



UGANDA BUREAU OF STATISTICS



EXTENDED STRATEGIC PLAN FOR STATISTICS 2018/19 – 2019/20

Theme: Enhancing Data Quality and Use

July 2018

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LIST OF ACRONYMS

AAS	Annual Agriculture Survey
ASSIP	Accountability Sector Strategic Investment Plan
BoD	Board of Directors
BoU	Bank of Uganda
CAPI	Computer Assisted Personal Interview
CCTV	Closed Circuit Television
CPI	Consumer Price index
CSI	Construction Sector Index
CSOs	Civil Society Organisations
DAES	Directorate of Agriculture and Environment Statistics
DED/CS	Deputy Executive Director/Corporate Services
DED/SP&D	Deputy Executive Director/Statistical Production and Development
DPSS	Directorate of Population and Social Statistics
DSC	District Statistics Committee
DSES	Directorate of Socio-Economic Surveys
EAC	East African Community
ED	Executive Director
FGD	Focus Group Discussion
FPC	First Parliamentary Council
FY	Financial Year
GAPR	Government Annual Performance Review
GDP	Gross domestic Product
GIS	Geo-Information System
GoU	Government of Uganda
HLGs	Higher Local Governments
IAC	Inter-Agency Committee
ICT	Information Communication Technology
IoP	Index of Production
ISI	International Statistical Institute
IT	Information Technology
KCA	Kampala City Authority
KEI	Key Economic Indicators
KII	Key Informant Interview
LGs	Local Governments
M&E	Monitoring and Evaluation
MDAs	Ministries, Departments and Agencies
MDGs	Millennium Development Goals
MoFPED	Ministry of Finance, Planning and Economic Development
MoPS	Ministry of Public Service
MTR	Mid-Term Review
NDP II	Second National Development Plan
NMP	National Manpower Survey

NPHC	National Population and Housing Census
NSDS	National Service Delivery Survey
NSI	National Standard Indicator (Framework)
NSS	National Statistical System
PBBS	Programme Based Budgeting System
PNSD	Plan for National Statistical Development
PPI	Producer Price Index
RBM	Results Based Management
SDGs	Sustainable Development Goals
SQACF	Statistical Quality Assessment and Certification Framework
SSC	Sector Statistics Committee
SP	Strategic Plan
UBI	Uganda Business Inquiry
UBOS	Uganda Bureau of Statistics
UDHS	Uganda Demographic and Health Survey
UNDP	United Nations Development Programme
UNHS	Uganda National Household Survey
UNPS	Uganda National Panel Survey
USS	Uganda Statistical Society

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UGANDA BUREAU OF STATISTICS

2018/19 - /2019/20

STRATEGIC PLAN FOR STATISTICS

Theme: Enhancing Data Quality

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PREAMBLE



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 as well as 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 government policy, planning and decision-making; provide evidence for monitoring, evaluating and reporting on implementation of government programmes; and enable other stakeholders to assess government performance in order to determine their own programming and investment decisions. To that end, the Bureau in collaboration with selected MDAs developed and implemented a five-year Plan for National Statistical Development (PNSD II) (2013/14 – 2017/18). The PNSD is a comprehensive framework for strengthening statistical capacity in Uganda. The framework requires all Ministries, Departments and Agencies (MDAs), Higher Local Governments (HLGs) and Civil Society Organizations (CSOs) to develop and implement their specific Strategic Plans for Statistics (SPSs) which are building blocks of the PNSD.

The second UBOS Strategic Plan (USP) (2013/14-2017/18) was based on the theme *“Enhancing Data Quality and Use”*. It focuses on integrating and streamlining sectoral statistical requirements into the NSS; improving data production and management; addressing data user needs; and enhancing strategic partnerships in data production, management and use. Several important achievements have been registered during implementation of the UBOS SPS II (2013/14 – 2017/18) and key among them was the conduct of the 2014 National Population and Housing Census (NPHC).

The two-year extension of the UBOS SPS II is intended to ensure alignment to NDP II (2015/16 – 2019/20) timeframe), and to take account of emerging national, regional and international development frameworks. Priorities for the two-year extension period include recurrent annualised activities; activities which were not implemented or completed during the planned period (2013/14 – 2017/18) but are still required for NDP II implementation; and new initiatives for enhancing data production in light of the changing environment and increasing data needs.

On behalf of the Bureau, I wish to express my appreciation to all stakeholders for their contribution to the process of preparing this two-year Extension to the UBOS SPS. Particularly, the National Planning Authority (NPA) is acknowledged for the technical support. The Bureau is committed to deliver the statistical outputs and outcomes specified in this Plan.

Together we count!

Imelda Atai Musana
AG. EXECUTIVE DIRECTOR

EXECUTIVE SUMMARY

Introduction

The Uganda Bureau of Statistics (UBOS) developed its first Strategic Plan for Statistics (SPS I) in 2006 to cover the period 2006/07 – 2011/12 while the second one (USP II) was developed in 2012 to cover the period 2013/14 – 2017/18. The UBOS SPS II constitutes one of the building blocks of Uganda's Plan for National Statistical Development (PNSD). The PNSD is the framework for strengthening statistical capacity in Uganda and is intended to deliver an integrated, efficient and reliable National Statistical System (NSS). UBOS is mandated by the Uganda Bureau of Statistics Act (1998) to coordinate, monitor and supervise the NSS, and to provide policy direction, legislation, standards, rules, and regulations as well as guidelines for producing official quality statistics.

Uganda is currently implementing her second National Development Plan (NDP II) covering the period 2015/16 – 2019/20. The NDP II aims to propel Uganda towards middle-income status by 2020. This is envisaged to be achieved through strengthening the country's competitiveness for sustainable wealth creation, employment and inclusive growth. The statistics generated from UBOS regular programmes (censuses, surveys) and routine activities of Ministries, Departments and Agencies (MDAs) (administrative data) account for over 95 per cent of NDP II data requirements. The NDP II was, however, developed two years after both the UBOS SPS II and the PNSD II were already operational thus the differing reference period and the need for alignment.

The Extended UBOS SPS II

The UBOS business for the period FY2018/19 – 2019/20 will be guided by the extended UBOS SPS II. The PNSD II Mid-Term Review (MTR) conducted in 2016, and the Compliance Assessment by the National Planning Authority (NPA) recommended the alignment of UBOS SPS II and the NDP II time frames. Consequently, the UBOS SPS II timeframe has been extended by two years so as to address data requirements at national, regional and international levels, improved data dissemination, and completion of unfinished corporate activities. The extension provided an opportunity for the Bureau to integrate the evolving regional and international statistical and development frameworks, such as the East African Community Vision 2050, Africa Agenda 2063, and the UN Sustainable Development Goals (SDGs) into the extended UBOS SPS II.

The two-year extension UBOS SPS II (2018/19 – 2019/20), therefore, responds to the above mentioned recommendations, and takes account of the feedback from key stakeholders comprising of the Office of the Prime Minister (OPM); Ministry of Finance, Planning and Economic Development (MFPED); National Planning Authority (NPA); and UBOS, other Government Ministries, Departments and Agencies (MDAs), Higher Local Governments (HLGs), Development Partners, Civil Society Organisations (CSOs), the Private Sector and academia.

Purpose and Objectives of the UBOS SPS II Extension (2018/19 – 2019/20)

The goal of the UBOS Strategic Plan for Statistics is to translate the Bureau mandate and functions into strategies and actions in line with developments in Uganda's economy, the national planning framework as well as regional and global commitments.

This extension of the UBOS SPS II has five major objectives:

1. To align the UBOS SPS II (2013/14 – 2017/18) with the timeframe of the NDP II and provide the required statistics during the remaining two years;
2. To take account and provide for the emerging national, regional and international statistical data requirements;
3. To complete the activities in (1 & 2), not yet finalised by June 2018, the current end time for UBOS SP;
4. To guide UBOS in building on the achievements of the last Strategic Plan so that it can execute its mandate effectively in the extension phase; and
5. To provide strategies and interventions for systematic coordination at National, Sector and Local Government levels.

Key Result Areas (KRAs) of the UBOS SPSS Extension (2018/19 – 2019/20)

This Extension has three Key Result Areas, namely:

1. Improved Coordination and Management of the National Statistical System;
2. Strengthened Production, Development and Dissemination of Quality Statistics; and
3. Efficient and effective institutional Performance.

These will be used for performance measurement of the Bureau in line with the indicators and targets defined in the results framework.

1. INTRODUCTION

1.1 Background of the Strategic Plan

The Uganda Bureau of Statistics (UBOS) developed its first Strategic Plan for Statistics (SPSS I) in 2006 to cover the period 2006/07 – 2010/11, and the second one (SPS II) in 2012 to cover the period 2013/14 – 2017/18. The UBOS SPS II constitutes one of the building blocks of Uganda's Plan for National Statistical Development (PNSD). The PNSD is the framework for strengthening statistical capacity in Uganda in order to achieve an integrated, efficient and reliable National Statistical System (NSS). UBOS is mandated by the Uganda Bureau of Statistics Act (1998) to coordinate, monitor and supervise the NSS and is, thus, responsible for providing policy, legislation, standards, rules and procedures for implementing the PNSD.

Uganda is currently implementing her second National Development Plan (NDP II) covering the period 2015/16 – 2019/20. The NDP II aims to propel Uganda towards middle income status by 2020 through strengthening the country's competitiveness for sustainable wealth creation, employment and inclusive growth. The NDP II was developed two years after both the UBOS SPS II and the PNSD II were already operational thus the differing reference period and the need for alignment.

The UBOS regular programmes account for over 75 percent of the NDP II data requirements, largely from censuses and surveys. However, neither the UBOS SPS II nor the PNSD II were aligned to the time frame of the NDP II or evolving regional and international statistical and development frameworks, such as the East African Community Vision 2050, Africa Agenda 2063, and the UN Sustainable Development Goals (SDGs). A Mid-Term Review (MTR) of the PNSD II that was conducted in 2016 recommended that the time frames of both the PNSD II and the UBOS SPS II should be extended by two years (2018/19 – 2019/20) to align them with the NDP II time-frame. Also the extension address data dissemination, completion unfinished activities and incorporate data demands of evolving regional and international statistical and development frameworks.

This two-year UBOS SPS II (2018/19 – 2019/20) extension was, therefore, developed in response to the above-mentioned recommendations, including feedback from key stakeholders. The stakeholders are the Office of the Prime Minister (OPM); the Ministry of Finance, Planning and Economic Development (MoFPED); the National Planning Authority (NPA) and UBOS. Input was also received from other Government Ministries, Departments and Agencies (MDAs), Higher Local Governments (HLGs), Development Partners, Civil Society Organisations (CSOs), the Private Sector and Academia.

1.2 Link Between the Strategic Plan and National Development Planning Framework

The Government of Uganda (GoU) has put in place multiple reporting requirements for ensuring that the country's development trajectory is on the right course. These include the NDP II Monitoring and Evaluation (M&E) Framework, the Programme Based Budgeting System (PBBS) and the Government Annual Performance Report (GAPR). To ensure coherence among these various reporting frameworks, the Bureau in collaboration with OPM, NPA and MoFPED developed the National Standard Indicator (NSI) Framework comprising a set of indicators agreed across different Government Sectors as the basis for planning and reporting on the country's development interventions.

With respect to the Government of Uganda programming, UBOS belongs to the Accountability Sector. Its outputs contribute to the Accountability Sector Strategic Investment Plan (ASSIP) objective: *'Improving statistical data production and policy research'*. This, in turn, contributes to the NDP II Sector outcome of ensuring *'Sustainable macro-economic stability'*.

1.3 Link Between the Strategic, Regional and Global Commitments/Initiatives

The common statistical thread running through the national, regional and international development frameworks is the 'emerging data revolution' debate that characterised the transition from the Millennium Development Goals (MDGs) to the current Sustainable Development Goals (SDGs). It was recognised that vast amounts of data would be required to inform the new international development agenda, and this called for a more robust and sustained approach to data generation, dissemination in order to:

- a) Help governments, international agencies, CSOs and the private sector track progress, ensure evidence-based decision-making and enhance accountability;
- b) Improve capacity for responding to the high demand for integrated social, economic and environmental statistics (including development of skills and innovative approaches and systems and processes to enhance efficiency in tracking progress);
- c) Identify new sources of data, embrace new technologies and other approaches such as citizen-generated data, to address emerging challenges and data gaps; and
- d) Improve data quality across the NSS.

Addressing all the above called for a data revolution to help improve the scope of data to reach every segment of society and address demands in the economy; take full advantage of advances in ICT for efficient and cost effective to make data collection; and to integrate statistics into policy and decision-making processes. It also required empowering and equipping data users – especially politicians, policy and decision makers, planners, programme managers, among others – to access, interpret and use data; empowering and equipping citizens with information and evidence (e.g. financial, revenue and accounting data) with which to hold their governments accountable; increasing access to official statistics through open data platforms; and increasing resources for statistical activities (financial, human resource, technical, ICT, GIS etc.).¹

¹ Ibid

1.4 Legal and Policy Context of the Strategic Plan

The Uganda Bureau of Statistics (UBOS) was established in 1998 by Act of Parliament as the nodal and autonomous government agency responsible for production, co-ordination, supervision, and dissemination of official statistics; as well as coordinating, monitoring and supervising the National Statistical System (NSS). The NSS comprises data users, producers and suppliers, as well as researchers and training institutions.

