THE REPUBLIC OF UGANDA

MID-TERM REVIEW OF THIRD PLAN FOR NATIONAL STATISTICAL DEVELOPMENT (PNSD III) REPORT

November 2023

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Acknowledgements

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2 févr. 2024

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List of Acronyms

AfDB	African Development Bank
BoU	Bank of Uganda
CAO	Chief Administrative Officer
CATI	Computer Assisted Telephone Interviews
CAPI	Computer Assisted Personal interviews
CGD	Citizen Generated Data
CSR	Census and Survey Rules
CSO	Civil Society Organisation
CTGAP	Cape Town Global Action Plan for Sustainable Development Data
DCIC	Directorate for Immigration Control
DDEG	District Development Equalization Grants
DDP	District Development Plan
DHS	Demographic and Health Survey
DLG	District Local Government
EAC	East African Community
FPoS	Fundamental Principles of Official Statistics
FY	Financial Year
GAPR	Government Annual Performance Reports
HLG	Higher Local Government
HMIS	Health Management Information System
HS	Harmonised commodity description and coding system
IASC	Inter-Agency Statistics Committee
ICT	Information and Communications Technology
IMF	International Monetary Fund
KPIs	Key Performance Indicators
LG	Local Government
LGSPSS	Local Government Strategic Plans for Statistics
MAAIF	Ministry of Agriculture, Animal Industry and Fisheries
MGLSD	Ministry of Gender, Labour and Social Development
MDA	(Government) Ministries, Departments and Agencies
MoES	Ministry of Education and Sports
MoLHUD	Ministry of Lands, Housing and Urban Development
MoFPED	Ministry of Finance, Planning and Economic Development
MTIC	Ministry Trade Industry and Cooperatives
MTWA	Ministry of Tourism, Wildlife and Antiquities
MoPS	Ministry of Public Service
MoICT	Ministry of Information and Communication Technology
MoWE	Ministry of Water and Environment
MoWT	Ministry of Works and Transport
NDP	National Development Plan
NEMA	National Environment and Management Authority
NIRA	National Identification and Registration Authority
NITA-U	National Information Technology Authority - Uganda
NPA	National Planning Authority
NSDS	National Service Delivery Survey (Uganda)

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NSDS	National Strategy for the Development of Statistics (international)
NSS	National Statistical System
NSTC	National Statistics Technical Committee
OVI	Objectively verifiable indicator
PARIS21	Partnership in Statistics for Development in the 21st Century
PDM	Parish Development Model
PLE	Primary Leaving Examination
PNSD	Plan for National Statistical Development
PPI	Producer Price Index
QA	Quality Assurance
RSDP	Regional Statistics Development Plan
SHaSA	Strategy for Harmonisation of Statistics in Africa
SDG	Sustainable Development Goals
SPS	Strategic Plans for Statistics
STC	Statistics Training Centre
SWOT	Strength, Weakness, Opportunities, Threats analysis
TPC	Technical Planning Committee
UBOS	Uganda Bureau of Statistics
UFA	Uganda Forest Authority
UN	United Nations
UNECA	United Nations Economic Commission for Africa
USAID	United States Agency for International Development
UNSD	United Nations Statistics Divisions
UPF	Uganda Police Force
UPS	Uganda Prisons Service
URA	Uganda Revenue Authority

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1 SUMMARY

Uganda's Third Plan for National Statistical Development (PNSD III) was developed to guide the development of the nation's statistics. The primary purpose is to provide many of the indicators that measure progress toward achievement of the goals of the country's Third National Development Plan (NDP III). PNSD III also aims to produce the statistics required for the indicators that report on the United Nations (UN) Sustainable Development Goals (SDG) and to inform Uganda's other international commitments on statistics provision. Both the PNSD III and the NDP III covered the Financial Years (FYs) 2020/21 to 2024/25.

PNSD III thus provides a framework for strengthening statistical production capacity and improving access to and use of statistics across Uganda's National Statistical System (NSS). The NSS itself includes all organisations that produce and use official statistics, including national and local governments, private companies, civil society organisations, statistics training institutions, the media and international organisations. The NSS is coordinated by the Uganda Bureau of Statistics (UBOS), which forms the secretariat for PNSD III. In international terminology, the PNSD is the country's National Strategy for the Development of Statistics (NSDS).

The present report is an output of a mid-term performance review of PNSD III undertaken by a team of two consultants recruited by the Common Market for Eastern and Southern Africa (COMESA). One is an international consultant and the other is a local consultant based in Uganda.

The review found that, during the period in question, there has been a general increase in the demand for statistics and statistics-based indicators to support the NDP III and the nationwide Parish Development Model (PDM). These initiatives have increased the demand for local data, fed the increased government focus on results-based programming and budgeting and informed progress tracking in the implementation of the NDP III, the SDGs and other development commitments. The review also found that there has been increased demand by development partners for evidence-based planning and reporting.

The review found that more statistics are now compiled at national and local level than at the start of PNSD III. Disaggregating data by gender has, moreover, improved considerably at both national and local government levels. The key issues facing Uganda's statistics were found to be the quality of statistics compiled from administrative data; delays in holding the population census and major surveys; frequency and timeliness of data production; ease of access to well-presented statistics; and geographical disaggregation. While there are clear challenges to making improvements in these areas, not least the costs, these are priorities that urgently need to be addressed. The delays in compilation of statistics based on administrative sources in many areas particularly need to be addressed by the Government Ministries, Departments and Agencies (MDAs) concerned in partnership with UBOS.

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Not all statistics that are compiled are published, although some non-published data are available within government. Barriers exist to data sharing between MDAs. Both at national level and in local governments, the review found delays in the dissemination of statistical abstracts and time-series data online that have hindered the use of statistics for timely decision-making.

The African Charter on Statistics, to which Uganda is a signatory, requires all official statistics to be published. The review, therefore, recommends that UBOS makes urgent efforts to end the practices, including internally, of compiling but not publishing statistics and of restricting data sharing between and within NSS members. The current UBOS 'Regulatory Impact Assessment on National Statistics' should be used to achieve this objective. Similarly, the review recommends that approval processes for publication of official statistics be urgently revised to ensure transparency and improve timeliness.

UBOS and other statistics producers generally present data in a technical and user-unfriendly manner, which inhibits their understanding and use.

UBOS therefore should rapidly address the need for published statistics to be presented, especially online, in formats that are easy for various stakeholders to use. Greater availability of time-series statistics in spreadsheet format, more analysis and graphical presentations should be prioritised. In addition, standard publication formats for local data, aimed for use by non-specialists, should be developed by UBOS.

In the course of the mid-term revenue, the Chairman of the UBOS Board of Directors considered that PNSD should be implemented to the dot - if this is done, Uganda will have built a world class statistics office. Management of PNSD III implementation is therefore of critical importance.

PNSD III performance is reported on at quarterly, half-yearly and annual frequencies. The objective of these reports is to monitor progress using selected indicators, such as the preparation and approval of Strategic Plans for Statistics by MDAs and other NSS stakeholders. The performance reporting system aims to provide a feedback mechanism and identify problems with PNSD III implementation. The process has improved during the PNSD III period by focussing on the most important indicators. The review makes recommendations to improve and formalise the feedback mechanism through the committee system which currently does not respond to its members needs.

No document exists that provides an overall view of the implementation status of the PNSD III programme as a whole or the total involvement of NSS members in PNSD III activities. As a consequence of the lack of a management overview of PNSD III as a whole, MDAs and other NSS stakeholders have experienced difficulties in managing the relationship between the PNSD III and their own Strategic Plans for Statistics, as well as in understanding and visualising their involvement in the PNSD III. This situation has reduced their ability to mobilise and access funds. The absence of a management overview of the PNSD III means that there is no systematic monitoring of the non-funding or non-commencement of the actions that had been planned in the

initial PNSD III programme document. The lack of a PNSD III management overview is a strategic issue that is wholly separate and distinct from problems with feedback from the committee system.

A document that provides a management overview of the implementation status of the PNSD III programme should be developed, based on the 'PNSD III Programme Overview Spreadsheet' at Annex 3. It will help to summarise the Strategic Plans for Statistics of individual MDAs and other NSS stakeholders as annual implementation plans, including cost estimates. While the development of a PNSD III management overview will be time-consuming for UBOS, it will produce many benefits. It will allow MDAs and other stakeholders to monitor their involvement in PNSD III and will provide them with the information they need to fund and implement their activities. The management overview spreadsheet, once largely complete, will provide UBOS with the information required to monitor the overall implementation status of PNSD III. Similarly, it will help UBOS to provide a further method of assessment of the alignment of NSS members' Strategic Plans for Statistics with PNSD III. The overview will also help UBOS to identify, prioritise and timetable its PNSD III actions that involve other NSS members.

Most Local Government Strategic Plans for Statistics (LGSPSSs) have not been implemented. The major factor, together with limited capacity, is that LG funding for statistics is limited. In some LGs, funds as low as 500 USD are allocated for statistics annually. In view of this, the review recommends that UBOS prepares a standardised local government statistics capacity building package. The Bureau should lobby the Ministry of Finance, Planning and Economic Development (MoFPED) at high level to provide a sufficient specific grant for PNSD in the districts to enable its sustainable implementation.

On the matter of statistical awareness within MDAs, UBOS has with some positive outcomes targeted the focal persons. The review recommends that the focus now needs to be on decision-makers and MDA senior management to achieve PNSD III's objectives.

Statistics producers have generally not engaged with users or acted on feedback at local level. There have been no structured processes to disseminate data and statistics to citizens, except where support is provided by development partners. UBOS should exploit the comments section in its quarterly performance reporting questionnaires by including selected feedback issues from them in the agenda of the following National Statistics Technical Committee (NASTC) and then agree and minute action points for specified committee members.

UBOS and the PNSD III Steering Committee on Statistics are also encouraged to take note and act on the strategic action recommended by the UBOS / United Nations December 2022 report 'Status of Sustainable Development Goals Data and Statistics in Uganda', noting that many of these recommendations are similar to those of the present report. Additionally, UBOS and the PNSD III Steering Committee on Statistics should support the proposed United Nations 'Joint Programme for Data and Statistics in Uganda' and ensure that other members of the NSS, particularly MDAs, are

involved. The 2023 draft 'Regulatory Impact Assessment on National Statistics' was carried out to examine options for better implementing existing statistical legislation or enacting a revised law. The review considers that this assessment should additionally address the framework of statistical principles laid out in the 'African Charter on Statistics'. These principles are essential to the effective reporting of official statistics to government and people.

2 Introduction

2.1 Context

The context to Uganda's Third Plan for National Statistical Development (PNSD III) is provided by the structure of national governance; the national plan as framework for development; and Uganda's international commitments for provision of statistics.

National governance in Uganda is outlined in the Third Plan for National Statistical Development (PNSD III) document:

> Uganda is a sovereign, republic state that attained its Independence in 1962. It is a member of various regional and global bodies such as the East African Community (EAC), the African Union (AU) and the Commonwealth of Nations. Uganda's government is a democracy made up of the executive, judiciary and legislature. The roles and powers of each of the government arms are enshrined in the Uganda Constitution of 1995. Uganda has [a] decentralised system of governance that devolves broad powers of administration, planning and service delivery to the Cites and Higher Local Governments (HLGs) comprised of districts and municipalities.

Uganda's Third National Development Plan (NDP III) provides the framework for its development policy. The NDP III covers the Financial Years (FYs) 2020/21 to 2024/25:

> NDP III aims at harnessing both government and private sector strength, in a mixed economy approach, to grow Uganda's real economy through domestic production of goods and services of at least the basic necessities of livelihood; food, clothing; shelter, medicines, security, infrastructure, health, education and services. To this end, NDP III strategizes on how Uganda will harness its abundant factors of production, through a knowledge-based economy of science, technology and innovation, to improve the livelihood of its citizens. Export promotion and import substitution will be strategies to ensure production for domestic, regional and international markets. The role of both the public and private sectors will be strengthened in the delivery of services to the people and the creation of gainful jobs.[1]

In general, a Plan for National Statistical Development (PNSDs) constitutes a framework for strengthening statistical production capacity across the National Statistical System (NSS), equivalent to a National Strategy for the Development of Statistics (NSDS) in international terminology. Within each PNSD, various stakeholders generate, disseminate and use statistics to meet their individual and other users' needs.

