System		Yes	Yes
Price	Energy, Fuel and Utilities Inflation	ISIC Rev 4, CPC		Yes	Yes
Price	Core Inflation	Based on the CPI compiled by exclusion method		Yes	Yes
Price	Food Crops Inflation	Based on the NCPI		Yes	Yes

Unit Name	Data/Statistics/Indicator	Standard Used	Advance standard not used	Disseminated on MDA/LG website	Disseminated in MDA/LG Statistical Abstract
Price	Non-Food Inflation	Based on NCPI		Yes	Yes
Price	Other goods inflation	NCPI		Yes	Yes
Price	Annual Headline Inflation	NCPI		Yes	Yes
Price	HCPI	COICOP		No	No
Price	Food Inflation	Based on NCPI		Yes	Yes
Quarterly GDP	QGDP	SNA 1993	SNA 2008	Yes	No
Quarterly GDP	NPI Satellite accounts	SNA 1993	SNA 2008	No	No
DIRECTORATE OF BUSINESS AND INDUSTRY STATISTICS					
Business	Growth in the manufacturing sector	ISIC Rev 4, CPC & UN industrial statistics guidelines		Yes	Yes
Business	Inflation in manufacturing sector	IMF manual on index compilation		Yes	Yes
Business	Inflation in the hotel sector	IMF manual on index compilation		Yes	Yes
Business	Growth of economic sectors	IMF manual on index compilation		Yes	Yes
Business	Business Register	UN industrial statistics guidelines and methodology		Yes	Yes
Energy	Inflation in the construction sector	IMF manual on index compilation			
Energy	Volumes of construction	UN industrial statistics guidelines			
DIRECTORATE OF POPULATION AND SOCIAL STATISTICS					
Population	Life expectancy at birth	UN		Yes	Yes
Population	Children ever born	UN		Yes	No
Population	Contraceptive prevalence rate	UN		Yes	No
Population	Unmet need for family planning	UN		Yes	No
Population	Median age at first birth	UN		Yes	No
Population	Singulate mean age at marriage	UN		Yes	No
Population	Crude Birth Rate	UN		Yes	No
Population	Age Specific Fertility Rate	UN		Yes	No

Unit Name	Data/Statistics/Indicator	Standard Used	Advance standard not used	Disseminated on MDA/LG website	Disseminated in MDA/LG Statistical Abstract
Population	Population by age/sex	UN		Yes	Yes
Population	Population projections	UN		Yes	Yes
Population	Maternal Mortality Rate	UN		Yes	Yes
Population	Under Five Mortality Rate	UN		Yes	Yes
Population	Infant Mortality Rate	UN		Yes	Yes
Population	Disability Rate	UN		No	No
Population	Total Fertility Rate	UN		Yes	Yes
DIRECTORATE OF AGRICULTURE AND ENVIRONMENT STATISTICS					
Crop	Access to agricultural services	FAO		No	Yes
Crop	Area under crops	FAO		Yes	Yes
Crop	Crop production yield	FAO		Yes	Yes
Crop	Agricultural households by crop	FAO		Yes	No
Crop	Number of plots by crop	FAO		No	No
Crop	Average plot size by crop	FAO		No	No
Crop	Food security information (but limited)	FAO		No	No
Environment	Forests cover area	UN		No	Yes
Environment	Forest cover (by local and central forest reserves)	UN		No	Yes
Environment	Production of round wood	UN		No	Yes
Environment	Rain fall data	UN			Yes
Environment	Temperature	UN		No	Yes
Environment	Humidity data	UN			Yes
Environment	Amount of water supply	UN			Yes
Livestock	Livestock numbers by type	FAO		Yes	Yes
Livestock	Number of households owning livestock	FAO		Yes	Yes

Unit Name	Data/Statistics/Indicator	Standard Used	Advance standard not used	Disseminated on MDA/LG website	Disseminated in MDA/LG Statistical Abstract
Livestock	Milk production	FAO		Yes	Yes
Livestock	Meat production (tons)	FAO		No	Yes
Livestock	Egg production	FAO		Yes	Yes
Livestock	Fish catch by water body	FAO		Yes	Yes
DIVISION OF GEO-INFORMATION SERVICES					
Geo Information Services	Updated administrative geography for the whole country	World Geodetic System 1984 ISO TC 211		Yes	Yes
Geo Information Services	Number of service delivery facilities per administrative area	World Geodetic System 1984 ISO TC 211		Yes	Yes
Geo Information Services	Land area and total area (in sq. Km) for all districts, sub-counties and Urban Areas	ISO-19110			Yes
Geo Information Services	Accessibility/ suitability analysis report to service delivery facilities	ISOTC 211		Yes	
DIRECTORATE OF DISTRICT STATISTICS AND CAPACITY DEVELOPMENT					
Capacity Development	Training modules	MUK		No	Yes
Community Statistics	Community profiles	Philippines NSO		No	Yes
Community Statistics	Social economic reports	Philippines NSO		No	Yes
Community Statistics	CIS data base	Philippines NSO		No	No
District Profiling and Administration Records	Higher local government profile reports	Philippines NSO		No	Yes