Emanating from the above, UBOS' diverse responsibilities include:

- 1) Providing high quality statistical information services on social, demographic, environmental and economic conditions in the country;
- 2) Promoting standards in the collection, analysis and publication of statistics to ensure uniformity, adequacy of coverage and reliability of the statistical system;
- 3) Providing guidance, skills development and other assistance as may be required by other data users and providers;
- 4) Promoting cooperation, coordination and rationalisation among users and providers at national and local government levels to avoid duplication of effort and ensure optimal utilisation of scarce resources;
- 5) Promoting and being the focal point for cooperation with statistics users and providers at regional and international levels;
- 6) Ensuring adoption and maintenance of agreed standards and methods for data collection; and
- 7) Sharing programmes across the NSS to maximize on synergies and support other key stakeholders that may not be able to participate in the NSS.

The Act, however, has several shortcomings. First, it is about UBOS and not the entire NSS even though current global practice requires national statistical regulations to embrace all NSS actors and beneficiaries. Second, it does not provide mechanisms for coordinating the NSS. Finally, it does not provide guidance on some current practices and mechanisms in data dissemination, which complicates data sharing among NSS stakeholders. However, the Act is being amended to give the Bureau an enhanced profile and more authority in coordinating the NSS and guiding statistical activities in the country.

1.5 Purpose and Objectives of the Strategic Plan

The purpose of the UBOS Strategic Plan is to translate the UBOS mandate and functions into strategies and actions in line with the developments in Uganda's economy, the national planning framework, global and international commitments.

To that end, this extension of the UBOS SPS II has seven major objectives, namely:

- 1) To align it with the timeframe of the NDP II so that the latter can continue to be provided with the required statistics during its remaining two years;
- 2) To take account of the emerging national, regional and international frameworks mentioned above;
- 3) To complete the activities that were not finalised by June 2018 in the SPS II as per Table 2;
- 4) To guide UBOS in building on the achievements of the UBOS SPS II so that it can execute its mandate effectively in the extension phase;
- 5) To provide strategies and interventions for systematic coordination at National, Sector and Local Government Levels;
- 6) To provide the basis for preparing annual work plans and budgets over the two-year period; and
- 7) To provide a basis for effective implementation, monitoring and evaluation of UBOS programmes.

1.6 Guiding Principles of the Strategic Plan

This Strategic Plan is guided by the following principles:

1. *Participation and Consultation*: Adoption of a participatory and consultative approach with a wide range of stakeholders in the design, implementation and monitoring of the plan and reporting on its implementation.
2. *Comprehensiveness and Integration*: Design of the plan in a comprehensive and integrated manner with provisions for addressing statistical requirement at national, regional and intentional levels.
3. *Collaboration and Partnership*: Collaboration, partnership and networking with different stakeholders (both local, national and region) in implementation of the plan.

Approach to the Strategic Plan

Development of this two-year extension to the Strategic Plan was broadly inclusive for internal staff and consultative with key stakeholders. The plan documents the achievements registered during its implementation, understanding and evaluating the challenges encountered; and generating consensus on key emerging issues to be addressed.

The consultation process comprised the triangulation of the 2016 Mid-Term Review (MTR), a week-long National Data Forum (NDF) held in Kampala in November 2017, and extensive consultations held internally within UBOS and externally with UBOS's key stakeholders.

1.7 Structure of the Strategic Plan

This document is organized in six chapters, starting with the introduction. Chapter Two presents the situational analysis that underpins the two-year extension to the Strategic Plan. Chapter Three provides the strategic direction of the two-year extension, including its vision, mission, core values as well as the strategic objectives and interventions for FY 2018/19 – 2019/20. Chapter Four provides the financing framework for the Plan, while Chapter Five outlines the implementation strategy. Chapter Six lays out the Monitoring, Evaluation and Reporting framework. The Monitoring and Evaluation Plan is provided in Annex 1. The Organisational Structure is provided in Annex 2.

2. SITUATIONAL ANALYSIS

2.0 Introduction

This situation analysis provides a detailed view of the performance/status, Strengths, Weaknesses, Opportunities and Threats (SWOT), challenges encountered and issues arising from implementation of UBOS SPS II (2013/14 – 2017/18). The outcome of the situation analysis provides the baseline for the interventions in the Strategic Direction for the Medium-Term as outlined in section 3.

2.1 Performance/ status, challenges encountered and emerging Issues

While implementation of the SPSS Specific Objectives during the planned period has been successful for the most part, several challenges have constrained UBOS from achieving all strategic objectives as planned – most of which have been beyond the Bureau’s control. In addition, several issues have emerged during implementation of the plan which require addressing during the two-year extension. All this is detailed in Table 2 below and the SWOT analysis that follows it.

2.1.1 Coordination and Management of the National Statistical System

The Bureau set out to develop Rules and Regulations to operationalise the UBOS Act; provide technical support to 40 MDAs and 40 HLGs to develop Strategic Plans for Statistics (SP) under the PNSD; update and maintain the Uganda-Info database; update and disseminate the 5th Edition of the Compendium of Statistical Concepts and Definitions, and the 2nd Edition of the NSS Meta Data Dictionary; disseminate Uganda Standards for Statistics (US 942 & 943); mainstream Gender Statistics in data collection instruments, processes and products in MDAs and HLGs; and conduct statistical institutional environment assessments in MDAs and HLGs.

In terms of quality assurance, the Bureau wished to undertake self-assessment of 20 statistical indicators; audit 10 statistical indicators for quality; certify quality statistical indicators; develop the Statistical Quality Assurance and Certification Framework (SQACF); conduct the NSS User Satisfaction Inquiry; develop a UBOS research agenda; and produce three statistical research papers. In addition, Institutional Environment Assessments were conducted in 13 HLGs and 23 MDAs and their reports and improvement plans compiled; 20 indicators were self-assessed for quality while 8 indicators (Broad Money, Crime Rate, Crop area by crop, Unemployment rate, Literacy rate, Secondary enrolment rate, Visitors to national parks and Consumer Price Index) went on to be audited.; the Quality Certification Mark was launched; a Statistics Quality Assurance and Certification Framework (SQACF) was drafted; a User Satisfaction Inquiry (USI) was undertaken; and a Research Agenda and

Research Guidelines were developed. In data quality, the 5th Edition of the NSS Compendium of statistical concepts and definitions was compiled; the 2nd Edition of the NSS Metadata dictionary was developed; the E-compendium was uploaded onto UBOS website; and the Uganda Standards for Statistics (US 942 & 943) developed and disseminated. The Bureau also developed the Statistics Technical Editing and Proofreading (STEP) Manual for subsequent use in finalising all key NSS products as part of the quality assurance.

In Monitoring and Evaluation (M&E), UBOS set out to develop the NSS M&E Framework; organise and compile Quarterly, Bi-Annual and Annual NSS M&E reports; undertake the PNSD mid-term review; and maintain the National Standard Indicator (NSI) Framework. Conducted two NSS Institutional Visits; a Mid-term review of the PNSD and produced the NSS M&E Framework (2013/14-2017/18) then developed a Prototype of the Electronic M&E system for UBOS. Furthermore, UBOS compiled the NSS Quarterly progress reports; UBOS Bi-annual Performance Review Reports; and 24 Statistical programme M&E reports.

A number of achievements were made against the activities planned under the coordination and management outcome of the NSS. Those included development, approval by the line minister and gazetting of the Rules and Regulations for Conducting Censuses and Surveys; supporting 30 MDAs to constitute Statistics Committees (SSC/DSC) and develop SPs; supporting 15 MDAs to produce Annual Statistical Abstracts; and conducting bilateral management visits in some MDAs, among them the Uganda Police Force (UPF), Uganda Communications Commission (UCC), the Ministry of Trade, Industry and Cooperatives (MTIC), the Ministry of Water and the Environment (MWE) and the Ministry of Local Government (MoLG). Under this component, six technical sub-committees of the Inter-Agency Committee (IAC) were constituted - Governance statistics; National Agriculture Statistics; Socio-Economic Statistics; Statistical Standards; SDG Data Coordination and Gender Statistics; and Inter-Agency and Inter Local Government Committee meetings were conducted to review progress of the PNSD implementation and updated the Uganda Info with MDG data-points up to 2015.

In gender statistics the National Priority Gender Equality Indicators (NPGEIs), the Compendium for Gender Statistics and six Gender Facts and Figures publications were developed; the Gender Statistics Sector Profiles for seven sectors (Health, Energy, Education, ICT, Social Development and Agriculture) were compiled; then the Social Institutions and Gender Index (SIGI) Survey was undertaken and a report developed. Others included the Methodology for measuring Asset ownership from a Gender perspective (MEXA); the mainstreaming of the Gender analytical report in the Demographic Health Survey Report was conducted; the Gender Capacity Building Programme was documented; the Gender Statistics Strategy was developed; and the Census Gender Monograph was produced. However, it was noted that: the UBOS Act does not facilitate enforcement of

reforms in the NSS and lacks requisite regulations for its to operationalisation; the management Information System (MISs) is static and has out-dated forms; the MDAs produce Statistical Abstracts in an untimely manner; There are limited user rights to customise DevInfo Platform for SDGs; there is even limited buy-in, bureaucracy and institutionalization of SPs, limited support and use of statistics by middle managers for evidence-based planning, policy and decision making; inadequate funding for statistics in some MDAs; limited awareness and inadequate utilisation of Uganda Standards for Statistics in the NSS; limited incentive to undertake research; slow response on submission of statistical concepts by MDAs as well as inadequate awareness and appreciation of gender gaps and limited appreciation of gender statistics for evidenced based planning.

The resources were inadequate for implementing recommended areas for improvement, inadequate documentation of statistical processes and competing demands for resources that, in turn, constrained the finalisation of the SQACF and the Statistics Technical Editing and Proofreading (STEP) Manual.

Moreover, the Module 2 Assessment Tool needed to be simplified, the Audited indicators were not certified; the human resources to support the M&E function for statistical programmes were not institutionalised and there was even limited appreciation and inadequate resources to fast track development and operationalisation of the National Standard Indicator (NSI) framework.

There is need to strengthen coordination, monitoring and supervision of the NSS; review the UBOS Act to strengthen efficient coordination and management of the NSS; operationalize the census and survey rules; provide IT platforms for easy access data, NSIs and SDGs; continuous engagement between UBOS, MDAs, HLGs, CSOs leadership and development partners on statistical matters; review the methodology for development of Strategic Plans for Statistics using the guidelines; sectoral and regional coverage of HLG SPs; update the UBOS App and develop the SDG Dashboard; enhance utilisation of Uganda Standards for Statistics and compliance checks; incorporate SDGs and NSIs into the *National Meta Data Dictionary* and the *Compendium of Statistical Concepts and Definitions*; develop the statistics standards profile; engage UNBS on development of new standards in line with ISO; develop capacity for production and use of gender statistics across the NSS; mobilize resources for continuous production of gender responsive policy briefs from survey findings; and undertake further research on SDG 5 and reprocess existing survey data to provide baselines for selected indicators.

Additionally, the Bureau should expand assessments to cover more MDAs and HLGs; provide adequate resources for institutional environment assessments; integrate improvements plans in the SPs; review Module 2 Assessment tool to a user-friendly format; provide for

more regular self-assessment of indicators; institute an automated compliance monitoring system; expand coverage more indicators by quarter; provide for equitable processes across the entire NSS; fast track certification of compliant indicators and review and approval of the SQACF; integrate quality assurance requirements at the planning stage for statistical undertakings; disseminate the User Satisfaction Inquiry report; include research in job descriptions; conduct baseline survey for the M&E framework; institutionalise M&E within statistical programmes; and use the sector-wide approach in developing subsequent SPSS and in the production, development and dissemination of quality statistics.

2.1.2 Statistical Production and Dissemination

Under statistical production the Bureau planned the following activities: Undertake the Pilot and main manpower survey; Uganda National Panel Survey (UNPS) Wave IV, V & VI and the Uganda National Household Survey; Malaria Indicator Survey; Aids Indicator Survey; and Finalize the National Service Delivery Survey; Produce the Uganda Demographic Health Survey VI progress and final reports; Uganda Poverty Maps based on 2016/2017 UNHS; Multiple Indicator Cluster Survey Report; Compile Tourism and Immigration statistics; and the Population projections report; Post Enumeration Survey report; Undertake urban labour force survey; regular and up-to-date maintenance of the Community Information System; nutrition, global adult tobacco, feed the future, Finscope, and Non-Communicable Diseases surveys; and further analysis of the NPHC dataset.

Additionally, the Bureau planned to: Develop guidelines for conducting household and economic surveys; Compile; social statistics, Quarterly producer prices and indices, Energy and infrastructure statistics, Oil and gas statistics, Means of transport and housing stock statistics, Business and Turnover statistics, Governance and culture statistics, ICT statistics from administrative sources, Producer Prices and Indices for Agriculture, Fish catch statistics; Livestock slaughter statistics, Environment waste statistics, Crop and livestock production statistics, Quarterly and annual Gross Domestic Product, Weekly and monthly consumer prices and indices, Monthly export and import data and indices, publish quarterly Key Economic Indicators, Annual Statistical Abstract, Compile Government Finance Statistics (GFS), Satellite Accounts, and Appendices to the Background to the Budget (BTTB).