The Third Plan for National Statistical Development (PNSD III) was conceived to provide the statistics for many of the NDP III indicators that are used to measure progress toward attainment of its goals and to monitor its programmes conceived under it. It presents the strategic direction and thrust of the National Statistical System

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[1] NDPIII, page 1.
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(NSS) and hence needs to address the growing and unparalleled data demand from vast development agenda at local and national government as well as at regional, continental and international level. PNSD III covers the Financial Years (FYs) 2020/21 to 2024/25.

The PNSD III covers the entire NSS, which includes all organisations that produce and use official statistics in national and local government as well as in private companies, civil society organisations, statistics training institutions, the media and international organisations. The Uganda Bureau of Statistics (UBOS) coordinates the NSS and is, therefore, the secretariat for PNSD III.

Statistics across the NSS are governed by the UBOS Act, 1998, which covers:

- Establishment, Objects and Functions of the Bureau
- Board of the Bureau
- Statistical Information and Powers of the Bureau – includes.
    - Census
    - Statistics
    - Census and Survey by other agencies
    - Power to obtain particulars
    - Power of entry and inspection
    - Confidentiality
    - Dissemination of statistical data
    - Relationship with other lead agencies
- Finance
- Miscellaneous - includes (among others):
    - Annual report
    - Minister's report to Parliament
    - Evidence
    - Offences and penalties

PNSD III is also charged with providing the statistics that fulfil Uganda's international statistical commitments, notably the East African Community (EAC) 'Vision 2050', the 'Africa Agenda 2063' and the relevant indicators for the global 'Agenda 2030 for Sustainable Development Goals' (SDGs). Uganda acceded to the African Charter on Statistics on 10 October 2016, which entails commitments to statistical governance.

2.2 Objectives of the PNSD III Mid-Term Review

The third year of implementation (FY 2020/21 to FY 2022/23) of the PNSD III was completed and therefore, a midterm review was commissioned. The review was conducted with support from Common Market for East and Southern Africa (COMESA) secretariat and the African Development Bank (AfDB) Fund for supporting statistical development in Uganda through the Statistical Capacity Building Phase V programme.

The overall objective of the PNSD III Mid-Term Review was to establish the extent to which the PNSD III and related strategic goals have been achieved over the implementation period 2020/21 – 2022/23. The in-depth review covered strategy

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implementation; the challenges encountered during implementation; achievements; and identification of lessons learned. The results were intended to inform the remaining PNSD III implementation period.

Specifically, the review was designed to achieve the following:

i. Evaluate the implementation of PNSD III and associated Strategic Plans for Statistics (SPSs) in the MDAs, Local Governments, Civil Society Organizations (CSOs) and academia and the execution and performance of the planned activities.

ii. Provide indicators that can be used to estimate the extent of progress of the PNSD III's activities towards achieving its strategic goals and objectives. On this basis, identify the areas where the annual statistics work plans of UBOS, the MDAs, Local Governments, CSOs and academia have been successfully implemented and the causes of any delays.

iii. Examine the institutional framework, particularly the NSS and the conditions for implementing the PNSD III (human and financial resources, partnerships, etc.).

iv. Assess the degree to which the PNSD III's implementing stakeholders and the users of its statistics consider that the PNSD III as implemented is aligned with their expectations for improved statistics.

v. Assess the extent to which the PNSD III has addressed and increased user demand for quality statistics and met the statistical priorities for NDP III and other development agenda performance reporting requirements.

vi. Evaluate the implementation of gender statistics integration in the PNSD III and its execution at activity level.

vii. Assess the coverage of the nationally prioritised SDG indicators, hence statistical coverage of cross-cutting issues: environment, HIV/AIDs, Human rights, etc.

viii. Assess the appropriateness of the implementation modalities and the extent to which the PNSD III is resourced at the different levels of implementation.

ix. Document the lessons learned to inform the design of appropriate strategies for the long-term sustainability of statistical production in the NSS.

x. Identify and document the conditions for success, the challenges and risks to the attainment of set objectives for the current and next PNSD.

xi. Come up with conclusions and recommendations concerning the subsequent implementation period of the PNSD III and accordingly guided on its priorities and those of the development of the next PNSD within the context of Uganda's NDP and its successors; and the country's international commitments, in particular Agendas 2030 (SDGs) and 2063.

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3 Review methodology

3.1 Overview and scope

The mid-term review was participatory, involving a wide range of stakeholders and tools to compile the relevant information. The review employed the following techniques and approaches:

- Quantitative techniques through analysis of data obtained from UBOS and other stakeholders.
- Qualitative methods: key stakeholder interviews with MDAs, Local Governments, CSOs, Development partners, media, private sector and academia; document review and roundtable discussion of initial findings.

The study questions related to inputs and outputs of PNSD III activities, as well as the use made of the PNSD III results.

The integration of gender issues within the statistics system was paid specific attention. In addition, the effect of Covid-19 on the performance of the PNSD III was examined.

To obtain an international perspective, the study incorporated comparisons with African countries that are implementing National Strategies for Development of Statistics (NSDSs).

The analysis included:

- Descriptive - factual statements;
- Normative - the study made statements concerning 'what should be';
- Cause-Effect - the study analysed the reasons for the observed outcomes and made findings; and
- Conclusions and recommendations are assigned to specific institutions where appropriate.

The reference period for the review analysis covered PNSD III implementation from its commencement in Financial Year (FY) 2020/21 to the end of FY 2022/2023.

3.2 Document review

Documents originating from UBOS, other NSS stakeholders and international sources were received and analysed before, during and after the on-site period. These included Strategic Plans for Statistics (SPSs) from UBOS, MDAs, LGs and CSOs, and other published reports. Existing analyses of the coverage by PNSD III of the NDP III indicators and the nationally prioritised SDG indicators were available.

3.3 Data collection methods and tools

The main tool that was developed for the mid-term performance review was the 'Programme Overview'. This is a spreadsheet intended to contain the available

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information communicated to the review team covering all PNSD III and related programmes at the level of the individual activity, organised by PNSD's strategic goals.

The 'Programme overview' should ideally contain:

- Activity expenditure data if available and budget data.
- Objectively Verifiable Indicators (OVIs) and means of their observation at the level of the strategic goals and strategic objectives.
- Status of these OVIs.
- Sources of financing by activity.
- The MDAs involved in each activity, together with the lead agency for the activity.
- The actual or forecast start and end dates for each activity with annually repeated activities being distinguished.
- Information on the state of implementation of each activity.

The 'Programme overview' was developed to provide a picture of the overall implementation of PNSD III to be used in conjunction with the information obtained from interviews to provide a rounded picture of events.

Detailed information on PNSD III programmed activities was obtained from the initial strategy document and included in the 'Programme Overview'. The initial strategy document did not, however, contain activity level budget data. Moreover, the MDAs involved in each activity could not be identified. No central document was available that incorporated the state of implementation of each activity.

Activity level information from the UBOS Statistical Strategy document was incorporated in the 'Programme Overview'. This allowed the comparison of the PNSD III activities with those of the UBOS Strategic Plan III.

Stakeholders consulted

Interviews and discussions were conducted among the stakeholders implementing the PNSD III, covering most UBOS departments and governing structures; national MDAs, LGs, CSOs, business representatives, academia and development partners.

A list of stakeholders to be interviewed was produced at the start of the on-site period. This information permitted targeting of a representative sample of stakeholders across the categories mentioned.

Sixty-seven stakeholders were consulted as detailed below.

Level	Organisations participating in interviews / focus groups
MDAs including UBOS	17
CSOs	4
Media	2
Academia	4
Development partners	8
Local Governments	32

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Within UBOS, Focus Group Discussions (FGDs) were conducted at department/ directorate level. Selected members of management and the Chairperson, Board of Directors were consulted.

All the information requested by the review consultants was provided by UBOS and other stakeholders except that, since neither a detailed PNSD III budget nor a central record of all PNSD III actions that have been implemented was available within UBOS, a quantitative estimate of the overall rate of PNSD III implementation could not be made as part of the Mid-term performance review, as envisaged in its terms of reference.

3.4 Data processing and analysis - Indicators and calculation methods

The PNSD III mid-term performance review methodology was intended to calculate the following indicators for the PNSD III as a whole and for each of its strategic goals:

- The 'implementation rate';
- The 'physical implementation rate';
- The 'funding rate'; and
- The 'financial execution rate'.

Since no centralised activity level budget data was available and there was no means of recording or estimating comprehensively the level of PNSD III activity completion, none of these indicators could be calculated. The reasons for the non-availability of the data are considered in the chapter on 'PNSD III principal results.' The means of calculating the performance indicators are, therefore, only provided here for future use.

The '*implementation rate*' measures percentage programme completion, in which activities are weighted by their budget value and scored by their degree of implementation (using, for example, UBOS's traffic light system). Annually repeating activities are considered as separate projects for each year.

The value weighting is ideally provided by the cost of each activity for completed activities; or else by the activity budget for incomplete activities and where cost outcome data is not available.

A scoring system is needed to depict the degree of implementation. For example, the rating of implementation of activities contained in the UBOS Performance Review Reports uses a 'traffic light' system: completed; partially done; and not done. This implies the following scoring scheme:

- 0% for activities that have not commenced.
- 50% for activities that are clearly at or beyond half complete.
- 100% for activities that are complete and closed.

However, a more detailed scoring system can better represent the state of advancement for large-scale activities if sufficient data is available.

The '*physical implementation rate*' is also a measure of activity completion. Unlike the '*implementation rate*', it additionally considers those activities that do not have a

budget but require inputs from staff working in the NSS. These activities are assigned a notional budget value based on a relevant average of budgeted activities.

The '*funding rate*' is an indicator of the extent that the planned activities of the PNSD III programme matched the available resources. It is measured by the percentage of the PNSD III that has finance identified from government budgets or development partners (separately identified). The funding rate can be calculated annually and at strategic goal level.

The '*financial execution rate*' is an indicator of the ability of PNSD III to implement activities that have been financed. It is calculated as the percentage of the available finance that has been spent. In principle, this rate can also be calculated annually if data is available.

4 Brief presentation of PNSD III

4.1 Development process and structure

According to the PNSD III strategy document, 'The PNSD III design process took a top down approach and this is unique from the previous two, which evolved from bottom up approach. The process involved a meticulous, participatory process that brought together a broad range of stakeholders drawn from a number of MDAs, HLGs, civil society, private sector and development partners, among others.'

The PNSD III had an institution-based approach, rather than the sector approach used in many other countries. It was developed as a decentralised framework, in line with the NSS and compatible with the government reporting system and the decentralised budget. Its structure, development process and documentation are, therefore, considerably different from most NSDSs.

PNSD III is driven by four strategic goals and associated expected outcomes. Within these strategic goals, 18 strategic objectives were identified, as shown in Table 4.1. There are no Objectively Verifiable Indicators (OVIs) identified at the levels of the strategic goals. Instead, performance indicators are identified at the levels of the intermediate interventions and the individual actions. The risk from this choice is that the focus of monitoring is placed more on detailed activities than on the wider picture.

Table 4.1: PNSD III Strategic goals, objectives and expected outcomes

Strategic Goal	Expected outcomes
1. Strengthen coordination, cooperation and partnerships in the NSS	An integrated NSS
2. Increase statistical capacity in the NSS	Developed statistical capacity across the entire data value chain in the NSS
3. Strengthen systems for data production and development in the NSS	Increased scope and quality of statistics
4. Enhance dissemination, uptake and use of statistics.	Increased access and satisfied statistics user demand

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Strategic Goals and Objectives

Strategic Goal	Strategic Objectives
1. Strengthen coordination, cooperation and partnerships in the NSS	SO 1.1: Strengthen statistical advocacy in the NSS SO 1.2: Institutionalise coordination and management of statistics SO 1.3: Broaden cooperation and partnership among MDAs and with other National Statistical Offices at regional and international levels SO 1.4: Develop mechanisms for sustained financing for Statistics SO 1.5: Strengthen the legal framework and initiate regulations for the UBOS Act, 1998.
2. Increase statistical capacity in the NSS	SO 2.1: Strengthen Human Capital development for statistics across the NSS SO 2.2: Institutionalise Human Resource structures for statistics. SO 2.3: Promote capacity building structures and Mechanisms
3. Strengthen systems for data production and development in the NSS	SO 3.1: Develop existing data processes and implement a robust statistical programme. SO 3.2: Enhance compilation, management and use of quality administrative data in statistical production. SO 3.3: Promote a data quality culture in the NSS SO 3.4: Institutionalise generation and use of gender statistics. SO 3.5: Adopt appropriate methodologies in statistical production and development. SO 3.6: Adopt appropriate Information and Communication Technology for statistical production. SO 3.7: Institutionalise the use of data from non-traditional sources in the NSS.
4. Enhance dissemination, uptake and use of statistics.	SO 4.1: Develop an effective and efficient data dissemination system in the NSS. SO 4.2: Promote establishment of open data portals across the NSS SO 4.3: Strengthen data user capability to access and use data

The PNSD III Strategy document Table 5 (also shown in its Executive Summary), reproduced here as Table 4.2, contains summary budget projections for each year of PNSD III, broken down by Strategic Goal.