Unit Name	Data/Statistics/Indicator	Standard Used	Advance standard not used	Disseminated on MDA/LG website	Disseminated in MDA/LG Statistical Abstract
District Profiling and Administration Records	Annual local government planning statistics	Kenya and Philippines NSO		Yes	Yes
District Profiling and Administration Records	Annual District Statistical Abstracts	Kenya and Philippines NSO		No	Yes
DIVISION OF COMMUNICATIONS AND PUBLIC RELATIONS					
Information management	Number of library users/ clients	Library visitors register		No	No
Information management	Number of UBOS publication titles	Catalogue of UBOS publications			
Information management	Number of LRC catalogues	Catalogue of LRC publication titles			
Information Management	Number of exhibition visitors	Exhibition visitors register			
Information Management	Number of data requests	Data requests register			
Information Management	Number of stakeholders	stakeholders database			
Information Management	List of information materials to be disposed off	National Archives Act, Retention and Disposal Schedule, Register			
Information Management	Proportion of UBOS electronic only publications	Electronic publications collection database			
Information Management	Inventory of all information materials obtained from different offices in the Bureau	Basic Registry Procedures and manuals			

Unit Name	Data/Statistics/Indicator	Standard Used	Advance standard not used	Disseminated on MDA/LG website	Disseminated in MDA/LG Statistical Abstract
Information Management	Number of archived documents	Register			
Information Management	Number of publications disseminated	Register			
DIVISION OF FINANCE					
Accounts	Budget policy statement	OBT		Yes	Yes
Accounts	Quarterly reports	OBT		Yes	Yes
Accounts	Final accounts	IFRS,IPSAS		Yes	Yes
Finance	Budget policy statement	OBT		Yes	Yes
Finance	Quarterly reports	OBT		Yes	Yes
Finance	Final accounts	IFRS.IPSAS		Yes	Yes
DIVISION OF INTERNAL AUDIT					
Internal Audit	Quarterly audit reports	International Professional Auditing Standards.		Yes	Yes

Annex E: Detailed Budget by Directorate/Division and Goals

Year	DSCS	DSES	DBIS	DMES	DSCD	DA & HR	DC & PR	PDU	DGIS	DAES	Div Finance	Div Audit	DPSS	DIT	Total UBOS
Goal 1. Coordination and Management															
Yr 1	1,081	40	14	117	10	75	1,129	272	8	27		30			2,804
Yr 2	1,145	10	20	135	324	187	1,008	285	9	30		90		130	3,372
Yr 3	913	40	24	155	325	218	1,018	298	9	34		80		80	3,194
Yr 4	935	10	22	178	371	185	1,008	311	10	38		90		100	3,257
Yr 5	897	40	22	205	422	206	1,018	324	11	43		105		50	3,341
Sub Total	4,971	140	102	790	1,452	871	5,181	1,489	46	172		395		360	15,968
Goal 2. Data Development and Management															
Yr 1	1,507	1,330	1,425	498	3,877		80		93	792		50	58,032	400	68,084
Yr 2	1,245	16,115	1,480	1,117	4,485		80		122	3,660		150	34,896	220	63,570
Yr 3	1,212	1,945	1,430	1,046	4,734		80		125	4,701		160	1,413	110	16,955
Yr 4	1,639	5,530	1,480	1,202	5,497		80		128	1,390		170	14,203	10	31,329
Yr 5	1,600	805	1,480	871	6,151		80		141	3,576		180	92	10	14,986
Sub Total	7,203	25,725	7,295	4,734	24,744		400		608	14,119		710	108,635	750	194,923
Goal 3. Dissemination and Usability of Statistics															
Yr 1	774	50	116	674	533		1,018			208		20			3,392
Yr 2	958	2	121	775	637		766		3	52		70		50	3,433
Yr 3	777	50	116	891	538		728		3	166		60	8,700	40	12,068