Furthermore, the Bureau planned to: Update the CountryStat website and Business Register; Support 112 Local Governments to compile profiles; Deploy and maintain the harmonised database in 112 Local Governments; Support 112 Local Governments to produce annual statistical abstracts; Train 150 Local Government staff in data management at two University Centres; Establish the Professional Services Unit; Conduct two Annual Business Inquiries; Annual Agriculture Survey; Non-Profit Institutions NPISH survey and

International Trade in Services Survey; Undertake the Uganda Census of Agriculture and Aquaculture; informal cross-border trade survey report; and Real Estate Survey.

The Bureau achieved following under statistical production: conducted and disseminated findings of the Manpower Survey; Expanded the level of disaggregation from 4 to 15 statistical regions; conducted, produced and disseminated reports for the Uganda national Panel survey (UNPS) Waves IV, V & VI; Use of Computer Aided Personal Interviews (CAPI) reduced time-lag and overall survey costs, enabled coverage of bigger samples and improved the data quality; produced and disseminated reports of the Uganda National Household Survey (UNHS) report, National Service Delivery Survey (NSDS), and Uganda Demographic and Health Survey (UDHS-VI), Governance, Peace and Security Survey baseline and main survey, and Culture survey. The NPHC main report and the Annual Tourism and Immigration Statistics; Population projections up to 2020, and Social statistics compiled from administrative sources and published in the Annual Statistical Abstracts.

The Bureau also compiled Quarterly Producer Price Indices (PPIs) for Manufacturing, Hotels and restaurants and Construction Sector Indices (CSIs); Business, Index of Industrial Production (IOP) and Quarterly press releases; and Administrative data on petroleum imports. It also conducted Annual Business Inquiry Surveys; Energy and Infrastructure statistics from administrative sources; Annual statistics on means of transport and housing stock; Energy for Rural Transformation Survey II; Turnover; Business Register maintained and updated; ICT statistics compiled from administrative sources; CIS Strategy developed while the Automated CIS; application of methodology for Oil and Gas Accounts, and PPI-A are still under development. Organised the African Conference on Agriculture Statistics (AFCAS) and participated in national exhibitions at Trade Fairs.

Further, Poverty Maps and Draft Guidelines for conducting Household Surveys were developed, and a Methodology Committee established to review and approve proposals for surveys and censuses in the NSS. In addition, the Bureau deployed the Harmonised database in 65 HLGs and supported them to produce and disseminate profiles; developed Guidelines and template for production of Annual District Statistical Abstracts; and reviewed them for quality assurance; and trained 80 Local Government staff.

The Bureau also compiled waste statistics from Municipalities and KCCA; crop and livestock statistics from administrative sources; updated the CountryStat website; initiated Annual Agriculture Survey in 2016 and integrated with AGRIs (2018); compiled and published Quarterly and Annual GDP statistics; Weekly CPI for Kampala and monthly national CPI;

Monthly export and import data and indices; Satellite Accounts for Tourism, Water and Forestry; BTTB tables and appendices; Quarterly KEIs produced; National Annual Statistical Abstract; GFS and Informal Cross Border Trade statistics; conducted and produced reports for the NPISH Survey; International Trade in Services Survey; and Statistics and Indices on Real Estate; and Enhanced General Data Dissemination System (e-GDDS); maintained the National Summary Data Page; and Preparations for the UCA are on-going.

The Bureau encountered a number of challenges during implementation: Increasing non-response especially in urban areas due to limited publicity; Per-diem rates remain fixed despite the constantly rising cost of living; Mismatch between the national (USD 1) and international (USD 1.25) poverty line limits international comparability; Increasing demand for technical assistance in the NSS; Data not collected for some months at Entebbe International Airport and Katuna border post due to automation of border points by MIA; Under-sampling of accommodation facilities-limited to five regions only; and Creation of new geographical administrative area units.

Additionally, the Bureau experienced limited access by the public to large series of data collected over the years due to the long-time taken to make such data available for ordinary use; High unit cost for data production; Inadequate human, infrastructure and financial resources; Slow response by HLGs to submit statistical products to UBOS for review; Inadequate ICT infrastructure in some HLGs; Regional Offices are not equipped to execute UBOS mandate in LGs; High staff turnover and removal of Statistician position from the LG structure; Attrition of business establishments; Limited adherence to the release calendar; and International standard measurements.

Limited resources to compile adequate environment waste statistics, and conduct studies; Uganda Livestock Census and Uganda Census of Agriculture not undertaken not undertaken as per schedule due to limited resources; Website not integrated in the UBOS MIS; Insufficient number of vehicles during peak times for data collection activities; Limited GDP series on the UBOS website; Changes in release of 3rd Statistical Capacity Building (SCBIII) funds affected the CPI rebasing exercise; Aging IT equipment; Delays in submission of input data for the Abstract; Untimely upload of e-GDDS datasets; and failure to renew contracts for the required temporary staff supporting the programme.

Thus there is need to provide detailed GDP series on the UBOS website; procure new IT equipment; strategic shift in presentation of UBOS statistics for informing development

frameworks; timely upload of e-GDDS dataset; Renew contracts for relevant staff to support the programme.

2.1.3 General Administration and Support Services

The Bureau planned to undertake a number of administrative and support services; these included: consolidation of the Procurement and Disposal Plan; conducting a Board of Survey and regular market surveys; facilitating procurement of goods and services and Disposal of assets; Updating the Finance and Accounting Manual; compilation of the UBOS Annual Budget; Processing of payments for salaries, activities and other statutory requirements; compilation of quarterly and annual financial reports.

In addition, the Bureau planned to develop IT infrastructure to support UBOS regular programmes; provide processing of census and survey data; ICT policy and manuals; design of the UBOS integrated database; review and develop IT guiding principles and Strategy; update of the Enumeration Area National Geographical Frame and Enumeration Area Maps Database; revise the Integrated Socio-Economic Facilities Database and the Geospatial Open-Source Web-Based Strategy; provide specialised Geo-Information Services (GIS) and Support stakeholders in the NSS.

Furthermore, develop the UBOS Client Charter; dissemination and communication policy; disseminate UBOS products through press releases, regional workshops, exhibitions, print and broad-cast media; develop and implement the Census Advocacy Strategy and undertake community/Enumeration Area mobilization and sensitization for UBOS programmes.

Under administration and human resource, the Bureau planned to: recruit staff to fill vacant positions; conduct the third UBOS functional review; maintain plant and property at statistics house and regional offices, undertake annual stock-taking exercises; acquire and maintain vehicles, conduct staff performance appraisals, provide for staff medical insurance, develop human resource policies and manuals, update and maintain the assets register, facilitate staff trainings, provide for safe and secure office premises and compile quarterly and annual audit reports.

The Bureau made strides in several areas: developed the Annual Procurement and Disposal Plan aligned to the UBOS annual work-plan, compiled and submitted Monthly procurement and disposal reports to PPDA, conducted contracts and Evaluation Committee meetings,

Market surveys to generate average prices for common user-items; Board of Survey; facilitated procurement of goods and services for user department, and disposal of assets.

Additionally, the Bureau integrated Financial Management System (IFMS), updated the Finance and Accounting Manual, produced the UBOS annual Budget and Budget Policy Statements, processed transactions (salaries, activities and statutory requirements), produced the Quarterly, Annual Financial reports, and Management Letter (ML), and installed Firepower modules, security secure Socket layer, MS exchange and VM ware licenses.

Also, the Bureau mounted the off-site Disaster recovery centre and back up in Jinja; updated and implemented Microsoft ware, linked the Website with other statistical pages in the NSS, completed and report availed Website Audit, developed Terms of Reference and concept (ToR) note for the new website, adopted the scanning Technology for the NPHC. Developed the template and theme, as well as plugins; ICT Policy Manual, updated Enumeration Area National Geographical Frame and Enumeration Area Maps Database, provided Technical support to MDAs through the National Geo-information Technical Working Group, revised the Integrated Socio-Economic Facilities Database and designed the Client Charter, and disseminated the census and survey reports.

The Bureau also; maintained the NSS Resource Centre/Library; upgraded Koha library software system, developed Statistics dissemination and communication policy and the Census advocacy strategy, Africa Statistics Week celebrations organised annually, conducted Community sensitization and mobilisation for major surveys and censuses, developed abridged/popular versions of survey reports for different categories of users, and delegated staff to support administrative data production and coordination in five MDAs: MoES, MoLG, DCIC, MGLSD & MTWA and the DSCS initiatives (M&E, QA and Coordination) through the DFID and UN Women support, produced 3rd UBOS functional review undertaken and report, and recruited staff for the mainstream structure; developed Human Resource Manual UBOS HIV policy, compiled Annual stock-taking reports, monitored the purchase of 69 vehicles, repaired, and updated the assets register updated.

In addition, a training committee was constituted to review and approve the annual training plans, provided the staff medical insurance, and organized Quarterly Management and Board of Directors meetings, Corporate training for the Board, paid the Ground and other rents and taxes for Statistics House and two Regional Offices; provided staff salaries and gratuity, revised Salary and grading structure; installed the bio-metric entry system and the

CCTV system, provided a 24-hour security guards, anti-terrorism police and K-9 dogs at Statistics House. Organized quarterly and annual general meetings and compiled quarterly and Annual Internal Audit reports for the Board.

However, efficient delivery of the administrative services was affected by delayed requisitioning from user departments and fluctuating flow of finances from Government of Uganda; understaffing of the IT Directorate; limited engagement of the DIT in planning and budgeting for IT service in the statistical Programmes; untimely provision of website content; limited Mobile internet and innovation space, inadequate training funds and mobile devices for CAPI; collapse of the intranet; Limited resources to operationalize the IMS.

Also the performance was affected by: splitting of new districts and border conflicts which affected timely production of maps; limited use of Master sampling frame by key stakeholders that increased data provider fatigue; misconception between UBOS and Uganda National Bureau of Standards (UNBS) among the general public; micro-datasets disseminated for donor-funded programmes only; moreover, return on Investment was not feasible with the high-level advocacy, policy, legislation, and political space. There was inconsistent production of user friendly versions of statistical products; limited user engagement in improving data interpretation and dissemination; inadequate human and financial resources to support development of more MDAs and HLGs SP implementation; limited funding to implement functional review findings and to develop the Entebbe plot as per the schedule; inadequacies in appreciation of the audit function by some staff and limited human resource capacity in terms of quality and quantity affected development of the NSS.

Consequently, the Bureau should: introduce electronic procurements; provide space for new web pages for the NSIs, SDGs and related frameworks; engage DIT in the planning and budgeting for statistical programmes; align existing capacity to the fast changing preferred technology for dissemination, packaging and the cost of production; revitalise the intranet; generate geo-spatial reports; and rebrand to distinguish the UBOS from UNBS. There is also need to measure the level of statistics utilisation in policy formulation; review the methodology for dissemination of statistical products and services; operationalise the Statistics Common Cadre; streamline UBOS training to provide for staff performance agreements and mandatory transfer of knowledge to ensure sustainability of institutional capacity; undertake regular Job analysis and functional review to match with the dynamic capacity needs of the NSS; induct and orient staff on the importance of audit operations.