Table 4.2: PNSD III Budget Projections FY2020/21-2024/25 (Table 5 in PNSD III strategy document)

PNSD III Strategic Goal	Estimated cost (UGX- Bn)					
	2020/21	2021/22	2022/23	2023/24	2024/25	Total
1. Strengthen coordination, cooperation and partnerships in the NSS	7.06	19.77	14.05	4.52	3.99	49.39
2. Increase statistical capacity in the NSS	22.69	79.76	74.02	26.10	29.31	231.88
3. Strengthen systems for data production and development in the NSS	40.73	148.38	197.82	66.93	56.69	510.56
4. Enhance dissemination, uptake and use of statistics.	4.11	15.08	14.01	4.16	4.20	41.56
Total	**74.60**	**263.00**	**299.90**	**101.70**	**94.20**	**833.40**

PNSD III is coordinated by UBOS through the PNSD Steering Committee and the Inter-Agency Committee on Statistics. The PNSD III document, Chapter 4 'Implementation Arrangements, Monitoring and Evaluation, and Financing' describes

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the planned committee organisation, in particular section 4.2, 'PNSD III Coordination structures and accompanying Figure 7, reproduced here as Figure 4.1

Figure 4.1: PNSD III implementation and coordination structures
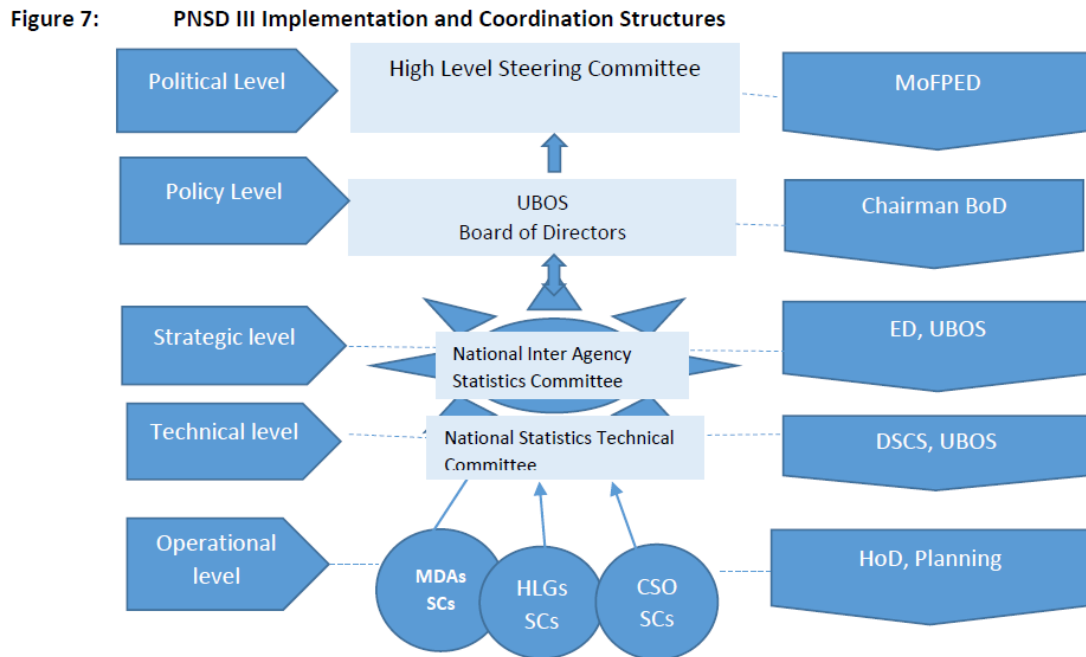
Figure 7: PNSD III Implementation and Coordination Structures

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5 PNSD III principal results

5.1 Overview

This chapter presents the main findings, of the PNSD III mid-term review. The structure of this chapter iis based on that of PNSD III. The first section, 'logical framework indicators', presents findings on the structure and development of PNSD III and the implications of its overall approach for implementation and monitoring. The subsequent sections each present finding on the PNSD III's strategic goals.

Many issues covered refer to the PNSD III as a system. They, therefore, concern UBOS as the NSS coordinator; its governance structure; and the specific stakeholder group mentioned: MDAs, LGs, CSOs, etc. Where no stakeholder group is identified, the issue covers the NSS in general.

Inevitably, this chapter focusses on issues that need to be addressed. This approach should not obscure the general observation that much has gone right in PNSD III, the result of the great efforts of all concerned.

5.2 Logical framework indicators

5.2.1 Structure and coverage of PNSD III

The PNSD III structure and strategy were conceived with the objective of providing an exhaustive, structured approach to development of the national statistical system while being compatible with the decentralised government budgeting and reporting structures. The decentralised approach means that the structure of the PNSD III resembles a matrix of stakeholders and activities. This structure is more complicated than most 'National Strategies for the Development of Statistics' in other African countries. A simpler approach, in which each activity is defined as involving at most three stakeholders, is appropriate for countries with more centralised budget and reporting systems but the PNSD III system is appropriate to Uganda.

PNSD III's strategic goals are well defined. As a result, PNSD III's activities[2] are logically allocated to its strategic goals.

The cycle of the National Population and Housing Census and major surveys that are carried out at a less than annual frequency is discussed in the PNSD III Strategy document in the section on 'Strengthening existing data systems and processes.' The Population and Housing Census, the Census of Agriculture and the Economic Census are mentioned. Household surveys, such as the Demographic and Health Survey, form part of the survey cycle. These major statistics data collection activities were, however, not individually identified in the PNSD III actions. (Table 5.1 Example 3 shows the sole action that covers implementation of the whole population census and survey cycle. Other PNSD III actions cover aspects of survey methodology). The PNSD III activities programme, therefore, omitted major statistical operations and so did not have exhaustive coverage, as is recommended for NSDSs.

The intent at the time of PNSD III development was to focus on statistical capacity building and innovation activities rather than on regular functions. An additional aim was to avoid prematurely defining the specific surveys within the PNSD III, in order to

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[2] The words 'actions' and 'activities' are used interchangeably.

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permit reforming and streamlining of the population census and survey cycle. However, in order that the PNSD III can be monitored and managed as a whole, it is necessary that all major statistics actions, including the population census and major surveys, individually appear as PNSD III activities. If these appear explicitly in the PNSD III programme, their links with other PNSD III activities will be more apparent.

While the PNSD III's strategic goals are well defined, some minor omissions at the lower activity level may create difficulties in mapping stakeholders' Strategic Plans for Statistics to PNSD III activities. The example noted by the review was that Strategic Objective 3.6 aims to 'Adopt appropriate Information and Communication Technology for statistical production.' However, this Strategic Objective does not contain an activity aimed at improving ICT infrastructure, which is a common theme among MDAs and LGs. Nevertheless, the PNSD III programme is generally comprehensive, although other minor omissions may exist.

Similarly, there appears to be potential confusion in how some MDA Strategic Plans for Statistics allocate their activities to the PNSD III's Strategic Goals. Annex 4 explores how one MDA's planned activities for Strategic Goal 1 could better be allocated to other PNSD III Strategic Goals. This difference between stakeholders in their understanding of the PNSD III could lead to implementation problems or loss of synergies between PNSD activities that involve different MDAs.

It is important to have a clear means of communication between UBOS and other NSS stakeholders concerning PNSD III activities. The Strategic Goals and associated activities are listed in the initial PNSD III programme document in 'Annex 1: PNSD III Indicator Framework' and reproduced at Annex 3: Programme overview, which includes a spreadsheet. Activities were not numbered for identification in the PNSD III programme document. Numbering of activities supports communication between stakeholders. For ease of reference, PNSD III actions have been numbered in Annex 3 - these numbers are referred to in subsequent analyses. In other African countries' NSDSs, activities are generally numbered.

5.2.2 Management and reporting

the PNSD III Steering Committee on Statistics has not met since 2022, although it is supposed to meet quarterly. The Inter-Agency Statistics Committee (IASC) is understood to meet more regularly. As shown in Figure 4.1, the National Statistics Technical Committee (NSTC) reports to the IASC. The SDG Data Technical Working Group meets quarterly. The NSTC met in October 2023, as part of the mid-term review process.

Each MDA and Local Government is required to have an internal statistics committee. There is no consistent sector statistics committee system and apparently no demand for one.

Other than the PNSD III Steering Committee on Statistics, the review did not find any demand for more frequent committee meetings or for a reorganisation of the committee structure.

The PNSD III monitoring system operates at a quarterly, half-yearly and annual cycle. The performance indicators reported on are a selected subset of the logical framework indicators and have been improved since the start of PNSD III. Although the questionnaires ask about surveys and censuses conducted and reports published, the data collection activities and reports are not linked. The most recent reference periods

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for published statistics are not requested and not reported on. An institutional inventory of surveys/censuses and reports is not established by the questionnaire. Previous responses are not used to pre-fill the questionnaire for each respondent.

The UBOS Performance Review reporting system exists to provide legally required information on UBOS activities. The two reporting processes are not linked. The annual reports contain analyses by department of 'Performance on the Work Plan'.

Although the PNSD questionnaire provides spaces to record challenges and recommendations, the MDAs have complained that there is little or no feedback from comments made to UBOS.

SSome questions in the quarterly tool are regarded as redundant. For example, the questions on census and national surveys are not relevant, given that districts do not have these in their plans. Districts also noted the lack of feedback on the monitoring tools from UBOS, leading to lost morale to provide the reports.

The NSTC agenda does not currently include a selection (which could be made by UBOS) of feedback from questionnaires for discussion. Nor are there minuted action points to be taken by identified committee members.

The PNSD III performance reporting system is more developed in Uganda than many other NSDSs in Africa, although some countries operate effective sector statistics committees. The decentralised nature of the PNSD III makes greater demands on formal feedback mechanisms than elsewhere.

5.2.3 Reporting on progress of the Performance indicators

PNSD III performance is reported at quarterly, half-yearly and annual frequencies. The objective of these reports is to monitor progress on selected indicators, such as the preparation and approval of Strategic Plans for Statistics by MDAs, HLGs and other NSS stakeholders. The performance reporting system aims to provide a feedback mechanism and identify problems with PNSD III implementation. The process has improved during the PNSD III period by focussing on the most important indicators.

Some indicators in the performance reporting system under-represent PNSD III achievements by MDAs because the objective is not always relevant. The indicators shown in the annual performance reports were selected to avoid this problem. The indicators that are affected are calculated by comparing the number of MDAs that fulfil the objective is compared with all MDAs. 'All MDAs' includes both those MDAs that have not presented a Strategic Plan for Statistics but also those for which the objective is not relevant. In Table 5.1 Example 2, the production of statistics reports with parish level data is not relevant to, for example, the Ministry of Finance, Planning and Economic Development (MoPFED). MoPFED is nevertheless included in the calculation's denominator. The performance indicator, therefore, under-represents the degree of implementation.

Some indicators under-represent the performance of those NSS members that have multiple statistics that fulfill the expected output. In Table 5.1 Example 4, the 'proportion of MDAs/LGs disseminating statistical products using electronic and print media' ignores the progress of those NSS members that have increased the number of statistical products that they disseminate. Two performance indicators are required

to rectify the issue. The first is the number of MDAs/LGs fulfilling the expected output as a proportion of the total number of MDAs/LGs whose statistics strategies include the action. The second is the total number of statistics or statistical publications that meet the expected output. These performance indicators can be measured annually.