Year	DSCS	DSES	DBIS	DMES	DSCD	DA & HR	DC & PR	PDU	DGIS	DAES	Div Finance	Div Audit	DPSS	DIT	Total UBOS
Yr 4	897		116	1,024	586		766		4	42		70		30	3,535
Yr 5	1,106	52	116	1,178	643		807		4	339		80		30	4,355
Sub Total	4,512	154	585	4,542	2,937		4,085		14	805		300	8,700	150	26,783
Goal 4. Quality Assurance															
Yr 1	360	120	162	849			247		4	22		60		1,824	3,649
Yr 2	413	120	162	977			232		4	15		140		2,063	4,126
Yr 3	399	120	170	1,123			232		5	20		150		2,219	4,437
Yr 4	333	120	170	1,292			232		5	20		170		2,341	4,683
Yr 5	389	120	170	1,486			232		5	37		175		2,614	5,228
Sub Total	1,894	600	834	5,727			1,175		23	114		695		11,061	22,123
Goal 5. Human Resource Development															
Yr 1	367	5	76	791	196	645	90	167	41	89		50	2,735	31	5,283
Yr 2	406	5	116	909	589	290	115	174	73	31		120		83	2,911
Yr 3	441	5	116	1,046	757	281	95	182	78	67		135		100	3,302
Yr 4	396	5	136	1,203	678	678	80	184	68	37		150		80	3,696
Yr 5	433	5	136	1,383	719	384	130	193	73	92		160		80	3,789
Sub Total	2,043	25	580	5,332	2,940	2,278	510	900	332	316		615	2,735	374	18,980
Goal 6. Support Services for Statistics Production															
Yr 1						2,845	762	17	25		2,279	250	15,126		21,304
Yr 2						6,699	727	18	33		2,400	500	4,707	210	15,294

Year	DSCS	DSES	DBIS	DMES	DSCD	DA & HR	DC & PR	PDU	DGIS	DAES	Div Finance	Div Audit	DPSS	DIT	Total UBOS
Yr 3						6,726	712	19	24		2,520	550		695	11,247
Yr 4						7,870	722	20	26		2,640	610		410	12,298
Yr 5						9,207	722	21			2,760	700		410	13,820
Sub Total						33,347	3645	95	108		12,599	2,610	19,833	1,725	73,962
Total	20,623	26,644	9,396	21,124	32,072	36,496	14,996	2,484	1,131	15,525	12,599	5,325	139,903	14,420	352,738
	5.8%	7.6%	2.7%	6.0%	9.1%	10.3%	4.3%	0.7%	0.3%	4.4%	3.6%	1.5%	39.7%	4.1%	100.0%

Annex F: The 10 Year UBOS focus

1. Coordination and management

- a. Statistics Act in place for the entire NSS to address compliance and impartiality.
- b. Policies developed and approved to support key functions of the Bureau and wider NSS e.g. IT, statistics quality policy, coordination, data revision, human resources, financial resources etc.
- c. A functional, automated M & E system.
- d. Designated indicators that can be monitored for the NDP and international frameworks.
- e. Improved coordination among key data producers and users in the NSS.
- f. An established national field organization with own zonal offices and enumerators, collecting sub-national statistics.

2. Quality Assurance

- a. Undertaking of regular (annual) statistical quality audits across the NSS.
- b. Applied Proof reading and General Editing (PAGE) Hand book as standard guideline for preparing UBOS products for publication.
- c. Capacity building for mainstreaming gender into their entire statistical system.
- d. Harmonized work programme for the NSS with annualized activities.
- e. Strengthening Data Quality Assurance.
- f. Good quality administrative data.

3. Human Resource development and Management

- a. Automated Human Resource and Administration systems and procedures.
- b. A succession plan for UBOS in place.
- c. Career path instituted and implemented.
- d. Strengthened analytical capacity for writing policy briefs using household survey data.