2.2 SWOT Analysis

STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS:

Strengths	Weaknesses
<ol style="list-style-type: none"> 1. Highly committed human resource with requisite skills for managing large scale surveys and censuses. 2. A supportive legal and institutional framework. 3. Flexible management structure. 4. Clear governance structure. 5. A permanent office centrally located within Kampala, Uganda’s capital city. 6. Existence of a good geo-information database including maps – a good basis for sound geo-data. 7. Availability of vehicles and a transport system for facilitating surveys and censuses, 8. Availability of sound information technology infrastructure (hard and software) for facilitating surveys, censuses and routine statistical programmes. 9. Existence of effective coordination and collaboration mechanisms and structures. 10. Professionalism in statistical business operations. 11. Compliance with statutory and standard operating procedures in statistical production. 12. Continuous learning organization. 13. Strong internal mechanism for sharing technical information through professional seminars. 14. Existence of a robust PNSD Monitoring and Evaluation (M&E) framework. 15. Effective vertical and horizontal communication. 16. Open door policy. 17. Existence of supportive policies including Risk Management Strategy and policy, Human Resource Manual, IT, Communication and HIV-AIDS at the work place. 18. Team work. 19. Increased funding for statistics from Government. 20. Continuous innovation by staff. 21. Good leadership. 22. Regular staff performance appraisal. 	<ol style="list-style-type: none"> 1. Lack of regulations for operationalizing the UBOS Act 1998 to enable UBOS to fully execute its mandate. 2. Absence of Rules and Guidelines on conducting Censuses and Surveys. 3. Irregular feedback between data producers and users within the NSS. 4. Limited data and information sharing due to inadequate data dissemination channels. 5. Inadequate structure and financial resources for continuous capacity building. 6. Limited documentation (archiving) of used resources for institutional memory. 7. Inadequate internal policies and strategies for guiding organizational processes and decisions. 8. Brief results framework for the UBOS SPS II (due to adoption of the Balance Score Card modality). 9. Absence of an explicit Human Resource Development Strategy. 10. Absence of functional zonal offices to coordinate statistical activities in different regions of Uganda. 11. Lack of a permanent field organization for undertaking surveys. 12. Undocumented organizational culture. 13. Absence of a documented succession plan. 14. Lack of a Business Continuity Plan. 15. Resistance to change. 16. Lack of a clear career development path for some employee cadres. 17. Weak time management and reading culture. 18. Inability to generate some desired statistics, such as small area statistics. 19. Compliance monitoring is not undertaken. 20. Statistical processes and administrative data systems are not audited. 21. UBOS receives and publishes administrative data, mainly from MDAs Annual Statistical Abstracts. However, the quality issues affecting the administrative data do not respond to specific needs of budget performance monitoring. 22. Difficulty in defining data quality requirements/roles by the Bureau and during the planning cycle. 23. Master Sample for household and business surveys is not developed 24. Regional offices are not equipped to execute the UBOS mandate in LGs. 25. Some staffs are attracted and recruited are not

	oriented and inducted.
<p>Opportunities</p> <ol style="list-style-type: none"> 1. Increasing demand for and use of statistics due changing development frameworks at national and international levels. 2. Existence of the decentralisation policy that mandates local governments to compile their own statistics. 3. Increasing visibility of UBOS regarding provision of technical assistance in statistical production and development. 4. Funding and capacity building opportunities for statistical activities. 5. Existence of various regional, continental and international statistical programmes that offer technical guidance and capacity building opportunities to UBOS. 6. Existence of a pool of professional statisticians in the country. 7. Advances in ICT that make it possible to improve systems for data collection, management, archiving, analysis, and dissemination. 8. Existence of Public-Private Partnerships for statistical activities. 9. Membership to international professional associations and bodies, such as the International Statistical Institute (ISI). 10. Government commitment to development of statistical activities in the country. 11. Existence of enabling national, regional and international statistical and development frameworks. 12. Ongoing data revolution and existence of big data. 13. Existence of Government sectors to facilitate planning and implementation of national development interventions. 14. Approval of the Statistics Common Cadre by Cabinet. 	<p>Threats</p> <ol style="list-style-type: none"> 1. Low level of statistical awareness across society including among technical staff in MDAs, politicians and policy makers. 2. Limited infrastructure for statistics especially at sub-national level e.g. lack of electricity and internet connectivity in some districts and sub-counties. 3. Continuous creation of new administrative units– e.g. districts, counties, sub-counties and parishes – which is changing geographical boundaries and affecting GIS and the Bureau’s budgetary requirements. 4. Little appreciation of administrative records as a source of statistics, leading to incomplete and questionable administrative data being produced and submitted to UBOS by MDAs for custody and use. 5. Increasing frequency and complexity of cyber security risks. 6. Rapidly changing information technology systems, rendering IT systems to quickly become obsolete. 7. Proliferation of non-official sources of data (e.g. Big data, citizen generated data etc.). 8. Duplication in statistical production.

2.3 Mitigation Measures

The following measures will be taken to mitigate the effects of identified weaknesses and threats.

a) Measures to Mitigate the Effects of Identified Weaknesses

1. Disseminating and popularizing censuses and surveys regulations within and outside UBOS.
2. Bolstering the producer-user forum to provide regular feedback to data producers and users.
3. Strengthening the mandate, capacity and participation of Zonal Offices to better coordinate statistical activities in different regions of Uganda.
4. Putting on hold implementation of a permanent field organization for undertaking surveys due to limited resources and high staff turnover.

5. Using contemporary estimation methodologies to generate small-area statistics to support local government planning.
6. Increasing availability of data and information through diversification of dissemination channels and utilization of advances in technology.
7. Establishing a mechanism within UBOS for resource mobilization.
8. Establishing the UBOS Training Centre.
9. Profiling censuses and surveys undertaken by UBOS to preserve institutional memory.
10. Development by management of internal policies and strategies to guide organizational processes and decisions.
11. Review by Management of the Balanced Score Card modality and popularization of it in monitoring performance.
12. Development by Management of key plans and strategies and obtaining their approval by the Board of Directors. These include the Human Resource Development Strategy, the Succession Plan and the Business Continuity Plan.
13. Undertaking internal evaluation to address the challenges of an undocumented organizational culture.
14. Formulation by Management of a clear career development path for some employee cadres.
15. Action by Management to address the weak organizational time management and reading culture.

b) Measures to Mitigate the Effects of Identified Threats

1. Undertaking sustained sensitization of technical and political leaders on the importance of statistics in national development.
2. Advocating for adequate equipment and other infrastructure for statistical production, including power and internet connectivity, at local government level.
3. Designing data generation systems that are compatible with infrastructure at local government level and are also inter-operable with infrastructure at national level. Such systems should be capable of accommodating changes in administrative units.
4. Continuous training and sensitization of primary record takers on the importance of accurate administrative data records.
5. Setting up and maintaining robust off-site back-up and data recovery solutions.
6. Strengthening partnerships with NITA-U on protection of data and information from cyber-risks.
7. Keeping abreast of technological developments to maintain pace with rapidly changing information communication technologies.
8. Developing guidelines and procedures for compilation of data from non-traditional sources – for example. Big data, citizen generated data, among others – and their integration into the NSS.
9. Enforcing survey clearance requirements for national censuses and surveys to eliminate duplication in statistical production.

3. STRATEGIC DIRECTION FOR THE MEDIUM TERM (2018/19 -2019/20)

3.1 Vision

UBOS' vision is to be a *'Centre of Excellence in Statistical Production, Development and Dissemination in Africa'*.

3.2 Mission

UBOS' mission is *'To coordinate the National Statistical System and provide quality demand driven statistics that support policy, decision making, research and development initiatives'*.

3.3 Core Values

In executing its mandate UBOS is guided by the following core values:

- a. *User Satisfaction*: – Integrating user priorities in the Bureau's activities and work through a demand driven process to meet user needs;
- b. *Quality*: – Committing to producing increasingly better products conforming to the key attributes of timeliness, coherence, completeness, accessibility, reliability and relevance;
- c. *Gender Responsiveness*: – Ensuring that the statistics produced clearly illuminate gender disparities with a view to promoting their elimination;
- d. *Efficiency*: – Recognizing efficiency as a prerogative for success and stressing the importance of networking, cooperation and resource awareness;
- e. *Creativity and Innovation*: – Encouraging innovation as a stepping stone to efficiency;
- f. *Team Work*: – Supporting and respecting each other, and encouraging individual and team motivation;
- g. *Sustainability*: – Putting in place a clear financing mechanism for the Bureau's activities, and working towards long-term affordability of its operations;
- h. *Professionalism*: – Ensuring that the Bureau's outputs meet acceptable national and international standards;
- i. *Transparency and Accountability*: – Promoting accountability by ensuring transparency in statistical production and provision of reliable data.

3.4 Key Result Areas (KRAs) or *Vote Immediate Outcomes*

The Key Result Areas that are in line with UBOS' Strategic Objectives are:

1. Improved Coordination and Management of the National Statistical System.
2. Strengthened Production, Development and Dissemination of Quality Statistics.
3. Efficient and effective institutional Performance.

These will be used for performance measurement of the Bureau in line with indicators and targets defined in the results framework.

3.5 Strategic Objectives and Interventions for FY 2018/19 – 2019/20

UBOS' mission for the period 2018/19 – 2019/20 will be achieved through the following three (3) Strategic Objectives (Programme Outputs) listed in 3.4 above. Table 2 below outlines the Programme Outputs, Strategic and Specific Objectives

Table 2: Programme Outcomes, Strategic and Specific Objectives

STRATEGIC OBJECTIVES	SPECIFIC OBJECTIVES
Outcome 1: Improved Coordination and Management of the National Statistical System.	
1. To Improve statistical coordination and management	1. To coordinate, monitor and supervise the NSS for adherence to national and international standards and best practices
Outcome 2: Strengthened Production, Development and Dissemination of Quality Statistics.	
To undertake data production, development and dissemination	2. To provide outcome indicators on welfare, labour-force and service delivery, supporting analysis to feed into decision making. 3. To generate and build social and economic indicators and to monitor the progress made towards social economic development goals of the country. 4. To generate accurate and reliable population, housing and social statistics. 5. To support the provision of small area statistics to facilitate community level planning and enhance statistics capacity in data management among staff of local governments. 6. To generate timely, accurate and comprehensive data and information related to: business, industry, energy and infrastructure in line with the mission of the Bureau. 7. To generate quality agricultural and environmental statistics that supports policy development and management. 8. To generate macroeconomic indicators and statistics in accordance with the mission of the Bureau. 9. To produce quality geo-information services to support statistical production and development for the National Statistical System.
Outcome 3: Efficient and effective institutional Performance.	
1. To strengthen support services for statistical production	9. To develop and maintain a quality procurement and disposal system for UBOS that is efficient, transparent and accountable. 10. To offer prudent management of the Bureau's financial resources 11. To provide and support an appropriate information technology infrastructure for the production and dissemination of statistics in line with the Mission of the Bureau. 12. To promote the visibility of the Bureau and provide effective and well-coordinated internal and external communications. 13. To develop and maintain a working environment that attracts, utilizes, develops and retains a highly competent and committed workforce who share in the success of the organization. 14. To offer an independent and objective assurance and consultancy

STRATEGIC OBJECTIVES	SPECIFIC OBJECTIVES
	designed to add value and improve the Bureau's operations.

The strategic objectives are elaborated into strategic interventions as outlined below.

Strategic Objective 1: To Improve the Coordination and Management of the National Statistical System – (Statistical Coordination)

Interventions:

- a. Review and amend the UBOS Act to facilitate efficient coordination and management of the National Statistical system (NSS).
- b. Coordinate the development and implementation of National Statistical indicators (NSI) for MDAs, Sectors and LGs for alignment of the planning, budgeting, monitoring and reporting of Government business.
- c. Support statistical planning and capacity development in Sectors and Local Governments to ensure production of Quality Statistics.
- d. Support the production of Gender responsive administrative data in MDAs and Local Governments
- e. Build the capacity of key data users and producers in the NSS
- f. Implement the Statistics Quality Assurance and Certification Framework (SQACF).

Strategic Objective 2: To Strengthen Production, Development and Dissemination of Quality Statistics – (Statistical Production)

Interventions:

- 1) Promote user engagement to define data priorities and investment in Censuses, Surveys and Administrative Data.
- 2) Produce economic statistical indicators
- 3) Produce Population and Social Statistics indicators
- 4) Produce Industry, Energy, infrastructure and Business statistical indicators
- 5) Produce Agriculture and Environment Statistical Indicators.
- 6) Produce Population statistical indicators.
- 7) Visualize data and provide Geo-information services
- 8) Disaggregate statistical data and information to meet the SDG and Agenda 2063 Data needs.
- 9) Sensitize the Public in order to improve the response rates to different surveys.

Strategic Objective 3: To Strengthen the capacity of UBOS to effectively and efficiently deliver its Mandate – (General Administration and Support Services)

Interventions:

- 1) Maintain the UBOS Information Technology System.
- 2) Support the development of an inter-operable data sharing system across the NSS.
- 3) Provide administrative support services.
- 4) Develop the Human Resource Development Strategy.
- 5) Develop and enforce compliance to statistical rules, regulations and UBOS policies.
- 6) Continuously build the capacity of UBOS staff.
- 7) Develop a documented Succession Plan.
- 8) Support the development, implementation and review of the Strategic Plan.

The above strategic interventions will inform the development of outputs in the following chapters of the Plan.

4. FINANCING FRAMEWORK FOR THE STRATEGIC PLAN

The budget for the SPSS 2018/19 – 2019/20 amounts to UGX 177.1 billion of which 70.1 million is required in FY 2018/19. The budget is based on current statistical demands and production requirements.

Table 3: Two Year Budget (Billion Uganda Shillings)

Outcomes	Outputs	Financial Year			Share of total budget
		2018/19	2019/20	Total	
1. Improved Coordination and Management of the National Statistical System (NSS).	Amended Statistics Act, NSI progress report, SPs, Gender responsive data repository, increased number of indicators in the abstract, audited and certified indicators, Improved Data collection tools	3.66	5.58	9.24	5%
2. Strengthened Production, Development and Dissemination of Quality Statistics.	Disaggregated Social economic; Population & Social Statistics; Industry, Energy, infrastructure and Business statistics; Agriculture and Environment Statistics; Visualized data (maps); SDG and Agenda 2063 reports; Sensitize the Public in order to improve the response rates to different surveys; Number of Data dissemination channels used; & Number of users accessing the UBOS website.	50.20	76.49	126.69	72%
3. Efficient and effective institutional Performance.	Functional UBOS IT System; Inter-operable data sharing system across the NSS; Effective support services; Human Resource Development Strategy; compliance reports; statistical rules, regulations and UBOS policies; capacity development reports; & Succession Plan; implementation of the extension plan and design of UBOS SPS III, Sector SPS III & PNSD III.	16.31	24.85	41.16	23%
Total		70.10	106.92	177.09	100.0

NB: The detailed budget is given in Annex 1.

Funding for the extended SPS II shall be secured from two major sources namely:

- 1) Government of Uganda;
- 2) Grants and donations from any source approved by the Ministry of Finance, Planning and Economic Development.