While the performance monitoring reports are useful in identifying problems in PNSD III activities during implementation, the approach is not designed to display an overall view of the PNSD III programme or the overall status of involvement of NSS members in PNSD III. The performance monitoring reports furnish current information as inputs to an overall view of the PNSD III. Other African countries surveyed that have NSDSs possess an overview document that fulfils these requirements – it is general practice.

5.2.4 Overall view of PNSD III implementation

No document exists that provides an overall view of the implementation status of the PNSD III programme as a whole or the total involvement of NSS members in PNSD III activities. MDAs and other NSS stakeholders have therefore experienced difficulties in managing the relationship between the PNSD III and their own Strategic Plans for Statistics, as well as in understanding and visualising their PNSD III involvement.   In consequence, they have limited ability to mobilise and access funds. The absence of a PNSD III overview means that there is no systematic monitoring of non-commencement of planned NSS stakeholder actions.

The lack of visibility of PNSD III activities at the level of each stakeholder arose because many activities were defined generically. A 'generic activity' means that the objective was defined but the stakeholder was not. The intent was that these activities could be rolled out across multiple NSS stakeholders, potentially reducing costs and creating synergies. In Table 5.1, Examples 1 and 2 are generically defined activities. Since each generic PNSD III activity can apply to many MDAs, LGs or CSOs, the potential total number of PNSD III activities is much higher than the 63 listed.

The solution proposed is to develop a management overview of the implementation status of the PNSD III programme to summarise the annual implementation plans and Strategic Plans for Statistics of individual MDAs and other NSS stakeholders as annual implementation plans, including budget estimates. It would also draw on information from the performance monitoring reports. It should be based on the 'PNSD III Programme Overview Spreadsheet' at Annex 3.

While the development of a PNSD III overview will be time-consuming for UBOS, it will produce many potential benefits.   These include permitting MDAs and other stakeholders to monitor their involvement in PNSD III. The overview will provide them with the information they need to fund and implement their activities. The overview will allow UBOS to monitor the overall implementation status of PNSD III. It will also help UBOS both to better assess the alignment of NSS members' Strategic Plans for Statistics with PNSD III and to prioritise and timetable its own PNSD III actions that involve other NSS members. Annex 4 describes a method of developing a PNSD III overview.

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Table 5.1: Examples of PNSD III actions

Example 1:	
Strategic Goal 1:	Strengthen coordination, cooperation and partnerships in the NSS.
Strategic objective 1.1:	Strengthen statistical advocacy in the NSS
Interventions/Actions	Mainstream statistics into national policy, planning and budget processes
Expected Outputs	Budget-lines for statistics Integrated in Annual Work-plans and budgets for MDAs and LGs
Performance Indicators	Proportion of MDAs/LGs with budget lines for statistics
Example 2:	
Strategic Goal 3:	Strengthen systems for data production and development in the NSS
Strategic objective 3.1:	Strengthen existing data production processes and implement a robust statistical programme
Interventions/Actions	Strengthen the production of small area statistics
Expected Outputs	Small area statistics
Performance Indicators	Proportion of statistical reports with parish level data
Example 3:	
Strategic Goal 3:	Strengthen systems for data production and development in the NSS
Strategic objective 3.1:	Strengthen existing data production processes and implement a robust statistical programme
Interventions/Actions	Align and synchronize the census and survey programme to the National Standard Indicator (NSI) Framework.
Expected Outputs	NSS Integrated Census and Survey Programme
Performance Indicators	Proportion of Census and Survey Programme implemented as scheduled
Example 4:	
Strategic Goal 4:	Enhance data dissemination, uptake and use of statistics
Strategic objective 4.1:	Develop an effective and efficient data dissemination system in the NSS
Interventions/Actions	Formulate policies to promote and enhance dissemination and use of statistics
Expected Outputs	Widened avenues, channels and modes of dissemination
Performance Indicators	Proportion of MDAs/LGs disseminating statistical products using electronic and print media

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Other implementation issues concern sector and local strategies. In some other African countries, NSDSs (equivalents of the PNSD) are sector-based. Activities there are mostly defined to cover either one or a few ministries. In those NSDSs, generic activities are not common. The institutional framework of PNSD III means that there is little to be gained from adding a sector layer, unless driven by the sectors themselves.

NSDSs elsewhere generally do not consider local government in as much detail as Uganda. Instead, any coverage is uniform and provides less autonomy than in the PNSD III. The additional flexibility of PNSD III inevitably introduces more complexity.

5.3 PNSD III implementation Goal 1: Strengthen coordination, cooperation and partnerships in the NSS

Goal 1 aims at strengthening coordination, cooperation and partnerships in the NSS. It covers strengthening statistical advocacy; institutionalisation of statistics coordination and management; widening cooperation and partnership among MDAs and with other national statistics offices at regional and international levels; developing mechanisms for sustained financing of statistics; and strengthening the legal framework and initiating regulations.

5.3.1 Coordination of PNSD III: Overview and action plan for implementation

NSS member MDAs and LGs are required to produce strategic plans for statistics (SPSs) to increase production and use of statistics for planning, decision making and monitoring performance of various indicators; to possess a statistics unit or function; to identify a statistics budget line; and to respond to UBOS's statistics reporting requests. Some MDAs and many local government organisations have not made some or all of these steps. PNSD III seeks to achieve compliance with these requirements through the regular monitoring reports.

Unlike in the PNSD II, there is no central fund for PNSD III activities, although UBOS is able to provide staff time to its NSS partners within the resources at its disposal for agreed PNSD III activities. To carry out PNSD III activities, therefore, NSS members can utilise their own statistics budgets, where these exist, or funding from partner organisations. Not all MDAs have understood that there was no central PNSD III fund.

UBOS, as with other NSS members, was required to produce a statistics strategy. The *Third Uganda Bureau of Statistics Strategic Plan* was prepared at the same time as PNSD III in a parallel process by a different team within UBOS and published in July 2020. Efforts were made to align the two strategy documents. The UBOS Strategic Plan Appendix 1: 'UBOS Strategic Plan III Performance Indicator Framework' contained 57 UBOS actions, 13 of which were not contained in PNSD III. 19 PNSD III actions were not covered by the UBOS Strategic Plan. Comparing the two strategic documents showed that mutual activity coverage was around 71%. However, the strategic objectives of the UBOS Strategic Plan do not easily map to the Strategic Goals of the PNSD III. In consequence, the PNSD III was, in this respect, not exhaustive in its coverage of statistical activities and, similarly, the UBOS Strategic Plan did not fully oversee or manage all statistics activities.

Since UBOS is required to implement its own strategy and to report on its status, it appears to be more carefully monitored within UBOS than the PNSD III is. There is no mechanism to monitor the overall implementation status of PNSD III. In consequence, questions related to the degree of PNSD III implementation cannot be answered. As

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previously noted, the PNSD III progress reports, although of value, do not aim at overall implementation monitoring. Instead, they are focussed on measuring fulfilment of certain strategic goals and outputs and on providing a feedback mechanism.

The initial PNSD III budget shown at Table 4.2 was apparently constructed from a detailed if schematic analysis at individual activity level. The detailed PNSD II budget is not reproduced in the PNSD III document, was not available for the mid-term review and has apparently not been used by UBOS as a management tool to observe implementation progress. A detailed PNSD III budget, preferably updated annually, ought to form a major part of the basis for an annual implementation plan and its monitoring.

A detailed budget for each year appears in the UBOS Strategy document at Appendix 2 'UBOS SP III Five Year Activity Matrix'. The total budget was estimated in that document at 1 105.88bn UGX, broadly comparable with the PNSD III estimate shown in Table 4.2. However, this calculation was based on a set of actions that are different both from the UBOS Strategic Actions presented at Appendix 1 of the same document and the PNSD III. No easy comparison can, therefore, be made. Moreover, Appendix 2 does not appear in the published version of the document.

There is no complete implementation plan included in the PNSD III document or any subsequent exercise. The UBOS Strategy Paper annual budget is the closest approach made to an overall implementation plan but, since it does not align with the PNSD III, it is not useful. The UBOS annual reports contain analyses by department of their 'Performance on the Work Plan' that can be exploited to help construct the management overview spreadsheet.

The lessons learned from the lack of an operational implementation plan are presented in Chapter 7 and a method of construction of a rolling implementation plan is shown at Annex 4 below.

5.3.2   Development of statistics strategies

UBOS has emphasised the importance of NSS members, in particular MDAs, developing and approving their Strategic Plans for Statistics (SPS). The purpose of an SPS is to define how the institution's operations will be measured statistically to inform the NDP III and, where appropriate, the SDG indicators. An SPS should demonstrate the means of development of its statistics and how this development is aligned with the PNSD III. Without a compliant SPS, activities to develop statistics risk being poorly defined and uncoordinated.

In its April 2023 'Bi-annual performance report on PNSD III for the financial year 2022/23', UBOS found that 20 MDA questionnaire respondents had approved statistics strategies. This was a significant increase from 10 strategies identified in the May 2021 'Report on the quarter three national statistical system institutional visits.'

Not all MDAs that produce statistics have completed statistics strategies. The consultants understood that the statistics strategy of the Ministry of Education and Sports (MoES), for example, was at the time of the mid-term review still in draft form.

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Similarly, not all MDAs have statistics units or statistics budget lines. These issues are regularly monitored through the performance reporting system.

5.3.3   Law on Statistics

Statistics in Uganda are governed by 'The Uganda Bureau of Statistics Act', 1998, described in section 2.1 Context. Two necessary but not sufficient conditions for an effectively coordinated NSS are that a body exists with the legal power to coordinate the NSS and that the institutions that make up the NSS are legally required to be coordinated by this body.

The wording of the Act provides UBOS with a limited responsibility of coordination and the power to 'review all initiatives to collect data at the national and local government levels and approve instruments,' while 'All initiatives by agencies other than the Bureau to conduct censuses and surveys at the national level shall be presented to the Board for consideration and approval.' There are no means of enforcing these limited powers. Nor are there any explicit powers of access to data held by other MDAs.

As noted in UBOS's 2023 document, 'Principles to Amend the Uganda Bureau of Statistics Act of 1998', '… the title of the 1998 Act makes some stakeholders perceive the National Statistical System as a function for only Uganda Bureau of Statistics.' Among other issues, the document notes that the definition of the NSS is drawn too tightly.

The 2023 'Report on Regulatory Impact Assessment on National Statistics' recommends improved implementation of UBOS's existing legal powers rather than new legislation. However, this document does not examine the basic statistical governance principles enshrined in the 'African Charter on Statistics' to which Uganda has acceded.

5.3.4   The impact of Covid19 on PNSD III

There was little indication of Covid-19 being a reason for delays in implementing PNSD III. Nevertheless, it appears that many activities such as surveys and new systems development that required interaction with national consultants did not occur. Although not mentioned by interviewees, it can be assumed that training courses were also delayed or cancelled due to COVID -19.

5.3.5   Statistics coordination in local government

The 'Annual Report on the Performance of the PNSD III Implementation Financial Year 2022-23' indicated that 21.4% of the 156 CSOs reporting had approved statistics strategies.

Most of the districts indicated that they had statistical committees which were largely composed of representatives from the different departments and usually chaired by high-ranking officials. Most district statistical committees had, however, not met since they were formed, largely attributed to lack of orientation on their roles and lack of resources to convene meetings.

These meetings are critical to the statistics production process. A budget for refreshments and stationery would cost around UGX 300,000 per meeting. The district that indicated that they do not have a formal statistical coordination committee participate in ad-hoc meetings, often related to specific activities like data validation."

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It was reported that some district statistics committees have lost staff and have not met in a long time with some of which having last met in 2017 over statistical related issues. There is a need to reconstitute such committees and to have representatives from the sub county level. In some districts, statistical issues are discussed in the monthly Technical Planning Committees (TPCs). In such districts, statistical issues are placed on the agenda in each month that ends a quarter. Members did not find it feasible to hold other committee meetings with the same persons and, therefore, decided that they would discuss statistical matters in the TPCs. This decision presents a good practice that can be adopted amidst funding challenges. Rather than have no meetings, it is better to have statistical issues discussed under the TPCs. DLGs can be encouraged to discuss statistical matters in the Technical Planning Committees, rather than failing to hold any meeting throughout the year.