4. Statistics Capacity Development

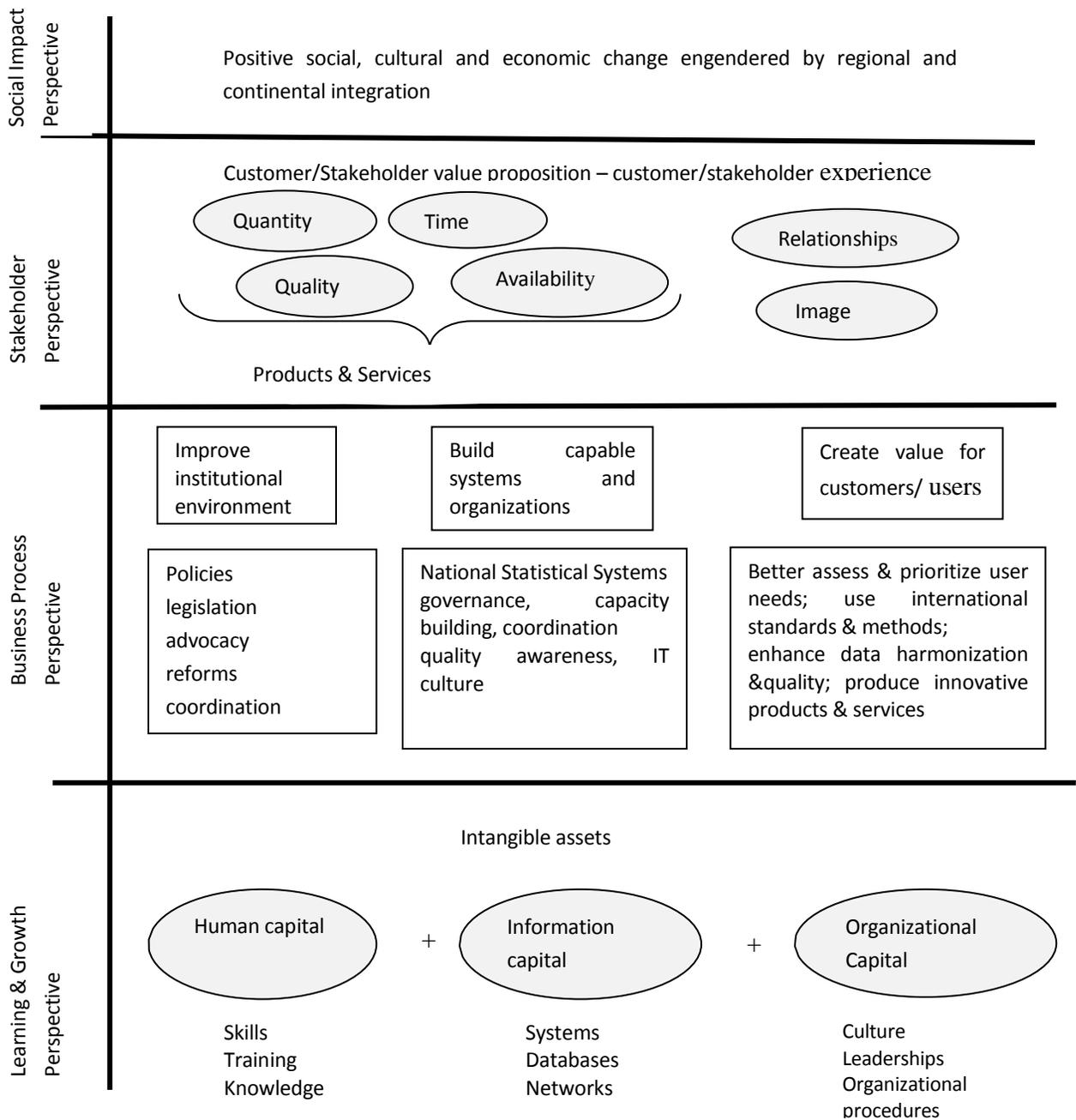
- a. A functional in-service statistical training centre at UBOS.
- b. Updated CIS Registers. Annual statistical abstracts, including popular versions in major languages spoken by communities across higher local governments.
- c. Harmonized districts databases as the one stop centre within all district planning units.
- d. Functional web-based CIS database in all the CIS implementing districts
- e. Updated profiles for higher and lower LGs.
- f. Enhanced capacity to manage data for evidence based decision making in MDAs, and higher and lower local government levels.

5. Data production and development

- a. Increased generation of small area statistics.
- b. Increased number of statistical products produced by UBOS, including:
 - Governance statistics.
 - Culture statistics.
 - Vital statistics.

- Formal and informal sector statistics.
 - c. Generation of statistical information for all census and survey programmes.
 - d. Fully funded ten-year census and survey programmes undertaken according to schedule.
 - e. Regular advanced analytical and methodological social and economic research.
 - f. Well established and functional sampling frame for both household and business surveys.
 - g. Migration from paper interviews to scanning/computer/telephone interviews where appropriate.
 - h. Improved methods of data production.
 - i. National Population and Housing Census.
 - j. Strengthening methodological and analytical research.
- 6. IT Infrastructure development**
- a. Increased automated data processes to support and ease access to and dissemination of data.
 - b. Integrated and interoperable NSS data base system.
 - c. IT fully integrated in censuses and survey programmes.
 - d. Increased use of social networks (Facebook, Tweeter and others) to support statistical dissemination.
 - e. Cloud computing implementation.
 - f. Integrated Geo-statistical databases.
 - g. Functional UBOS off-site data backup and disaster recovery system.
 - h. Functional NSS website with user-producer discussion blogs and fora.
 - i. Shift from analogue to mobile and Web-based mapping services.
 - j. Archived cartographic paper-based maps and reports generated.
 - k. National and district census atlases developed.
- 7. Corporate Services**
- a. Increased professionalism across the Bureau.
 - b. Increased coordination between program managers and the Finance Division.
 - c. Re-branding UBOS, including design of promotional materials, symbols and logos.
 - d. Elevation of Divisions to Directorates.
 - e. A centralized communication approach for UBOS.
 - f. Client's Charter for UBOS formulated.
 - g. Develop coordinated and harmonized budgeting for programs and projects.
 - h. Increased use of finance guidelines.
 - i. Functional UBOS financial management system.
 - j. E-procurement platform in place for processing and maintenance of procurement records.

Annex G : The Balanced Score Card Model



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