5. IMPLEMENTATION STRATEGY

The ever-increasing demand for comprehensive, accurate, reliable, and timely statistics and products has made coordination and collaboration among data producers and users more critical now than ever before. The overall objective of the UBOS SPSS coordination strategy is to facilitate inter and intra-institutional coordination, collaboration and harmonization of the statistical production cycle in the National Statistical System (NSS). It is designed to do this by:

- 1) Promoting standardisation and use of national and international statistical concepts, definitions, terminologies, methods and classifications;
- 2) Ensuring adherence to recommended methodologies for statistical generation, analysis, dissemination and use at different levels of the NSS; and
- 3) Enabling effective operationalization of NSS coordination structures. This, ultimately, is intended to enhance NSS cohesion, efficiency and effectiveness.

UBOS coordinates and manages the strategy in two ways: First, externally through the PNSD framework in which the various roles of key NSS players – i.e. the oversight Government institutions (i.e. OPM, MoFPED and NPA), MDAs, HLGs, Development Partners, training institutions, academia and CSOs – are clearly defined; and Second, internally by implementing its own Strategic Plan using its management structures comprising The Board of Directors, Management, Directorates, Divisions and support units.

The combined objective of both approaches is to address the varying needs of statistics users by delivering user-oriented statistical outputs and providing technical backstopping to statistical development activities. The strategy, in essence, elaborates UBOS' core coordination function in the NSS; the respective roles of the various entities involved in statistical production, dissemination and use; and the technical, methodological and conceptual dimensions of statistical production processes. Leadership on all these processes is provided by the UBOS Directorate of Statistical Coordination Services (DSCS).

5.1 Implementation Roles and Responsibilities

Implementation of this UBOS II Extension will be a shared responsibility of various players as indicated in table 5 below.

Table 4: Roles and Responsibilities of Implementing Partners.

INSTITUTION	ROLES AND RESPONSIBILITIES
Uganda Bureau of Statistics (UBOS)	<ul style="list-style-type: none"> • Coordinate, monitor and supervise the NSS. • Provide policy, legislation, standards, rules and procedures to guide statistical activities in the NSS. • Provide technical assistance to NSS members on statistical activities.

	<ul style="list-style-type: none"> • Produce, develop and disseminate quality statistics.
National Standard Indicator Core Team (i.e. UBOS, OPM, NPA & MoFPED)	<ul style="list-style-type: none"> • Continue to provide leadership on development and operationalization of the National Standard Indicator (NSI) Framework. • Facilitate reporting on implementation of the NDP II, SDGs and other national and international development commitments.
Ministry of Finance, Planning and Economic Development.	Provide the required financing for statistical activities.
National Planning Authority	Spearhead planning at national and sub-national levels in line with its mandate.
Ministries, Departments and Agencies	Implement their extended Strategic Plans for Statistics.
Higher Local Governments (i.e. Districts, Municipalities)	Implement their extended Strategic Plans for Statistics
Development Partners	Continue to support statistical development in Uganda through financial, technical and any other forms assistance.
PNSD Steering Committee	Provide strategic and policy direction to statistical activities in the NSS in partnership with UBOS
Non-State Actors (i.e. CSOs, Private Sector, Training Institutions, Academia)	<ul style="list-style-type: none"> • Engage in statistical production, dissemination and use to enhance evidence-based decision making and reporting on their operations. • Participate in UBOS' activities aimed at enhancing data quality
Inter-Agency Committee (IAC)	<ul style="list-style-type: none"> • Regularly monitor the statistical programmes of various MDAs agencies to achieve greater co-ordination • Develop strategies for ensuring uniform standards and methodologies amongst MDAs to improve the quality, comparability and timeliness of their statistical outputs
Sector Statistics Committees	<ul style="list-style-type: none"> • Conduct data needs assessment for the relevant Ministries, Department or Agency and prepare its Strategic Plan for Statistics; • Coordinate statistical production and use in the Ministry, Department or Agency and review data outputs; • Review the structure and infrastructure of the Ministry, Department of Agency sector in line with the needs of the Ministry, Department or Agency;
District Statistics Committees	Coordinate all district departments in data production and management

5.2 Institutional Arrangements and Structure

5.2.1 UBOS Organisational and Functional Structure

The Uganda Bureau of Statistics 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), a 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) assisted by two Deputies, the Deputy Executive Director Corporate Services (DED/CS) and the Deputy Executive Director 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 presented in Annex A.

5.2.1 A Statistical Production & Development (SPD) Sector

This is the technical arm of the Bureau that covers statistical production and development. Statistical production refers to those activities undertaken by the Bureau aimed at producing both social and economic statistics necessary for informing and monitoring development processes. Statistical development on the other hand focuses on the development of the NSS and new methodologies; ensuring the development of statistics at both national and sub national levels. The sector is also responsible for coordinating all census surveys undertaken in the NSS in line with the Bureau's corporate objective. The SPD sector has seven Directorates and one Division as follows:

- i. Directorate of Statistical Coordination Services (DSCS).
- ii. Directorate of District Statistics & Capacity Development (DSCD).
- iii. Directorate of Population and Social Statistics (DPSS).
- iv. Directorate of Agriculture and Environment (DAES).
- v. Directorate of Macro-Economic Statistics (DMES).
- vi. Directorate of Business & Industry (DBIS).
- vii. Directorate of Socio-Economic Surveys (DSES).
- viii. Division of Geo Information Services (DGIS).

Directorate of Statistical Coordination Services (DSCS)

The Directorate is responsible for coordinating users and producers of Statistics, promoting statistical system 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. Specifically, the Directorate is responsible for Coordination of the NSS, Quality Assurance, Monitoring and Evaluation of Statistical Programmes in the NSS, and mainstreaming of Gender in statistical programmes among others. Some of the Directorate functions are executed through established coordination structures and institutional frameworks that bridge producers and users of statistics in the NSS.

The Directorate is responsible for the following core products: the PNSD, MDAs Sector Statistics Plans for Statistics, Local Government Strategic Plans for Statistics (SPs), Metadata

Dictionary, Directory of Statistical Outputs; Compendium of Statistical Concepts, Definitions and Terminology, Core list of indicators for the NSS, NSS Monitoring and Evaluation Framework, Bi-Annual Review Reports, Gender Reports and audited indicators.

Directorate of District Statistics and Capacity Development (DSCD)

The Directorate is responsible for strengthening the decentralisation policy that mandates local governments in Uganda to plan and implement development programmes. The Directorate objective is to support the production of small area statistics to facilitate Local government level planning and targeting, and to enhance statistical capacity development for data management among the staff of Local Governments and MDAs. The Directorate is responsible for supporting the local governments to generate statistics at lower levels and quality administrative data. This is pursued within the framework of the Rural Development Strategy for Uganda, and district statistical capacity Development. The Directorate works closely with the Ministry of Local Government (MoLG), 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, local government statistics and the Harmonised Databases.

Directorate of Population and Social Statistics

The Directorate is responsible for the production of population, housing and social statistics. It is composed of two sections; Population and Social Statistics. 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 other than the Bureau that produce 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 and Education statistics, Literacy rates, Labour Cost Index (LCI), Urban Employment Survey, and Employment,

Underemployment, Wages, and Earnings Survey, Health Facility attendance, Immunisation Rates, Proportional Morbidity ratios, Hospital Beds Ratios, Foreign Tourist Arrivals & Departures.

a) Migration and Tourism Statistics

The Bureau in collaboration with the Ministry of Internal Affairs (MIA) and the Ministry of Tourism, Wildlife and Antiquities (MTWA) compile information on migration and tourism statistics through forms completed at the 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 MIA. 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, UBOS will maintain timely collection of migration and tourism statistics.

b) Education Statistics

Education statistics from censuses and household surveys are compiled and published. Secondary data from the MoES is also collated as an input to the Statistical Abstract. Education statistics captured include; Net and Gross Enrolment Rate, Literacy level, Statistics of higher and technical education, Pupil-Teacher Ratio, and pupil – Classroom Ratio.

c) Health Statistics

Health statistics are generated from secondary data provided by the MoH mainly from the public health system. More data on health is generated from the various health surveys (e.g. demographic and health survey, the sentinel site surveys) conducted by the MoH singly or in collaboration with UBOS.

d) Water and Sanitation statistics

These statistics are collected as part of the Censuses and Surveys programme. An independent study by the UN Habitat under 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).

e) 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 Ministry of Gender, Labour and Social Development (MGLSD) 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, MGLSD (Labour department) and the district level labour offices are being intensified.

f) Crime Statistics

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

g) Registration of Birth and Death

The registration of Birth and Deaths is an important exercise that helps in monitoring demographic changes in the population. The Uganda Registration Services Bureau (URSB) was established as a corporate body under Act No. 7 of 1998 to provide registration services. The UBOS in collaboration with the URSB and UNICEF implement the birth and death registration exercises. UBOS assists in the processing and compilation of information on Birth and Death using inputs from Local Governments. The returns are based at the district and information is processed at that level.

Directorate of Agriculture and Environmental Statistics (DAES)

The Directorate of Agriculture and Environment Statistics (DAES) was established in 2012. It is responsible for producing agriculture and environment statistics through censuses, surveys undertakings and administrative sources. These statistics also form the essential basis for monitoring progress towards the National and the International development frameworks and is guided by the; FAO Programme for the World Census of Agriculture, the Global Strategy for Improving Agriculture and Rural Statistics, and the Framework for the Development of Environment Statistics. The core products of the Directorate emanate from its three sections (Crop Statistics section, Livestock Statistics section and Environment statistics sections) as presented below:

Crop Statistics Section:

The Directorate through this section undertakes the following:

1. Conducts the Annual Agricultural Surveys (AAS): These are inter-censal surveys aimed at providing high quality, timely, comprehensive and demand-driven agricultural data on priority core indicators including the economic, social and environmental dimensions to inform interventions and investments that are intended to foster the sector's growth.
2. Compiles the Producer Price Index for Agriculture (PPI-A): Prices are collected twice a month from 27 producer proxy markets distributed countrywide. The information obtained is used to compile the PPI-A which is released monthly and quarterly.

3. Compiles crop and “food and early warning” statistics from secondary through sector MDAs and Institutions like; MAAIF, UCDA, CDO, NARO, IFPRI, LGs and FEWSNET.

Livestock/Fisheries Statistics Section:

This section undertakes the following:

1. Collects slaughter data from slaughter facilities (slaughters houses, slaughter slabs and abattoirs) across the country and produces the Quarterly livestock slaughter reports.
2. Collects fish-catch statistics (Capture fisheries data) from landing sites in conjunction with the MAAIF Directorate of Fisheries Resources and produces the annual fish catch report.
3. Production of Aquaculture statistics
4. Compiles livestock and fisheries statistics such as; egg production, milk production, aquaculture farmers lists, from secondary sources including but not limited to MDAs and Institutions like; MAAIF, LGs/districts, DDA, and NAFIRRI.

Environment Statistics Section:

The Environment Statistics section undertakes the following:

1. Produces the Annual Environment Statistics bulletin (Compendium of environment Statistics) in line with the Framework for the Development of Environment Statistics (FDES). Besides national needs, the information contained in the compendium is used to compile the annual East African Environment Statistics bulletin.
2. Collects data on weather and Climate, water, forestry and land use from sources like MWE, NWSC, LGs/Districts, NFA and UNMA and produces quarterly and annual reports.
3. Collects quarterly Municipal Solid Waste data from KCCA and Municipalities in the country and produces the Quarterly and annual Municipal Solid Waste collection and Management reports vital in computation of GHG emissions from the Waste sector.

Directorate of Macro-Economic Statistics (DMES)

The Directorate of Macroeconomic Statistics is charged with the responsibility of producing macroeconomic statistics. It collects both secondary and primary data from private, non-government and government institutions, and, conducts specialised economic surveys to generate macroeconomic indicators.

The Directorate has three Sections- Trade and Government Finance Statistics, Prices and national Accounts. The core macroeconomic indicators produced regularly include weekly and monthly consumer price index, monthly inflation, quarterly and annual GDP, monthly

imports and exports flows, import and export price and volume indices, government expenditure and revenue, fiscal statements among others. Besides, the Directorate produces Harmonised CPI, and merchandise trade statistics which are regularly remitted to regional and international agencies like EAC, COMESA, AUC, IMF and UN. These indicators are used to guide national planning and policy formulation, decision making and for monitoring the performance of the economy.

In executing her mandate, the Directorate collaborates with MDAs like the Bank of Uganda, MTIC, URA, MFPED, MTWA, and local government institutions among others.

a) National Accounts (NAs)

The Bureau compiles Annual GDP and Quarterly GDP based on the 2009/10 prices. The benchmarks for the 2009/10 prices were compiled using the Supply and Use Table framework. The International Standard Industrial Classification, the Central Production Classification and the System of National Accounts 1993 are used. The preliminary estimates of Annual GDP are released by 30th May while the revised estimated are released by 30th September of every year. Production of NAs is based on output from various data sources within, and external agencies to UBOS. Currently, the section is finalising the compilation of the 2016/17 SUT which is to provide the benchmarks for the 2016/17 NAs rebased series.