5.3.6 Civil Society Organisations and the PNSD III

The review found that involvement of the CSOs in the PNSD implementation was minimal as only 3 CSOs had strategic plans for statistics at the time of the end of FY 2022/23 performance report. Unlike MDAs and LGs, the CSOs are not major producers but consumers of statistics produced by government agencies. Although some CSOs do conduct surveys and others collect administrative data, these have limited scope. The data they collect is rarely acknowledged and adopted as credible data sources by UBOS.

➢ At least some CSOs had received information or communications from UBOS concerning the importance and use of statistics, although knowledge of PNSD III was variable. The needs of CSOs for statistics and improved presentation were not different from those of other users.

5.4 PNSD III implementation Goal 2: Develop statistical capacity for the NSS

PNSD III Goal 2 aims to develop statistical capacity across the entire data value chain in the NSS. It covers strengthening human capacity for statistics; institutionalising human resources structures; and promoting capacity building structures and mechanisms.

5.4.1 Training and human resources in MDAs and CSOs

The majority of MDAs interviewed had received or had undertaken little or no training in statistics related subjects. Notable exceptions were at the Ministry of Information and Communication Technology (MoICT), the Bank of Uganda (BoU) and the Uganda Revenue Authority (URA). Interviewees were, however, not always certain whether the training had been received through the PNSD III or not. The 'Annual Report on the Performance of the PNSD III Implementation Financial Year 2022-23' notes (section 3.1.3) that 'During the FY 2022/23, there were no staff in the NSS trained in the production and use of statistics.' This may be overly negative.

The review found that effort had been made by most MDAs noted that they had recruited statisticians since the start of PNSD III, although some had already experienced staff turnover. Further recruitment was desired in some cases. Its

important that the MDAs and LGs fast truck reciuments to support statistical production in the NSS.

There was consistent mention of inappropriate recruitment techniques within MDAs. UBOS's actions within PNSD III to develop a common statistics cadre were considered by some interviewees as a potential solution.

CSOs also requested training opportunities in the use and production of statistics, including at leadership level, to enable more effective partnerships with statistics producers. According to the FY 2022/2023 *Annual Report on the Performance of the PNSD III Implementation*, a statistical capacity needs assessment has been conducted by UBOS and a draft report prepared.

5.4.2 Local Government Human Resource Development and Management

Most districts have a designated planner, a statistician and a biostatistician as the technical core team in charge of statistical work. In some districts where there are no statisticians, the planners take on the role of producing statistics. The review found that unfilled positions were common among the newly created cities and, consequently, had a gap in the production of statistics. The recruitment cap also limits hiring statisticians in new districts. In the absence of a statistician, the PNSD activities could not be implemented. They considered that the municipality was detached from UBOS partly because of this reason.

Statistics staff and committee personnel, usually representatives from departments, have a high turnover that is common within local government staff. This affects statistical production, especially when a department focal person leaves. The challenge is exacerbated by the recruitment cap on public servants. Staff departures, therefore, leave a gap in district statistical systems which already have inadequate human resources.

Most HLGs now have statisticians who are better paid as a consequence of the scientists' pay rise policy initiated by the President. As a result, some statisticians are better paid than the planners who are their managers. This situation discourages a career pathway for statisticians within local government, as they do not appreciate being promoted to a planner position that has lesser pay. The UBOS proposed development of a common statistics cadre within PNSD III provides a potential solution.

Capacity at local level is limited in data processing and analysis techniques and in use of non-traditional data sources and digitisation. In a few districts, though, on the job training was reportedly led by statisticians for other staff in aspects of data management with the aim of improving data quality. Other training found was based on support by partners and through other systems such as the Output-Based Budgeting (OBB) tool.

There were no structured arrangements for internal district capacity building of staff on issues of statistics. Although UBOS provided training in the preparation of statistical abstracts, using data analysis tools such as STATA and SPSS, as well as in reporting

based on the PNSD III framework, more efforts are required to build statistical capacity in Local Government.

5.5 PNSD III implementation Goal 3: Strengthen systems for data production and development in the NSS

Goal 3 aims at strengthening systems for data production and development in the NSS. It covers development of existing data processes and implementation of a robust statistical programme; enhancing compilation, management and use of quality administrative data in statistical production; promotion of a data quality culture in the NSS; institutionalisation of the production and use of gender statistics; adoption of appropriate methodologies in statistical production and development; adoption of appropriate ICT for statistical production; and institutionalisation of the use of data from non-traditional sources in the NSS.

5.5.1 NDP III and SDG Frameworks

Providing the data that are used for the statistics-based indicators of the NDP III is one of the core objectives of PNSD III. The 'Midterm Review of the Third National Development Plan - Monitoring and Evaluation Framework Thematic Report' identifies those national level indicators for which no data exists (Table 4.1, 'Overall NDP III Progress Performance').

The NDP III's higher national planning levels are related to its overall goals. They have general application and are more likely to be informed by official statistics. Lower planning levels are more specific to individual programmes and are more likely to be informed by project data rather than official statistics.

Table 5.2 is based on Monitoring and Evaluation Framework Thematic Report Table 4.1. At each planning level, it shows the percentage of the percentage of indicators for which official statistics were available.

Table 5.2: NDP Indicators informed by PNSD III

NDP Planning level	Percentage of NDP indicators for which data is available
NDP III Goal	100%
NDP III Objectives	100%
Programme Outcomes	54%
Programme Intermediate Outcomes	60%
Programme Outputs	38%

The proportion of indicators that are based on official statistics is greater at higher planning levels than at low ones. These figures should be considered as a positive result.

Nevertheless, the National Planning Authority (NPA) considered that the statistics required for national plan monitoring were available but not necessarily with the right frequency, timing or timeliness. For example, the 2022 Uganda DHS was obliged to use the sampling frame from the 2014 population census. The delay in the current

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National Population and Housing Census (NPHC) means that planning decisions will be made based on information that has not been updated.

The UBOS / United Nations December 2022 report 'Status of Sustainable Development Goals Data and Statistics in Uganda' notes that, out of the 201 SDG indicators applicable to Uganda, 121 had data available for reporting progress in implementation. This was seen as a considerable advance on the 45 indicators available in 2019. Nevertheless, the report noted that '…that number is still inadequate and some of them are even proxy indicators, which is unsatisfactory.' The strategic actions to be taken were identified as follows:

- The evolving data landscape has created demands to strengthen and broaden the institutional coordination mechanisms to include other players in the ecosystem.
- To meet the data demands that emerge from the regional and global development frameworks, the UBOS Development Frameworks Unit must be expanded so that it is more responsive and effective in meeting the reporting requirements.
- Statistics units should be established and operationalised in all Ministries, Departments and Agencies (MDAs) and Local Governments (LGs).
- Joint programming and resource mobilization between the government and development partners are required to reduce duplication of efforts and improve efficiency.
- Uganda must address key issues of disaggregation, proxies and nonavailability of data for the SDG indicators. These inadequacies could be corrected by: reviewing the data collection methodologies and tools; strengthening administrative data systems; using emerging innovative data sources to complement traditional data; and strengthening data quality assurance.
- The limited use of evidence to inform decision-making should be addressed through timely production of data and statistics to ensure harmonization with other national development policy and planning processes. The dissemination and communication of SDG data should also be strengthened and provided in a user-friendly manner so that it can inform decision-making, monitoring and reporting at all levels.

These recommendations presumably underlie the proposed United Nations '*Joint Programme for Data and Statistics in Uganda*'.

5.5.2 Disaggregation of statistics

Disaggregation of statistics means providing data in a greater detail. While the increased detail makes the data more useful, the ability to disaggregate can be limited by existing inflexible systems, by increasing costs if survey sample sizes need to be increased, or by the need to preserve confidentiality. The main dimensions of disaggregation considered in PNSD III concern gender and geographical detail. The review found that disaggregation of gender statistics was generally seen as improving but still behind the level required, with 28 out of 54 gender equality indicators available, and 80 out of 140 national priority gender equality indicators. Poverty indicators now

identify female-headed households but the issue was still seen by a development partner as challenging. Disaggregation of administrative data has improved, as has the introduction of gender dimensions within statistical tools.

National data is often geographically disaggregated to district level, for example by the Ministry of Education and Sport (MoES). Some national data such as agricultural production is still compiled only at regional level. The review found that ddistricts are iincreasingly requiring UBOS to provide more district specific data rather than proxy indicators based on regional data.

The review found that there was lack of disaggregation of land statistics, in particular the land tenure system, as well as land access and ownership by gender. Disaggregation of health data was also seen as inadequate.

More data is now demanded at the parish and village level, fuelled by the Parish Information Management System (PIMS). Small area statistics methodologies depend on the availability of population census data, which underlines the urgency of the 2024 National Population Census. UBOS is working on sampling frames for small area statistics to capture sub-populations not normally observed.

Similarly, CSOs seek data disaggregated to the lowest possible units because they work with specific communities and their mandate is sometimes limited to these communities.

5.5.3 'Non-traditional data' and 'Cross-cutting issues'

The findings of the MTR indicate that 'Non-traditional data' is used as a catch-all phrase in PNSD III and by UBOS to cover data sources other than administrative returns and official surveys and censuses, often providing highly localised information. It includes remote sensing; citizen generated data, i.e., non-official surveys; and 'Big Data' derived from internet-linked sources such as social media / telephone activity or electronic sensors used in routine business activity. These disparate data sources have potential applications to official statistics to address distinct, well defined problems in different contexts. Moreover, the meaning of the phrase 'Non-traditional data' is not clear to non-professional statisticians. In particular, the majority of Local Governments interviewed did not have a clear understanding of the phrase.

'Big Data' has been extensively publicised at non-technical level in international media, without conveying much information as to its specific applications to official statistics; the associated technical difficulties; and the problem of its analysis, interpretation and appropriate application. Nevertheless, a few MDA including the BoU are preparing well conceived 'Big Data' applications to address specific problems. UN Global Pulse lab is working with UBOS to improve production of statistics especially in the area of big data. .

The term 'Cross-cutting issues', widely used in PNSD III and understood by professional statisticians, does not fully convey its meaning of issues that potentially require changes to the statistics compiled and their disaggregation in multiple areas; the classifications used; the methods of data collection and compilation; and the

structure of the organisation that produces the statistics. The most evident cross-cutting issue is gender statistics, which is specifically identified in PNSD III. Other such issues include human rights; climate change; disaster preparedness; and refugees and displaced persons.   These issues each demand separate treatment in the appropriate context.

5.5.4   Accuracy of administrative data

Data accuracy from administrative data sources within the NSS was indicated as questionable. Some specific cases of data accessed through the HMIS data sourced from public facilities could be incomplete and inaccurate. Late reporting from some facilities also appears to be part of the cause. Accuracy and the incompatibility of administrative data produced by different sources was a common theme.   One example raised was about agricultural data.

5.5.5   Methodologies and data quality frameworks

MTR findings indicate that in MDAs where UBOS or international partners have been active, methodological standards are generally applied, although not necessarily using the data quality frameworks.   However, its important to note that many MDAs are apparently not using international or national methodological standards or classifications. In addition, data quality frameworks are only used in very few MDAs and there is generally little awareness.

UBOS has implemented the Uganda Standard 943 'Guidelines for production of quality statistics' in many of its departments and has started to implement it in some MDAs. Where this has occurred, the reception has been positive, although in some cases there is a continuing reliance on UBOS to review data quality reports.

5.5.6   Local Government and Civil Society Organisation statistics production

Many DLGs pointed to a lack of financial resources to compile and disseminate the statistics.

Most Local Government Strategic Plans for Statistics (LGSPSs) have not been fully implemented. The main reason stated was limited finances. Other reasons reported were limited capacity and the non-availability of computers and software for data processing. Budget allocation for statistics come from the District Development Equalization Grants (DDEG), only between 3-5% of which, that is to say, between UGX 2-5 Million, is allocated to the production of statistics. This fund is now being prioritised to collecting data related to the Parish Development Model (PDM), leaving almost no funds for production of other statistics. Delays in releasing this money when it is needed for statistics production further aggravate the situation.

Given the low revenue collections, it was seen as difficult to allocate funds to statistical development when there are other competing priorities. The view was that efforts should be geared towards allocating money for statistics from the Central Government.

The review noted that UBOS does not make use of Local Government statistics staff for survey data collection or provide interaction. LGs consider this a missed mutual learning opportunity.

The team further noted that validation processes have been improvised and not adequately done. This points to a significant lack of data processing and validation knowledge.