The section is also charged with the development of satellite accounts, and these include: (1) Environment satellite Accounts (physical flow accounts for Water, Energy, Forest, Material, Emissions, Environmental Activity; Asset accounts for Land, Soil, Timber, Aquatic, Biological, Mineral and Energy resources and the Experimental Ecosystem Accounts); (2) Non-profit Institutions satellite Accounts; (3) Tourism satellite Accounts; (4) Education Satellite Accounts. The implementation of this activity has been phased and the section is currently developing the Water and Forest environment satellite accounts, Non-profit Institutions satellite accounts, Tourism satellite Accounts, Education Satellite Accounts. The compilation is based on the UN recommended frameworks. The required data is being collected from MDAs and surveys.

b) 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 the GDP expenditure compilation. The information is also used by BOU, MFPED, IMF and the general Public. The Bureau plans to revise the GFS manual to suit the recommendations as outlined in the IMF GFS manual 2014 and other references.

c) Consumer Price Index (CPI)

The Bureau collects prices of consumer goods and services from eight (8) urban centres of Kampala, Jinja, Mbale, Masaka, Mbarara, Gulu, Arua, and Fort Portal, for the compilation of the Consumer Price Indices (CPIs) whose final outputs are inflation numbers. The CPI

together with inflation of any month is disseminated on the last working day of that very month. The classification used during the CPI compilation is the International Classification of Individual Consumption according to Purpose (COICOP).

d) Residential Property Price Index (RPPI)

The Bureau compiles the Residential Property Price Index (RPPI) for Great Kampala Metropolitan Area (GKMA). The RPPI is a broad measure of the movement of residential property prices in the economy at a given time. It serves as a timely and accurate indicator of residential house price trends within GKMA. Residential property prices are of significant interest to policy makers, market analysts and researchers for a range of economic and social reasons.

Housing is a major source of individual wealth in the country. Thus, changes in housing costs affect the disposable income of households, thereby influencing consumer spending and saving decisions. The RPPI measures the price change of the stock of residential dwellings over time, specifically changes in the value of single-property by using the hedonic method that recognizes that heterogeneous goods can be described by their characteristics. The preliminary indices have been compiled and are being validated by the IMF and the World Bank before disseminated to the general public.

e) Prices and Expenditure values for the Purchasing Power Parities (PPPs)

UBOS collects prices and expenditure values for the International Comparison Program (ICP). ICP is a global statistical initiative established in 1970 to produce internationally comparable price and expenditure data as well as purchasing power parity (PPP) estimates to facilitate cross-country comparisons of price levels, Gross Domestic Product (GDP) and related economic aggregates in real terms and free of price and exchange rate distortions. The program is regionally managed by African Development Bank since 2002.

f) Harmonised Consumer Price Indices (HCPI) for EAC and COMESA

UBOS compiles Harmonised Consumer Price Index (HCPI) for COMESA and for the East Africa Community (EAC). The HCPI is based on the prices of goods and services available for purchase in the economic territory of the Member State for the purposes of directly satisfying consumer needs. The expenditure scope follows the Domestic concept and the principle of "household final monetary consumption expenditure". The aggregated COMESA figures are compiled by the COMESA Secretariat and for the EAC to be aggregated by the East African Community secretariat. The aggregates are calculated as weighted averages of the national HCPIs, using as weights each country's total household expenditure converted to a common currency using purchasing power parities compiled through the International Comparison Program (ICP).

g) External Trade Statistics

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

Directorate of Business and Industrial Statistics

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; Business Inquiry and Energy Surveys.

The Directorate is composed of two sections; The Business and Industry section and the Energy and Infrastructure section.

The Directorate's core products include: Producer Price Index (PPI- M&U and PPI-H&R); Construction Sector Index (CSI); Index of Production (IoP); Business Register (BR); Business Register Update, Uganda Business Inquiry (UBI); Energy Statistics, Infrastructure Statistics (Roads, Air, Water, ICT and Rail); Building Statistics (Plans Submitted, Plans Approved and Occupancy Permits Issued) and Distributive Trade Statistics (a new indicator).

a) Producer Price Index for Manufacturing and Utilities (PPI M&U)

The Producer Price Index for Manufacturing and Utilities (PPI-M&U) is an index that measures change in the prices of a basket of products either as they leave their place of production (Output Price Index) or as they enter the production process (Input Price Index). The current computed PPI-M&U is an Output Price Index valued at Basic prices with a base period of July 2009 to June 2010. It covers two sectors; the manufacturing sectors both for local and export market (Combined) and Utility sector at Local market.

b) Producer Price Index for Hotels and Restaurants (PPI H&R)

The Producer Price Index for Hotels and Restaurants (PPI- H&R) measures the average change in the prices that Hotel and Restaurant Service providers receive for their services. It is an Output Price Index designed to reflect the price trend of a constant well-defined and representative basket of services provided by hoteliers. The Index is divided into two sub-sectors namely; Accommodation and Catering services and it is a quarterly index.

c) Construction Sector Index (CSI)

The Construction Sector Index (CSI) is an input price index which measures the cost of a

given set (basket) of construction goods and services, relative to their cost in the base period. This basket includes the costs of materials, equipment and labour as inputs to the construction sector. The first quarter (January-March) of 2006 is the base period for the CSI. All sub-sectors of construction are included, that is, Residential, Non-residential and Civil Works that is further sub-divided into Roads paved, Roads Gravel and Water Works

d) Index of Industrial Production (IIP)

The Index of Production (IoP) for the manufacturing sector measures changes in the volume of goods produced by the manufacturing sector in the economy. Monthly data are compiled from manufacturing establishments that contribute about 80 percent of the manufacturing value added. The index is computed for eight broad groups

e) Distributive Trade Statistics

This is one of the new areas the Bureau is embarking on that is aimed at producing the wholesale and retail price indices. Indices are in the process of being finalized for dissemination as draft indices are in place. Both the weight and reference period is 2009/10

f) Energy and Infrastructure Statistics

Energy statistics cover data on electricity generation and supply, Petroleum imports and Oil and Gas Investment Statistics as well as other energy statistics – Thermal generation statistics. Currently, the main sources of data are the Ministry of Energy and Mineral Development (MEMD), Uganda Electricity Transmission Company Limited (UETCL) and the Electricity Regulatory Authority (ERA).

Infrastructure statistics cover data on communication and the four forms of transport, i.e., Roads, Rail, Air and Water. ICT indicators are also compiled.

g) Building Statistics

Data is collected from selected Town Councils and Municipalities on Building Plans submitted, Plans Approved, Plans deferred, Plans rejected and Occupational Permits Issued. Buildings are classified on the basis of their purpose as; Residential, Commercial or Mixed-use (both Residential and Commercial on the same building), Industrial, Institutional and Other use

h) Uganda Business Inquiry (UBI)

This is a survey aimed at collecting data from all economic activities undertaken in the country necessary for the computation of main economic indicators such as Value Added (VA) and Gross Output (GO). It is normally a sub-sample of the Business register. The last such survey was conducted in 2010 with a reference period of 2009/2010. The data

collected provides information on the contribution of different sectors to GDP, and is a source of weights for different economic indicators such as IIP, PPI, IoP and NA among others. Plans are currently underway to conduct a Business Inquiry in the current financial year 2018/19.

i) Business Register (BR)

The Bureau regularly maintains an updated Business Register and in addition conducts a Census of Business Establishment (COBE) in 5 or 10 years. The Business Register is a complete, up-to-date and unduplicated list of all active businesses with fixed locations in The BR provides a sampling frame for other economic surveys such as Business Inquiries and is used for the generation of weights for different deflators.

Following the 1989 COBE, the second COBE/UBI was conducted in 2002 and the most recent was conducted in 2009/10. The Bureau is currently updating the frame of all businesses using administrative data from various government MDAs; which will be the main sampling frame for the upcoming UBI 2018/19

Directorate of Socio-Economic Surveys

The Directorate is responsible for production of socio-economic statistics through conducting 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 Directorate has two divisions namely methodology and survey implementation units. Methodology and Research

The Bureau has strengthened the production of social statistics through development of in-house capacity to undertake poverty analysis, improve compilation of secondary data from the following sources, Water and Sanitation statistics; Crime statistics; Gender statistics and Labour / Employment. The methodology unit supports directorates within UBOS and MDAs with sampling methodology and data analysis as well as providing direct technical support on sample survey design. The Directorate's core products include: Sampling methodology reports for various surveys undertaken both within UBOS and outside of UBOS, Economic Activity Rates, Occupation, Service Delivery statistics, development and Maintenance of Sampling Frame, Poverty Indices and Trends, as well as the 10 - Year Census and Survey Programme. Following the approval of the Rules for conducting Censuses and Surveys, the Unit will be involved in monitoring compliance levels with the rules.

Surveys Unit

The Bureau conducts regular as well as ad hoc (unplanned) surveys to generate key socio-economic indicators for monitoring development frameworks. The unit is responsible for the planning and implementing household surveys. The core products are mainly household survey reports.

Division of Geo-Information Services

The Division of Geo-Information Services (DGIS) was previously a section in the Directorate of Population and Social Statistics. Due to its cross-cutting role, it was delinked and accordingly created in 20...? The Division is charged with providing geo-information services to support statistical production in the Bureau and the National Statistical System (NSS). The Division supports numerous UBOS business processes in all its directorates, divisions and plays an integral function in the conduct of surveys and censuses during data collection, processing, analysis and dissemination phases.

The Division is divided into two sections of Map Development and Spatial Analysis. The Division's core products include: enumeration area maps, Land area, Census Atlas, digital administrative layers (shape files), socio-economic facilities, administrative geography frame, thematic maps, geo-information services support including quality assurance and trainings.

Other core activities include undertaking census mapping for National Population and Housing Censuses and sequential surveys within the Bureau, update of administrative geography, enumeration areas and socio-economic facilities, conducting geospatial trainings. The Division also produces updated information on land area which is one of the three Indicators of the Indicative Planning Figures. Some of the innovations are the development of online platforms namely the ArcGIS Online and UBOS GeoNode for data visualization and sharing. The platforms enhance the production of analysed maps, administrative boundary layers; atlases.

The key stakeholders include; Ministries, Departments and Agencies (MDAs), specifically Ministry of Local Government, KCCA, MoH, MoES, OPM, MLHUB etc. Other stakeholders include Local Government Staff like District Planning Officers, the Academia and Researchers, Non-Governmental Organisations, Private Sector, International Community and the general public. A major challenge is the continuous creation of new administrative units— districts, counties, sub-counties, parishes, villages affecting the geography frame.

5.2.1 B Corporate Services Sector

The Corporate Services Sector is the business partner to 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 the effective and efficient functioning of the statistical value chain. This is in terms of providing the necessary structures, staffing, systems and procedures, financing, information technology and other management support services.

The Corporate Services Sector is constituted of one Directorate, five Divisions and one Independent Section. These are:

- i. Directorate of Information Technology (DIT).
- ii. Division of Administration & Human Resource (DA&HR).
- iii. Division of Communication & Public Relations (DC&PR).
- iv. Division of Finance (DFIN).
- v. Division of Internal Audit (DAudit).
- vi. Division of Legal Services (DLS).
- vii. Procurement and Disposal Unit (PDU).

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

Directorate of Information Technology (DIT)

The core objective of the Directorate of Information Technology (DIT) is to provide and support an appropriate ICT infrastructure and systems for the production and dissemination of statistics, and spearheading automation of business processes. The Directorate is responsible for designing, implementing and maintaining reliable ICT infrastructure including data processing, system support services and assisting their application in work processes. The Directorate is composed of three sections; Data processing, Management Information Systems, and Network & Systems Administration. The core products of DIT include; Website, Data portals, internet services, Management Information systems, Operational Communications Networks and data processing.

The Directorate is enhancing data production through the development of computer applications for use in data collection using the Computer Assisted Personal Interview (CAPI) a shift from the predominantly Paper assisted Personal Interview (PAPI). Most of the Regular surveys now use CAPI. The Directorate is also in charge of the Bureau's Disaster Recovery Backup System; and update and maintenance of the Website. Currently the DIT is automating a number of business processes and developing dissemination solutions including UBOS Mobile App (UgSTAT).

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.

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. It 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.

a) Communication and Customer Relations

In order that UBOS conducts event-free data collection exercises, this section draws advocacy and publicity strategies for reaching out to the different stakeholders to secure their buy-in, support and participation in advance. A variety of media channels are used to conduct the community sensitisation and awareness including local, traditional, religious, cultural, opinion and political leaders; media and media personalities; The challenge is in having very many radio stations which cannot all be used hence missing to reach out to some audiences in some instances.

b) Information Management and Dissemination

UBOS owes accountability to the different stakeholders specifically the public who provide data, Government, development partners, researchers and other data users, by way of feedback. The information is also shared through the Bi-Annual PNSD Bulletin (PR). UBOS thus packages statistics in different ways to ensure its utility by the different users across the global divide. This dissemination of statistics demands using traditional modes and the various facets of the changing technology to address the varying demands to stimulate an even higher demand for statistics.

Division of Finance

The Division plays a critical role to the entire functioning of UBOS. It spearheads the Resource mobilization both the GOU and the Development partners. This includes but not limited to Drafting of the Donor budgets and implementations guidance’s in line with the PFMA. The Division further leads the internal UBOS budgeting process, produces the budget and defends it before Parliament. The Division core products include; The Budget Framework Paper & Policy Statement, Monitoring & Control reports (Monthly, Quarterly, & Annual) and updates to the development partners on the financial performance as per the respective agreements. The Division is the Secretariat to the UBOS Planning Committee.

Unit of Procurement and Disposal of Public Assets

The Procurement unit is responsible for the execution of the Procurement and Disposal function undertaken by the Bureau and the preparation of any such reports as may be required from time to time. The Unit reports to the Deputy Executive Director, Corporate

Services and its core function include contract independent advice as may be necessary in the discharge of its functions, compliance with the act, regulations and guidelines. The Unit products include: Procurement Plans, reports, and any other Procurement Records.

Division for Legal Services

The Legal Division is a newly established function responsible for providing legal services to the Board of Directors (BoD) and Management and staff of the Bureau. Among the roles of the function is the review and drafting of legal documents and providing the secretariat to the BoD.

Division of Internal Audit

The mandate of the Division is to provide an independent objective assurance and consultancy support designed to add value and improve on the Bureau's operations by bringing a systematic, disciplined approach to evaluate 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, 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.

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 policy. These Offices were expected co-ordinate fieldwork activities undertaken by the Bureau in a number of grouped districts.

During this extension plan period, UBOS desires to revisit the field arrangement. This is an arrangement that essentially consists of field offices in different regions (parts) of the country, with a cadre of field staff; Regional Supervisors, Field Supervisors, Mapping Assistants and Enumerators with clearly defined roles as well as logistical support in form of vehicles, motorcycles and bicycles, computers, etc., as part of its infrastructure. The field arrangement will play a crucial structural role as the main link between survey organizers and respondents.

5.2.2 NSS Coordination structure

UBOS has in place structures for facilitating networking, collaboration and information sharing among Ministries, Departments and Agencies (MDAs), and for assisting

development of shared goals and cross-cutting strategies embracing other data producers and users in the NSS. The structures include the Donor Statistics Committee, the General Data Disseminating System (GDDS), the Special Data Dissemination System (SDDS), Producer-Producer Committees (PPCs), the Inter Agency Committee (IAC) and its sub-Committees, Technical Committees (TCs), and Uganda Statistics Society (USS). These structures help to generate coherence and synergy in the otherwise decentralised NSS. For instance, TCs facilitate technical coordination and service-wide adoption of uniform concepts, definitions and classifications to ensure that data from different institutions is mutually consistent, or at the very least comparable. The Statistical Technical Committees include;

Statistical Technical Committees

S/N.	COMMITTEE	MDAS/SECTORS	UBOS DIRECTORATE
1	Innovation and Infrastructure Statistics Sub Committee	STI, Works & Transport, ICT	DBIS
2	Water and Environment Statistics Sub committee	Water and Environ, Lands & Housing	DAES
3	Trade and Industry Statistics Committee	Trade and Industry	DBIS, DMES
4	Health Statistics Committee	Health	DPSS
5	Education Statistics Committee	Education	DPSS, DSES
6	Socio - Economic Technical Committee (SESTC)	Accountability	DMES, DBIS, DSES
7	Gender Statistics Technical Sub Committee	Social Development	DSCS, DPSS
8	National Agriculture Statistics Technical Sub Committee (NASTC)	Agriculture	DAES
9	Governance Statistics Technical Sub Committee	JLOS, PAS, PSM, Legislature, Accountability, Defence & Security	DPSS
10	Statistical Standards Technical Sub Committee	NSS	DSCS
11	Tourism Statistics Technical Committee	Tourism	DPSS
12	Energy Statistics Technical Committee	Energy and Minerals Development	DBIS
13	Geo Information Systems (GIS)	NSS	DGIS

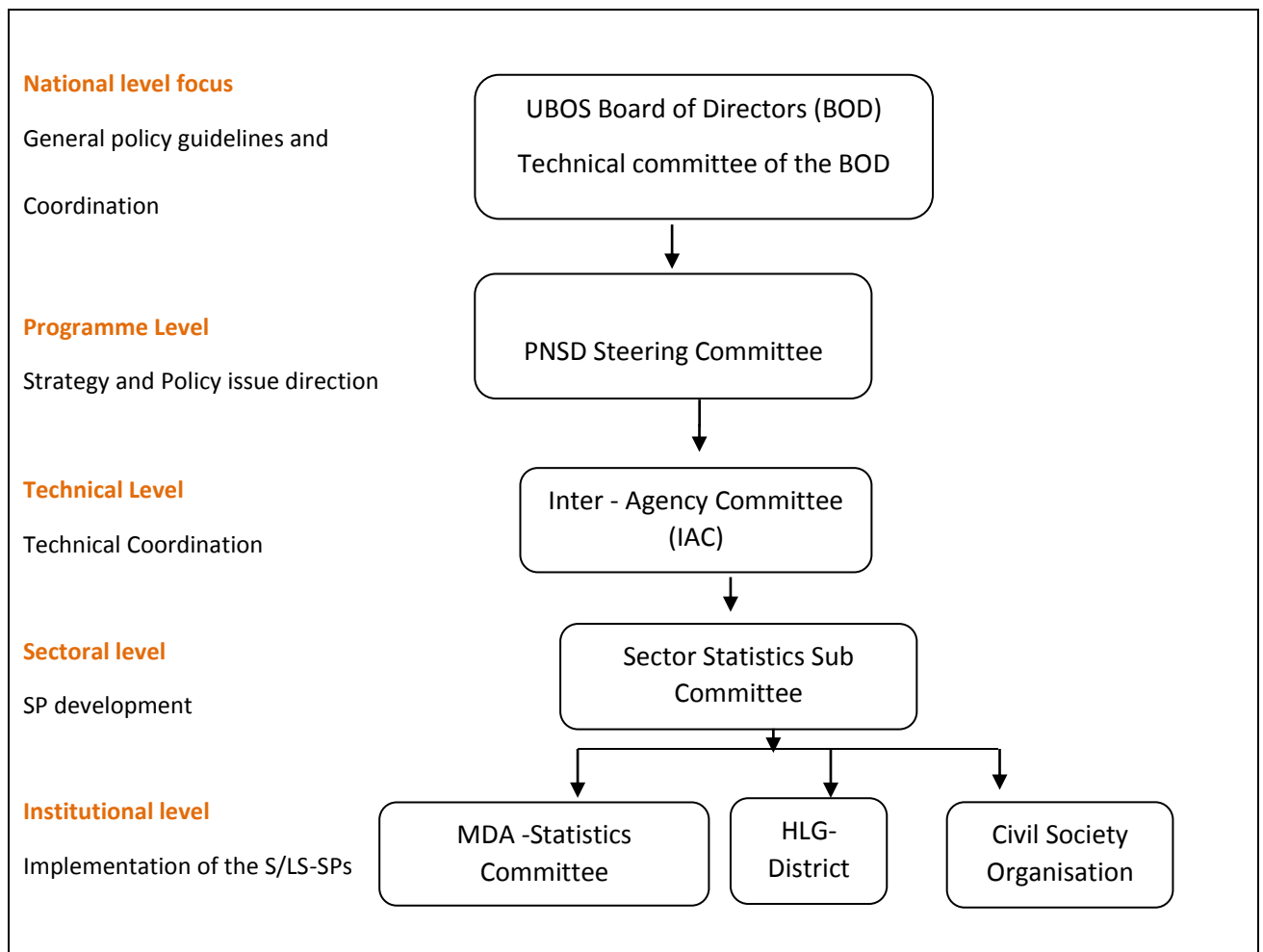
Other Technical Committees will be established and operationalized upon the recommendation of UBOS Management whenever need arises.

Within UBOS the Directorate for Statistical Coordination Services (DSCS) facilitates coordination and collaboration among Directorates and Divisions, on the one hand, and between them and MDAs and Higher Local Governments that are implementing Strategic Plans for Statistics (SP), on the other. The DSCS also supports monitoring, evaluation and periodic (quarterly and annual) reporting on progress in the implementation of the UBOS Strategic Plan.

Progress reports generated by each Directorate and Division will be submitted to DSCS, on the basis of which quarterly and annual review meetings will be held to monitor progress and assess effectiveness in meeting strategic objectives as stipulated in the NSS Monitoring and Evaluation (M&E) framework. This continuous assessment and feedback from different statistical production systems will be essential for determining the necessary adjustments for addressing evolving user needs and challenges, as well as undertaking required system improvements.

The overall coordination framework is provided in the diagram below which indicates the coordination structures at national, programme, technical, sectoral and institutional levels.

NSS - PNSD COORDINATION STRUCTURE



6. MONITORING AND EVALUATION

Several mechanisms will be used to monitor the UBOS SPSS extension activities, take stock of achievements, register progress and where necessary provide recommendations for redirecting. The specific actions will be as follows:

- 1) The UBOS Monitoring and Evaluation (M&E) Unit will undertake continuous monitoring of the implementation of the SPSS activities. The M&E plan is premised on the agreed output indicators and targets as illustrated in Annex 2;
- 1) The Bureau's Division of Internal Audit will conduct regular audits on technical and financial compliance with internal policies, operations and procedures.
- 2) The monthly Directorate and Sector meetings will provide inputs to the monthly management Committee meeting which will input into the quarterly meetings of committees of the BOD and the main BOD meeting.
- 3) Statutory quarterly reports from the Board of Directors will be forwarded to the Minister responsible for planning;
- 4) The Bureau's Bi-annual review meetings will provide implementation progress.
- 5) The Bureau's Annual report will provide progress on the implementation of the extended UBOS SPS II.
- 6) An end of term evaluation will be undertaken covering the entire seven-year period (2013/14 – 2019/20). The end of term evaluation will also be used to document achievements registered, challenges encountered, best practices generated, lessons learnt and proposals made on the way forward.

The Monitoring and Evaluation framework that will be used to measure track progress and performance of the organization during the period as provided in Annex 1.

ANNEX 1: MONITORING AND EVALUATION FRAMEWORK (M&E)

Objective	Interventions	Outcomes	Outputs	Indicators	Baseline 2017/18	Annualized Targets (%/Nos.)	
						2018/19	2019/20
Outcome level indicators (<i>Programme level</i>)							
Objective 1: To Improve Coordinatio n and Manageme nt of the National Statistical System (NSS)		Improved coordination and management of the NSS		Proportion of Ministerial Policy Statements informed by statistics	No data	21/21	21/21
				Share of MDAs/HLGs supported to compile annual statistical abstracts	MDAs: 11 HLGs:58	MDAs:15 HLGs: 75	MDAs:20 HLGs: 75
				Share of MDAs/HLGs implementing PNSD	MDAs:29 HLGs: 67	MDAs:35 HLGs: 70	MDAs:35 HLGs:80
				Proportion of MDAs/HLGs with statistical units	MDAs:10 HLG:0	MDAs:10 HLG:0	MDAs:10 HLG:0
				Finalized Statistical Quality Assurance and Certification Framework	100	100	100

Objective 2 To enhance Production, Development and Dissemination of Quality Statistics		Improved production, Development and Dissemination of Quality Statistics.		Proportion of the long-term census and survey programme implemented	90	90	90
				Average response rates for surveys	85	85	85
				Proportion of NSIs for level I & II with up to date data points	30	30	50
				Percentage of statistical outputs adhering to the UBOS release calendar	60	70	75
				Average statistical quality score of UBOS/MDA/HLG statistical environment	UBOS- 2.8 MDA: 2.6	UBOS- 3.0 MDA: 2.6	UBOS- 3.0 MDA: 2.6
				Proportion of surveys undertaking user-needs assessments		80	90
				Share of data collection initiatives using CAPI		50	50
				Proportion of formal data requests successfully handled		80	85
				Proportion of surveys with methodological reports, gender analytical reports and geo-spatial maps	-	50	50

Objective 3 To Strengthen the Capacity of UBOS to effectively and efficiently deliver its Mandate		Efficient and effective institutional Performance		Storage capacity of UBOS website	15Mbps	20Mbps	20Mbps
				Off-site back-up and disaster recovery centre	-	1	1
				Up-time for process automations and mobile apps	99	99	99
				Vacancy rate on Bureau mainstream	8	5	5
				Proportion of Strategic Plan Implemented		50	50
				Proportion of internal audit recommendations implemented		50	50
				Gender and Equity Score for UBOS Budget	60	60	60
				Financial resource absorption rates	99	95	95
				Content of Audit Report-Unqualified	1	1	1
Output level indicators (Sub-Programme Level)							
Objective 1: To Improve Coordinatio	Review and amend the UBOS Act to facilitate		Rules for Censuses and Surveys	Number of trainings conducted on the Rules	1	10	20

n and Management of the National Statistical System (NSS)	efficient coordination and management of the National Statistical system (NSS).		implemented	Proportion of surveys/censuses adhering to the rules	0	10	20
	Coordinate the development and implementation of National Statistical indicators (NSI) for MDAs, Sectors and LGs for alignment of the planning, budgeting, monitoring and reporting of Government business.		Meta data dictionary and Compendium of Statistical Concepts and Definitions	Meta data and Compendium for NSIs completed		1	1
			NSI Data sheet published in the Abstracts	Number of NSIs with data points(level 1 & level II)	69	100	100
			Online Administrative data templates	Proportion of MDA with Administrative data on line	4	4	10
			Training Reports	Number of trainings undertaken for the NSI		20	20