Whereas a Citizen Generated Data (SGD) Toolkit was developed and launched by UBOS with LGs being primary users, they are not aware of it.

Changes are being made to LG administrative units, with many Sub counties becoming districts. Such changes affect information management systems that are still based on the nomenclature of old administrative units.

The findings of the MTR indicate that there are few CSOs that produce data and that when they did so, it was generally out of necessity. The CSOs otherwise mostly identified themselves as statistics users and potential users rather than producers.

5.5.7 Digitisation in Local Government

Most of the districts are using automated information management systems, many of which are centralised by the parent ministries. Examples are Health Management Information Systems (HMIS) for health; Education Management Information System (EMIS) for education; Rehabilitation and Maintenance Planning System (RAMPS) for roads maintenance; and other database systems for natural resources, production, commerce and other departments.

In Kabale District, for example, the review found that they were using satellite imagery to track and manage disaster risks. With support from different development partners, some districts are now comfortable with the use of digital data collection methods.

Parish information management is now a responsibility of District / HLG statistics committees. The PDM data management process has parish chiefs at its centre. Parishes are coordinated and managed at the sub-county level. Their work would be much easier if sub-county chiefs were represented on the District/HLG statistics committees.

5.5.8 Statistical infrastructure

Statistical infrastructure is made up of lasting resources that support the production and use of statistics. In principle, it consists of buildings; vehicles; information technology hardware and software; and potentially intangible resources such as institutional knowledge. Concerning PNSD III, the main issues effectively relate entirely to information technology.

The absence from the PNSD III document of most census/survey cycle activities means that accompanying activities are omitted or de-emphasised in PNSD III, including in UBOS infrastructure development so there is no infrastructure strategic action identified in PNSD III.

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Some of the LGs also expressed challenges regarding the equipment and software necessary to ensure proper statistical production and dissemination. For example, one district team noted that they have one laptop dedicated to statistics. Some LGs claim that they were not given equipment by UBOS, questioning the distribution criteria where some HLGs received equipment and others did not. In particular, the newly formed HLGs need urgent support regarding statistics tools, as they are the most likely to have limited resources and equipment.

5.6 PNSD III implementation Goal 4: Enhance data dissemination, uptake and use of statistics

The aim of Goal 4 is to enhance dissemination, uptake and use of statistics. The goal consists of actions to develop an effective and efficient system in the NSS; promote establishment of open data portal across the NSS; and strengthen data user capability to access and use data.

5.6.1 Dissemination of national level statistics

UBOS has a data dissemination section of its website. Linked to this is a separate data visualisation section and links to other data portals. A technology change was implemented on its website in 2023. Some time series statistics are presented in accessible spreadsheet format. However, statistical classifications or other metadata were not included. Detailed data is not available.

The timeliness of the data presented on the UBOS website showed a lack of recent updates: the last updates in the Business and Industry section were dated July 2021; in Labour Market and Earnings, January 2022, with the exception of 'Size of the Civil Service, 2015 – 2020', uploaded June 2023; and External Trade, August 2022. The only statistics uploaded since July 2023 covered CPI; the residential property price index; and quarterly gross domestic product. The 2022 Statistical Abstract was uploaded in May 2023. The Annual Agricultural Survey 2020 is available as a PDF file. The publication was dated December 2022 and it was uploaded in July 2023.

Although there are a few cases of improvements in document layout, publication of statistics is mostly limited to paper or on-line PDF reports. Time series data in spreadsheet form mostly consists of the aggregate UBOS statistics noted above. But some UBOS statistics are not available online. With the exception of the data portals accessible from the UBOS website, not all of which are user-friendly, statistics are not presented in database format.

Detailed data that is not available from the UBOS website was seen as hard to obtain, even by 'privileged' users. Similarly, international trade data that originates from URA is, for instance, not even available in detail from its own website and summary data only is available, with delay, from the UBOS website.There was also concern among interviewees that detailed data from the Uganda Demographic and Health Survey (UDHS) 2022 will not be made available. Access for some 'privileged' users to some detailed data is apparently available through a data lab (a room in which statistics can be consulted but not downloaded) at the UBOS office.

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Access to microdata is considered hard to obtain from UBOS. Stringent processes require a long time to access such data. Since students cannot readily access microdata, they are apparently focussing research elsewhere.

Data availability from MDAs is also limited and, in some cases, poorly presented.[3]

The Uganda Revenue Authority (URA) website provides data in mostly PDF format on Revenue collection by economic sector; revenue collection ratios (also in spreadsheet format); first motor vehicle registration 2002/2003 to 2018/2019; and external trade for 2021. There is an annual data book for 2020/2021.

URA's external trade data, critical statistics for observing macroeconomic and sector trends, is presented as three documents, covering imports, exports and re-exports.[4] The lack of timeliness; absence of monthly data; absence of data aggregations to HS headings and sub-headings; and inappropriate format only in PDF mean that the published statistics have, at best, very limited use. It is understood that some additional data on external trade is available within government.

5.6.2 The impact of Covid-19 on demand for statistics

Demand for statistics increased, especially for social and environmental statistics during and following the Covid-19 pandemic. UBOS reported that the use of its website increased during the Covid-19 lockdown. The use of electronic meetings became more widespread in UBOS and MDAs.

5.6.3 Demand for statistics in local government

Demand for statistics at LGs was reported to have increased mainly internally within LGs. District Local Government statistics are mainly used internally for planning, budgeting, and decision-making. The primary users of the statistics are the departments in the local governments, development partners, CSOs, political leaders / councillors and academic institutions.

The use of statistics in planning is evidenced by the inclusion of various statistics in the District Development Plans and the annual work plans, which are facilitated by the statistical abstracts intended to be produced annually. In many cases, though,

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[3] The Ministry of Agriculture, Animal Industry and Fisheries (MAAIF) National Food and Agricultural Statistics System (NFASS) Database contains data from the May 2020 Farmer Registration Report; 2019/20 Statistical Abstract; and the World Food Programme's mobile vulnerability analysis and mapping (mVAM) report for March 2021. The Farmer Registration Report covers agricultural household data and basic production data, such as areas under agriculture. It is not intended to cover production. According to the Ministry of Agriculture, production data is available for 2022 on paper by request. A revised data collection system is also apparently under preparation to provide data initially at district level and by season.

[4] Calendar year data for 2021 is presented using the harmonised commodity description and coding system classification (HS) at 8-digit level. Imports data are presented as country totals; country by commodity detail; 'summary of commodities'; and 'commodities by country'. Data is only presented at 8-digit detail; there is no aggregation to HS sub-headings or headings. Since the heading titles are not included in the commodity description, these are not readable without reference to the HS code list: for example, many commodity descriptions are simply 'Other'. Import values in the 'commodities by country' table do not appear to be compatible with those in the 'summary of commodities' table.

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statistical strategic plans are not Integrated in the DDP. Departmental strategic plans are developed but not internally harmonised.

However, little linkage was made to the PNSD III as the source of increased demand within the NSS.

5.6.4 Dissemination of Local Government statistics

Limited progress has been made in terms of publishing statistics by the district Local Governments. During the MTR, District Local Governments struggled to explain how they disseminate their statistics. There are no structured processes to disseminate data and statistics to the citizens, except where support is provided by development partners.

The slow progress of dissemination efforts counteracts the increased demand for statistics at local level. District websites are accessed by a tiny percentage of the population: about 29% access the internet in Uganda[5]. The main statisticspublications on these websites are the Statistical Abstracts and the district outlook documents - summaries of district performance. At the time of the Mid-Term Review, none of the local government districts had compiled the FY 2022/23 Local Government Statistical Abstract.

Although at the time of the Mid-term Review, some of the websites were flagged by antivirus software as dangerous. Some districts lack cloud space capacity to regularly post any statistics or, in other cases, reports other than the statistical aabstracts.

Database management skills and infrastructure were evidently also lacking. Some districts lacked functional websites at the time of the Mid-term Reviewwhile others noted that they are being supported by the National Information Technology Authority of Uganda (NITA-U) to improve their websites and the capacity to host more data.

Examples of the information shared through the LG websites included District Development Plans (DDPs); procurement plans; the statistical abstract; and the disaster management plan. "The DDP has over 76 downloads as of now, which is a record for us." noted a statistican from one of the districts.

Some districts use radio to disseminate statistics. For example, one district holds a broadcast about available data and performance at the end of each fiscal year and provides forecasts for the upcoming year. Its district planner noted that, "The district actively stimulates demand for our statistics through radio programmes held at the end of the fiscal year. During these broadcasts, the district disseminates information about available data, especially data related to service delivery

The rest of the statistics are kept at the district and shared on a needs basis. The most common method of dissemination was by walk in and call-in clients especially CSOs, private institutions and academia.

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1   [5] Digital 2022: July Global Statshot Report
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5.6.5 Feedback from statistics users

Effective user feedback can help statistics producers to better prioritise their improvement programmes to deliver the statistics demanded in usable and appropriate formats.

Within UBOS, there is some interaction with statistics users around specific surveys and publications but no systematic approach to feedback. User data requests are kept by at least some production departments but are not analysed. The user satisfaction survey has not been conducted since 2015. UBOS has however scheduled the implementation of website analytics to identify use by sector.

Some MDAs are taking various steps to improve user feedback. Some of the feedback mechanisms by the MDAs included online feedback mechanism, stakeholder meetings , , through training sessionswhile the BoU reported having developed a digital feedback framework for real time feedback at the point of survey dissemination surveys. They consider that they need to target the people who access the data. . At Local Government level, user feedback is limited to walk-in clients; no steps have been taken by local government to provide necessary feedback regarding district statistics. The only feedback sessions are those organised by partners and those that are demand driven by individual organisations or researchers.

The HLGs complained about the lack of feedback from UBOS on their quarterly reporting tools, challenges and recommendations never get any follow up.They said all they (UBOS) want are the quarterly reports but they do not give us (HLGs) feedback, making the process look more about them than us."

PNSD III progress reports contain a feedback section. This information is currently not fully exploited but sharing the reports; a more formalised inclusion by UBOS of selected issues arising from the reports in the agenda of the following National Statistics Technical Committee; and minuted action points that identify the organisation responsible could help improve feedback.

Levels of communication with UBOS differed considerably among CSOs interviewed.

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6 Impact of PNSD III on the National Statistics System and on development monitoring

6.1 Overview of PNSD III SWOT and risk analyses

The initial PNSD III document incorporated an analysis of the NSS's Strengths, Weaknesses, Opportunities and Threats (SWOT), as well as a risk analysis, both of high quality. The analysis of Strengths and Weaknesses is updated here. These analyses are intended to hold over the medium term; the others remain relevant.

6.2 NSS strengths

1. Existence of the Rules and Guidelines for the Conduct of Censuses and Surveys by other Agencies in the NSS;

2. Increasing appreciation of value of Statistics in planning and decision making;

3. Respected UBOS technical leadership role in the NSS;

4. Existence of core competences in statistical production at UBOS and some MDAs;

5. Existence of comprehensive NSS coordination structures;

6. Emphasis and appreciation of gender mainstreaming in statistical programmes;

7. Successful implementation of data quality standards in parts of UBOS and NSS;

8. Good relationship with Development Partners for statistics; and

9. Ratification of the African Charter of Statistics.

6.3 NSS weaknesses

1. Weak administrative data systems;

2. Inconsistent use of statistics in planning and decision making;

3. Absence of statistical functions in some MDAs and LGs;

4. Limited statistical capacity building;

5. Inadequate implementation of UBOS Act, 1998 and potential inadequacies in the legislation;

6. Limited exploitation of non-traditional data sources;

7. Limited implementation of the Rules and Guidelines for the Conduct of Censuses and Surveys by other Agencies in the NSS;

8. Absence of risk management and contingency strategies for statistics in MDAs and HLGs;

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9. High statistical personnel turnover in HLGs;

10. Slow integration of statistical programmes into the Medium-Term Expenditure Framework;

11. Inadequate geographical disaggregation of data to meet policy expectations;

12. Poor timeliness and untransparent authorisation procedures in disseminating statistics;

13. Insufficient and user-unfriendly dissemination;

14. Poor data sharing; and

15. Non-functionality of NSS coordination structures, poor communications and feedback mechanisms within the NSS and with citizens.

6.4   Lessons learned from PNSD III implementation

The PNSD III structure and strategy were very well conceived, except for the omission of the census / survey cycle from the programme and the definition of many of the performance indicators.

6.4.1   PNSD III and UBOS Strategy

The review observes that the UBOS Statistical Strategy must be identical to or a subset of the PNSD. UBOS's tasks are purely statistical. Therefore, if any of its activities are not covered by the PNSD, the PNSD is not complete. All or almost all statistical activities in Uganda concern UBOS, so the PNSD should contain few or no actions that do not concern UBOS.

UBOS carries out commercial consultancy in statistics both in Uganda and internationally. These activities are nevertheless within UBOS's mandate – not only do they provide funding for UBOS, but they also support private sector NSS members and strengthen Uganda's international statistical cooperation. They ought to, therefore, be mentioned in the next PNSD – commercially confidential information is not appropriate in a strategy document. Commercial activities are not discussed in the current UBOS Statistical Strategy III document, presumably because they are a recent innovation.

UBOS has a legal mandate to prepare a statistical strategy. The simplest and most effective way to meet this requirement is to dual label future PNSDs as UBOS Statistical Strategies. UBOS has a requirement to coordinate PNSDs. Therefore, while PNSDs are bigger than UBOS, all PNSD actions have implications for UBOS, even when UBOS is not directly involved.

6.4.2   Presenting the involvement of each MDA in PNSD III – Toward an overview and an implementation plan

There is no overall view of the PNSD III programme or the involvement of NSS members in individual PNSD III activities. MDAs and other NSS stakeholders have therefore experienced difficulties in managing the relationship between the PNSD III

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and their own Strategic Plans for Statistics, as well as in understanding and visualising their PNSD III involvement.   In consequence, they have limited ability to mobilise and access funds. The absence of a PNSD III overview means that there is no systematic monitoring of non-commencement of planned NSS stakeholder actions.

The lack of visibility of PNSD III activities at the level of each stakeholder arose because many activities were defined generically. A 'generic activity' means that the objective was defined but the stakeholder was not. The intent was that these activities could be rolled out across multiple NSS stakeholders, potentially reducing costs and creating synergies.

The solution proposed is to develop an overview of the PNSD III programme to summarise the Strategic Plans for Statistics of individual MDAs and other NSS stakeholders as annual implementation plans, including budget estimates. While the development of a PNSD III overview will be time-consuming for UBOS, it will produce many potential benefits. These include permitting MDAs and other stakeholders to monitor their involvement in PNSD III. The overview will provide them with the information they need to fund and implement their activities. The overview will allow UBOS to monitor the overall implementation status of PNSD III. It will also help UBOS both to better assess the alignment of NSS members' Strategic Plans for Statistics with PNSD III and to prioritise and timetable its own PNSD III actions that involve other NSS members. Annex 4 describes a method of developing a PNSD III overview.

Each MDA statistics strategy should ideally identify which PNSD III actions it wishes to participate in and (possibly) when it plans to finance them and carry them out. If an MDA's objectives do not appear to fit any PNSD action, this is a signal that either there is a missing PNSD action or, more likely, that there is a misunderstanding of the statistical approach needed to achieve the MDA's goal. An exercise to map in detail the actions required by the MDA statistical strategies to the PNSD III should be carried out as rapidly as possible. While this is the current intent, the process can be refined using the management overview. Annex 4 illustrates this.

The results should be placed on the overview spreadsheet matrix that shows (in the rows) all PNSD III actions that are intended to be carried out for each MDA (in the columns); the year of their commencement; their approximate cost and the source of funds. The overview spreadsheet is described in detail at Annex 4.

Once approximate unit costs are estimated for each PNSD action, annual budgets for each MDA and in total can be calculated.

Local governments can and should be included in the PNSD overview once this has been developed for the MDAs. This can be organised as a separate spreadsheet matrix. Actions for LGs have different content and unit costs for local government compared with MDAs so that in the matrix distinct actions are defined for MDAs and LGs and numbered accordingly. It is recommended that each LG be individually be accorded a column. This is because each LG needs to be able to monitor the progress of the PNSD III actions that result from its statistics strategy. In principle, the LGs

should mostly have similar actions. A central budget for local government statistics should complement this approach. Annex 4 again explains the approach.

Civil society organisations can similarly be included in the overview.

The matrices should be developed as spreadsheets. A detailed discussion of the overview spreadsheet that identifies stakeholder involvement in PNSD and supports the budget preparation is shown at Annex 4. The overview needs to be developed by UBOS over the timescale of the remainer of PNSD III.

6.5   Comparing PNSD III with African national strategies for development of statistics

Uganda's PNSD III is equivalent to National Strategies for Development of Statistics (NSDSs) in other countries. They have the same objectives and development methodologies but only differ in terminology. At the same time, as each NSDS is designed to respond to its country's needs, so all are potentially different in structure and especially in content. Nevertheless, since the challenges facing statistics across Africa have similarities, PNSD III can be compared with other NSDSs.

The greatest difference between PNSD III and other NSDSs lies in the institutional approach. The decentralised, institution-based budgeting and reporting system in Uganda underlies the unique structure of the PNSD III. Its advantage is that it permits greater flexibility for each stakeholder to determine its involvement in PNSD III during its operation. In particular, the approach potentially allows greater autonomy for local governments in participating in PNSD III.

The disadvantage of the approach is that national stakeholders individually have to understand the PNSD III financing system and allocate a budget line, rather than access a central fund. Moreover, the PNSD III system has to be carefully managed by UBOS to enable stakeholders to monitor their participation in each programme activity. Since the structures of other countries' NSDSs are simpler, it is easier for them to manage NSDS implementation than in Uganda. Nevertheless, there are no obvious lessons on implementation to be drawn from comparable countries.

In many African countries, the NSDS is built around sector groupings of stakeholders, bringing together various ministries, agencies and sometimes business representatives. While the sectors together cover the whole of the NSS in principle, it is common for only the groupings in the most statistically critical areas to be regularly active. The potential benefit from constructing sector groupings is much lower in Uganda's institutionally based approach, except where they are driven by the sectors themselves.

The structure of PNSD III's Strategic Goals is as good as in other leading African countries and better than many.

The implementation of Uganda's Statistics Quality Assurance and Certification Frameworks (SQACF) is continuing. A few other African countries including Botswana, Rwanda, Algeria and South Africa are implementing or have implemented such

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frameworks but the majority have not yet done so. An exchange of experiences with countries that are implementing quality frameworks could be of mutual benefit.

Many of the issues faced by PNSD III are common with those in other African countries. These include delays to the census and major surveys; problems with timely and accessible data dissemination; funding problems (less in Uganda than in some other countries); and challenges with developing and maintaining skills in statistical analysis and sampling. While Uganda is in some ways one of the leaders in African statistics[6], areas where it could benefit from experience elsewhere could include statistics dissemination and training.   Existing cooperation structures could be better used by focussing on specific problems, starting by the analysis of comparable metrics to identify best practices.

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[6] See World Bank Statistical Performance Indicators (SPI) https://www.worldbank.org/en/programs/statistical-performance-indicators

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7 Conclusions and recommendations

7.1 Conclusions

1. The key issues facing Uganda's statistics are the quality of administrative data compilation; delays to the population census and major surveys; frequency and timeliness of data production; ease of access to well-presented statistics; and geographical disaggregation.

2. The PNSD III structure and strategy were very well conceived, except for the omission of the census / survey cycle from the programme and the non-operational definition of many of the performance indicators.

3. In particular, the PNSD III Strategic Objectives and Strategic Goals have a high degree of long-term pertinence, as evidenced by their adoption by at least some MDAs and local governments for their own statistics strategies.

4. The SPSs in the LGs are aligned with the PNSD and quote the four strategic objectives: this is itself an achievement. Further, all the HLGs visited had formed statistical committees largely composed of representatives from the different departments and generally chaired by high-ranking officials.

5. There has been a general increase in demand for statistics from decision makers to inform the SDGs and other global commitments; to provide statistics-based indicators for the NDP III; to feed the increased focus by the government on results-based programming and budgeting; and to support the nation-wide PDM initiative, which has increased the demand for data from lower geographical units. There is also increased demand by development partners for evidence-based planning and reporting. Other factors such as Covid-19 triggered increased use of data for decisions. Measuring the impact of the newly available data on government decisions is, however, beyond the scope of this review.

6. Where resources are made available, PNSD III activities occur and are mostly greatly appreciated. Many activities that have not been implemented or achieved are linked to a limited resource envelope. This affects UBOS and most other NSS stakeholders. Delays in conducting important national-level statistics production exercises such as the population and housing census as well as the UDHS show that limited financing is a real threat.

7. The implementation of a statistics cadre as included in PNSD III is relevant to developing statisticians' skills and professional careers across the NSS, as well as overcoming inappropriate recruitment techniques for statistician posts.

8. More statistics are now compiled than at the start of PNSD III. Where UBOS or international partners have engaged with MDAs, there is clear progress in statistical production and partnership with UBOS is in most cases greatly appreciated. These interventions have generally been successful and have

resulted in the compilation of a wider range of statistics, although publication of statistics has increased to a lesser extent. UBOS interventions appear to be largely focussed on revenue generating MDAs as a consequence of the PNSD III's funding model.

9. PNSD III has contributed to an increase in the statistics produced at local government level by requiring all HLGs to produce statistics strategic plans which show commitments towards statistical production. The requirement to produce annual statistics, through the abstract and the quarterly reports push HGLs to increase their scope and quality of statistics aligned to key national and sub-national performance frameworks like the NDP III.

10. Disaggregating data by gender has improved considerably at both national and local government levels. All HLGs reported capturing sex-disaggregated data, as well as reporting by how men and women are affected differently in the various sectors. Challenges remain in extending this process.

11. The UBOS focus on supporting the development of statistics strategies, the inclusion of statistics budget lines and the inception of statistics units in MDAs as part of PNSD III has been appropriate and fruitful, although the task is far from complete. The operation of the statistics committees has regressed under the PNSD III.

12. Publication of an annual monitoring and evaluation report that utilises statistics indicators, as well as a statistical abstract for each NSS member has been promoted by PNSD III and has frequently been mentioned as a critical tool for advocacy and resource mobilisation.

13. The system of periodic reports from MDAs and HLGs to UBOS is generally appreciated as a means to ensure that stakeholders focus on priority statistical activities, including production. However, many recommendations are made by MDAs and HLGs to UBOS but very few of these have been addressed or implemented. The existing committee system could be used more to address issues prioritised by UBOS.

14. UBOS has a significant role in ensuring that the Health Management Information System (HMIS) system will produce quality, timely and reliable data, sufficiently disaggregated to enable general use.

15. CSOs should primarily be seen as statistics users. The existing approach by UBOS in providing information or communications to CSOs concerning the importance and use of statistics is appropriate; CSOs will benefit from a general improvement in the availability, geographical disaggregation, timeliness and presentation of statistics.

16. Difficulties have been experienced in implementing the PNSD III.

17. MDAs and other stakeholders cannot readily monitor the relationship between the PNSD III and their own SPSs or the status of the funding or implementation of their PNSD III actions. In consequence, they have limited ability to mobilise

and access funds. The absence of a PNSD III overview means that there is no systematic monitoring of non-commencement of planned NSS stakeholder actions. An overview of the PNSD III programme to summarise the SPSs of individual MDAs and other NSS stakeholders as annual implementation plans, including budget estimates, is essential to allow stakeholders to observe their involvement in PNSD III. Making the necessary changes during the lifetime of PNSD III is important, not least so that PNSD IV can fulfil its mandate.

18. Annual costed action plans are essential to the effective implementation of PNSD III, as well as to support its funding, monitoring and evaluation. Since statistics strategies were mostly not available at the start of PNSD III, it would have been difficult to produce a realistic implementation plan at the same time. Nevertheless, the absence of annual costed action plans continues to impede PNSD III implementation. These plans should include a results matrix with baseline and target value. The preparation of annual action plans as part of the overview will also assist in the development of PNSD IV.

19. Since UBOS is the organisation that coordinates the NSS and does not undertake non-statistics activities, the PNSD provides UBOS with its strategy. The UBOS Strategic Plan III should, therefore, not be distinct from the PNSD III. This conclusion also applies to their successor strategies.

20. PNSD III funding mechanisms are not well understood by all MDAs, especially that MDAs essentially have to mobilise funds for PNSD activities, although UBOS can provide technical assistance etc. within its own staff availability.