Support statistical planning and capacity development in Sectors and Local Governments to ensure production of Quality Statistics.		Local Government Strategic Plans for Statistics	Total number of LGSPs developed	69	112	126
		Module 1 Institutional Environment Assessment Reports	Number of LGs whose institutional environment assessment has been assessed	00	39	25
			Number of MDAs whose institutional environment assessment has been assessed	0	10	21
			Number of sectors with active Quality Assurance Teams		17	17
		Strategic Plans for Statistics	Total number of SPSS developed	30	5	12
		Technical & Inter-Agency Committee workshop reports	Number of Technical Sub-committees constituted	5	6	5
		Programme M&E reports	Number of statistical programmes monitored	12	6	6

			Coordination Strategy, Meta data, NSI, M&E Framework	Number of coordination tools developed		5	5
	Support the production of Gender responsive administrative data in MDAs and Local Governments		Sector Gender Profiles compiled	Number of sector gender profiles compiled		7	8
				Number of MDAs & HLGs trained in gender responsive data management	MDAs: 5 HLGs:5	MDAs:10 HLGs:20	MDAs:10 HLGs:20
	Build the capacity of key data users and producers in the NSS		Training Reports	Number of LG and Sector Statistics Committees trained in data management	HLGs:5 SSCs:17	HLGs:65 SSCs:7	HLGs:65 SSCs:7
			Producer-User Workshops conducted	Number of workshops organized		1	1
Review and Quality Assurance Guidelines			Number of MDA/HLG Statistical Abstracts reviewed	MDA:10 HLG:65	MDA:10 HLG:70	MDA:10 HLG:75	
Implement the Statistics Quality Assurance and Certification Framework (SQACF).		Quality Assurance Framework Documents	Number of indicators self-assessed		10	20	
			Number of MDA admin datasets assessed	1	5	5	

				Number of statistical indicators audited	6	10	15
				Percentage of audited indicators certified		7	10
To Strengthen Production, Development and Dissemination of Quality Statistics	Promote user engagement to define data priorities and investment in Censuses, Surveys and Administrative Data		User Consultative meetings conducted	Number of surveys/censuses with user-consultative reports		5	5
				Proportion of statistics user needs met		50	50
			Census 2022 Master Plan	Census Management team constituted and number of strategies developed		7	9
			Reports of advocacy services	Proportion of statistical reports disseminated		50	50
			Workshop Reports	Number of producer-producer workshops organized by programme		5	5
			Produce socio-economic statistical indicators		Data Editing Guidelines developed	Number of Guidelines developed	
		Survey Designs and Methodology	Number of methodological reports produced per survey		5	5	

			Qualitative Reports by survey Poverty Maps produced Survey reports	Number of socio-economic surveys undertaken	7	7	7
			Training Reports	Number of Directorates trained in data analysis		8	8
			Small Area Statistics-Village estimates	Lowest level of data disaggregation			
	Produce Population and Social Statistics indicators		Statistics on: Crime, Population, Governance, Migration, Tourism, Accommodation, Labour force, Education Enrolment, Health and Disability, Resource Flows, Vital statistics & Aging	Number of quarterly statistical reports produced-by areas	11	12	12
				Number of new social indicators generated		5	5

	Produce Industry, Energy, infrastructure and Business statistical indicators		Statistics on: Producer Price Indices, Distributive Trade, Infrastructures , Housing, Business Register, Building, UBI, ICT, minerals, Oil and gas	Number of quarterly statistical reports produced by area	13	13	15
				Number of new indicators generated		5	5
	Produce Agriculture and Environment Statistical Indicators.		Statistics on: Producer Price Indices, crop, livestock, environment, water, fish catch	Number of quarterly statistical reports produced by area	9	9	10
				Number of new environment indicators generated		5	5
	Produce Population statistical indicators.		Population Projections report	Timely production of population projections	1	1	1
	Visualize data and provide Geo-information services		Up to date EA maps, socio-economic facilities database	Number of statistical reports utilizing Maps		5	5
				Number of users supported in GIS		10	10

	Produce macro-economic indicators		Statistics reports on: GDP, CPI, KEI, SUT, ITS, Export & Import Indices, GFS, real estate, wage index	Number of quarterly statistical reports	18	19	19
				Number of new macro-economic indicators		5	5
	Disaggregate statistical data and information to meet the SDG and Agenda 2063 Data needs.		Data disaggregated by Region, Income, Sex, Migration	Number of data disaggregation domains		5	5
				Proportion of SDG indicators with data points		30	30
				Number of micro-datasets disseminated on the website	1	4	4
				% of localized SDG indicators with published meta data		50	50
	Sensitize the Public in order to improve the response rates to different surveys.			Proportion of census & survey programmes with Sensitization strategies		50	50
				Number of radio talk shows conducted by statistical region		10	10
				Number of TV talk-shows conducted		10	10

			Abridged/Popular Versions of Statistical Reports	Number of statistical reports produced to commemorate national events		3	5
To Strengthen the capacity of UBOS to effectively and efficiently deliver its Mandate	Maintain the UBOS Information Technology System.		Up to date licenses, software, programmes	Number of mobile data collection apps developed		10	10
			ICT strategy developed	Number of datasets backed up		10	10
			M&E system and Leave Management & PDU	Number of processes automated		3	3
			UBOS Integrated database	Number of modules developed		2	2
	Support the development of an inter-operable data sharing system across the NSS.		Inter-linked statistical webpages	Number of MDAs websites linked to UBOS website	4	10	20
			Reports	Number of MDA datasets backed up at the disaster recovery centre		1	5
				Number of users accessing the UBOS website	150000	15000	150000

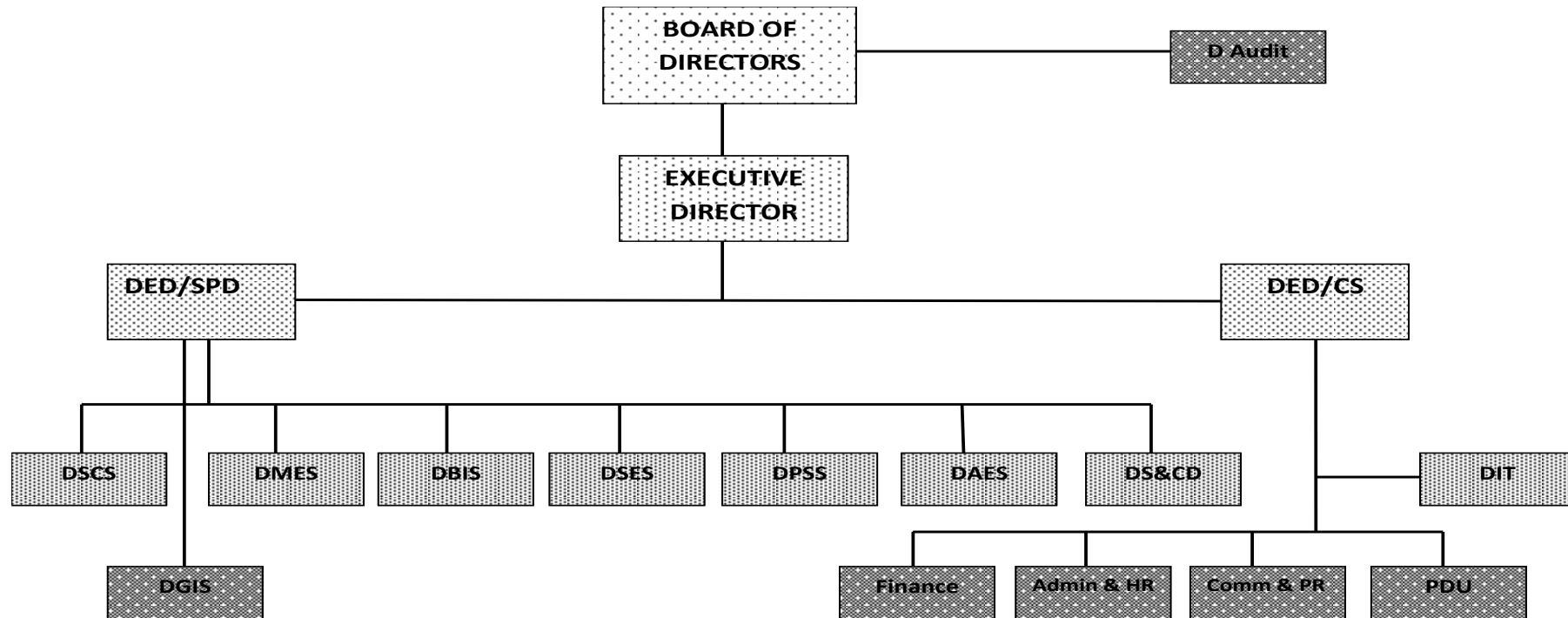
				Number of dissemination platforms developed		1	1
				Number of staff deployed in MDAs		8	8
	Provide administrative support services.		Reports	Proportion of functioning vehicles		90	90
			Reports	Proportion of staff benefitting from medical scheme		100	100
			Reports	Number of regional dissemination workshops organized		8	8
			K-9 dogs, private, UPF, UBOS	Number of security groups maintained by category	4	4	4
			Quarterly Reports on: insurance, fleet maintenance, security, rent, regional offices, estates, lifts, generators	Functional plant and property	1	1	1
	Develop the Human Resource Development		Updated Human Resource Policy	Proportion of disciplinary cases resolved	3	3	2

	Strategy.		Consolidated annual performance appraisal	Proportion of staff appraised on time		80	80
			Annual Leave, Performance Management, Recruitment, Registry, rewards, recruitment	Number of HR processes automated	1	4	4
			Updated assets register	Number of equipment acquired	20	50	50
				Number of equipment disposed	20	50	50
			Annual stock-take report	Timely report compilation	1	1	1
			Electronic fleet and fuel management system	Number of vehicles with tracking devices	0	10	10
	Develop and enforce compliance to statistical rules, regulations and UBOS policies.		Guidelines for administrative data produced	Number of trainings undertaken on the guidelines		10	10
			Oath of Secrecy taken	Proportion of new staff oriented, inducted and re-oriented		20	20
			Human Resource Manual finalized	% of staff whose academic documents verified		50	50

			Standards Profile	Number of statistical methods/standards customized	3	3	3
Continuously build the capacity of UBOS staff.			Consolidated Annual Training Plan	Number of staff supported for training		50	50
				Number of training needs identified		5	5
				Annual Staff Performance Appraisal Report	1	1	1
				Number of UBOS statistical research papers produced	2	5	5
			National Statistical Abstract	Timely production of National statistical abstracts	End Qtr 4	End Qtr 4	End Qtr 4
Develop a documented Succession Plan.			Succession Plan developed	Number of talents identified-by competence level	0	5	5
			Reports	Proportion of eligible staff provided with gratuity and retirement benefits	16	50	50
	Support implementation of the Strategic Plan		Annual Work-plans aligned to the SP	% alignment of the work-plan to the strategic plan		90	95
			Audit Reports	Number of programmes audited		14	14
			Consolidated Procurement	Average number of bids per contract		3	5

			Plan	PPDA score for UBOS		80	90
			SP M&E reports	Proportion of ad hoc programmes undertaken		3	3
				Number of M&E activities for the SPSS undertaken	2	4	4

Annex 2: UBOS ORGANIZATIONAL STRUCTURE



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 3: INTEGRATED CENSUSES AND SURVEYS PROGRAMME (2017/18 – 2026/27)

YEAR	POLICY FRAME WORK	CENSUSES	HOUSEHOLD SURVEYS	BUSINESS SURVEYS	YEAR
2017/18	NDP II MTR		Energy for Rural Transformation – ERT Survey (MEMD) – 2018		2017/18
2019/20		Pilot Census of Agriculture and Aquaculture (PCAA)	Malaria Indicator Survey – 2018/19 User Satisfaction Survey – USS 2019	Annual Agricultural Survey (AAS) National Research and Development (R&D) Survey National Innovation Survey (NIS) Survey of STI Infrastructure	2018/19
2019/20		Census of Business Establishments - COBE 2019/20	National Service Delivery Survey – NSDS 5 Uganda National Household Survey - UNHS 7 2020/21	Uganda Business Inquiry Survey of Public Awareness of Science, Technology and Innovation	2019/20
2020/21	Beginning of NDP III	Census of Agriculture and Aquaculture (CAA) 2020/21	Uganda Demographic and Health Survey – UDHS 7 Governance and Accountability Survey – GAS 2021 National Manpower Survey – NMS 2021		2020/21
2021/22		Pilot Population and Housing Census	Uganda Population HIV Impact Assessment Survey – UPHIA 2021/22 Functional Disability Survey 2022		2021/22
2022/23		National Population and Housing Census - 2022			2022
2022/23			Uganda National Household Survey - UNHS 8		2022/23
2023/24		Census of Business Establishments - COBE 2023			2023/24
2024/25			Governance and Accountability Survey – GAS 2025	Uganda Business Inquiry	2024/25
2025/26	Beginning of NDP IV		Uganda National Household Survey – UNHS 9		2027/28
2026/27			Uganda Demographic and Health Survey – UDHS 8		2026/27

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