21. The absence from the PNSD III document of most census / survey cycle activities means that accompanying activities are omitted or de-emphasised in PNSD III, including infrastructure development within UBOS.

22. Most LGSPSs have not been implemented. The major factor, together with limited capacity, is that HLG funding for statistics is limited and likely to remain so. Statistical budget lines are in place at the HLGs, but the allocated funds are minimal and are released late. With the introduction of the PDM, these funds are now used to collect parish level information system data on households leaving other statistical activities unfunded.

23. Within PNSD III, UBOS has made considerable efforts to create awareness of statistics in the MDAs. The intent is to support the preparation of statistics strategies; create statistician posts and statistics units; and promote the identification of a statistics budget line. However, the focus of these activities is insufficiently clear or not well targeted. Whereas the focal persons of the PNSD in the MDAs are aware of the PNSD and its processes, senior management and decision makers are often unaware of the processes, thus limiting any real efforts to get the attention and funding that PNSD activities would require form the various MDAs. There is, therefore, a need for increased and better targeted advocacy by UBOS at senior management and decision maker level, both nationally and locally, to create awareness and institutionalise PNSD activities

beyond the statistical focal person. This action should promote the introduction of statistics budget lines with funds compatible with stakeholders' statistics strategies; and ensure that, when one individual leaves an institution, institutional memory is not lost.

24. The PNSD III Steering Committee on Statistics is a key forum for monitoring PNSD III implementation and identifying the means to resolve difficulties. It has, however, not met since 2022, although it is scheduled to meet quarterly. MDAs are generally aware of their representation on the various statistics committees, although some were critical about their effectiveness.

25. Representation on HLG statistics committees should reflect PDM data needs. In consequence, Sub County representation is needed to provide effective communication.

26. The 2023 'Regulatory Impact Assessment on National Statistics' examined the regulatory issues facing the NSS including its effective coordination; building and maintaining confidence in the independence from external influence of official statistics; and accessing new sources of data. However, the document does not mention the 'African Charter on Statistics' to which Uganda is a signatory, so that there is a possibility that the framework of statistical principles the Charter contains will not be fully addressed should the assessment recommend a strategy of improved application of existing law.

27. Application of project management methods at the level of detailed programme actions is necessary for timely and efficient PNSD III implementation.

28. Critical statistics production issues remain, including administrative data compilation; frequency and timeliness of data production; and geographical disaggregation.

29. Disaggregation by geographic units is increasing but still does not meet valid requirements. At the same time, there is limited understanding in MDAs, LGs and among decision-makers of the costs and decreasing accuracy of statistics as the sub-populations identified become smaller.

30. Delays exist in compilation of statistics based on administrative sources in many areas which need to be addressed by the MDAs concerned, in partnership with UBOS. These MDAs include but are not limited to the MoES and the MAAIF, despite both ministries having plans to overcome these problems.

31. While the contribution of UBOS and the NSS to providing indicator-based statistics that inform NDP III Goals, Objectives and, perhaps to a lesser extent, Programme Outcomes, is noteworthy, the best contribution that can now be made is to improve the timeliness of dissemination of major surveys, in particular the forthcoming population census. In the longer term, UBOS and the NSS need to ensure that NDP IV indicators are defined so that they can be informed by official statistics.

The NSS includes all organisations that produce and use official statistics in national and local government as well as in private companies, civil society organisations, statistics training institutions, the media and international organisations. The Uganda Bureau of Statistics (UBOS) coordinates the NSS and is, therefore, the secretariat for PNSD III. Statistics across the NSS are governed by the UBOS Act, 1998.

32. Although there has been a major improvement in the availability of the statistics that are used for the SDG indicators, the UN nevertheless considers that '…that number [of indicators] is still inadequate and some of them are proxy indicators, which is unsatisfactory.'

33. The various 'Non-traditional data' sources: remote sensing; citizen generated data, i.e., non-official surveys; and 'Big Data' derived from internet-linked sources such as social media / telephone activity or electronic sensors used in routine business activity should be identified separately and in the context of addressing specific problems.

34. 'Cross-cutting issues' require specific statistical tasks whose meaning should be made clear in PNSD III documentation and not grouped together. The performance indicator 'Proportion of statistical reports with cross-cutting issues' is, therefore, not appropriate.

35. The current grant available to HLGs for statistical development is very limited. Improvement to local government statistics production, dissemination and use requires action from central government on funding; development of model statistics strategies; capacity building in production, dissemination, communication and managerial methods; as well as equipment and software. A standardised process is required to deliver this package in a cost-effective and manageable manner. The challenge of limited financing for statistical work needs long term resource mobilisation efforts.

36. Access to and presentation of statistics are generally insufficient, including in UBOS. Dissemination of statistics has lagged behind the improvements in compilation. At national level, some statistics are only available to government and privileged partners without being published.

37. Both at national level and in most HLGs, delays in the dissemination of statistical abstracts and data online in usable formats have hindered the use of statistics for timely decision making. Processes of approval for publication need urgent revision, including within UBOS.

38. All official statistics should be published, in accordance with Article 4: Dissemination of the 'African Charter on Statistics,' paragraph on Accessibility of statistics. A central list of national statistics should be the reference to ensure publication. Data sharing is often restricted between institutions and sometimes internally between departments.

39. There are genuine concerns that UBOS and MDAs present statistics in a technical and user-unfriendly manner, which inhibits their understanding and use. Media, for instance, have a critical role in creating awareness and utilisation of statistics. Greater availability of statistics in spreadsheet times-series format, more analysis and graphical presentations should be prioritised.

40. Enabling timely access to microdata for appropriate uses is important for developing research capabilities in Uganda and so for national development and, therefore, processes should be improved for timely access to microdata.

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41. UBOS does not provide sufficient feedback to MDA and LG comments that they make in response to the report questionnaire. Moreover, there has been a lack of user engagement and feedback from statistics producers at local level. Engagement with data users, especially external ones, is supposed to be user driven. However, there have been no structured processes to disseminate data and statistics to citizens, except where support is provided by development partners. The periodic reporting system can be used to provide feedback through the committee system.

42. At local level, efforts are needed to package statistics in easy-to-understand messages that are disseminated in English and local languages to the people through various forums, such as public notice boards in all government facilities as well as at all village planning meetings. Increasing dissemination will trigger demand for more statistics by the citizens and in turn trigger demand and accountability for service delivery. Central development and distribution to local governments of standard presentation formats will support these messages.

7.2 Recommendations

Unless otherwise noted, these recommendations are made to UBOS and the NSS governing structures. The default timeframe for these recommendations is the remaining period of PNSD III, hence to the end of the FY2024/2025.

1. Consideration should be given to the complete retention of the PNSD III Strategic Objectives and Strategic Goals in the statistics strategies of NSS members and in the preparation of PNSD IV.

2. PNSD IV should be adopted as the UBOS Strategic Plan IV, with the document carrying both titles.

3. UBOS should review PNSD III to incorporate the census and major surveys and the accompanying actions, including UBOS infrastructure development, to ensure that they are fully identified and funded. To be carried out within the current financial year (2023/2024).

4. A PNSD III overview and implementation plan should be prepared by UBOS that identifies and timetables annually the actions identified by each NSS member's statistics strategy. On this basis, annual budgets can and should be established for the remaining years of PNSD III. Chapter 7 'Impact of PNSD III on the national statistics system and development monitoring' provides a means of preparing such an implementation plan. UBOS should seek external consultancy on statistical costing.

5. Future MDA Statistics Strategies should be prepared so as to identify the PNSD III strategic objectives, goals and actions in which they wish to participate. The absence of any defined PNSD III action that meets the MDA's needs should be reported within the PNSD III Steering Committee on Statistics.

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6. In developing PNSD IV, its relationship to the UBOS Strategic Plan and MDA / LG / CSO SPSs should be rationalised to ensure that PNSD IV covers all statistics actions, including the main census / survey cycle; demonstrates the role and participation of the MDAs and other stakeholders; and enables monitoring of the funding and implementation of each stakeholder's participation in each action.

7. The 2023 draft 'Regulatory Impact Assessment on National Statistics' should be reviewed so that it continues to cover the issues it has already identified: effective coordination by UBOS of the NSS, including a clear obligation on other members of the NSS to be coordinated by UBOS; timely sharing of data with UBOS by NSS members; modernisation of administrative data collection mechanisms; clarified methods of approval of statistics for publication; and permitting of access to big data / other new data sources for statistical purposes; and others. It should additionally address the framework of statistical principles laid out in the 'African Charter on Statistics'. Since the assessment report is already in draft form, this review should be carried out as quickly as practical.

8. UBOS should additionally carry out advocacy actions at senior management and decision-maker level, both nationally and locally, to create awareness and institutionalise PNSD activities beyond the statistical focal person. This action should explain the modalities of PNSD III funding; and promote the introduction of statistics budget lines that allocate funds compatible with stakeholders' statistics strategies. UBOS should consider whether these advocacy actions can best be carried out in partnership with MoPFED and / or NPA.

9. The PNSD III reporting system should be used as a means for the committee system to monitor progress. Recommendations made by other MDAs and LGs should systematically result in feedback from UBOS through the existing committee system. To be carried out within the next year.

10. The periodic PNSD III reports questionnaire should be reviewed by UBOS to provide operational information and its questions should be asked at an appropriate quarterly or annual frequency. In general, there should be a quarterly report and an annual report, which should contain all items in the quarterly report, plus items whose values change less frequently and so only require annual reporting. In particular, the quarterly question that currently asks whether the respondent produces statistics should be replaced by an annual question that asks on which statistics have been produced, when the most recent reference period was then whether the statistics are published and, if so, by which means. This information should be used to develop a national register of statistics that are compiled by each MDA. Ideally, stakeholders should receive pre-filled questionnaires that show their previously recorded data, with space for updated or revised data. UBOS should review the quarterly HLG report questionnaire to ensure that all questions are relevant to the HLG. This is to be carried out within the next year (FY2024/2025).

11. The PNSD III Steering Committee on Statistics should meet quarterly as scheduled or as the committee agrees with the objective of high-level monitoring of PNSD III implementation; provision of statistics-based indicators from NDP III monitoring; and steps to preparation of PNSD IV and its interaction with NDP IV. The PNSD III Steering Committee on Statistics and other statistics committee meetings should have fully defined agendas and timed action points for their members noted in the minutes. To be carried out within the next year.

12. If finances do not permit the statistical committee to meet at HLG level, such issues should be discussed in the Technical Planning Committees which generally meets monthly. In that committee, statistical issues could be placed on the agenda in each month that ends a quarter. This should be scheduled to begin within the next year (FY2024/2025).

13. Where HLG statistics committees members have left, the committees should be reconstituted expeditiously. Besides, sub-country representatives should be included in the committees to support the PDM information and statistical needs.

14. UBOS implementation of 'Guidelines for Production of Quality Statistics' should be continued, although UBOS will continue to carefully prioritise its introduction. This should be carried out within the next year (FY2024/2025).

15. A project management method that is used to identify and follow up the detailed steps of PNSD III activity implementation should be applied by UBOS to achieve timely efficient PNSD III implementation and monitoring. The review team provided documentation for one such method to UBOS in the form of the 'individual activity monitoring sheet' but other methods can as well be chosen.

16. UBOS should prepare a standardised HLG statistics capacity building package. It should lobby MoFPED at high level to provide a sufficient specific grant for PNSD in the districts to enable its sustainable implementation. This package should contain a model strategy to allow individual local governments to prepare SPSs that meet their community's needs while being compatible with the PNSD III strategic objectives, goals and actions, and which will produce statistics comparable with other localities. The strategy should be accompanied by standard actions led by UBOS to provide capacity building in production, dissemination, communication and managerial methods. Specific issues to be covered for the key data managers in the districts should include administrative data collection and compilation, including digital methods; data management; data analysis; and quality assurance. Technical training should be provided as 'training of trainers' to permit institutionalisation of knowledge and so that other departments and HLG officials can benefit. The package should also provide sufficient computer equipment and standard software where needed. As part of this process, UBOS should develop and provide a standard local data web platform. In addition, UBOS should establish and manage social network groups, perhaps at regional level, to improve interaction, coordination, learning,

knowledge sharing and exchange of information between statistical persons working in districts to improve the quality of statistics.

17. UBOS and the Ministry of Local Government (MoLG) should work together to ensure that both agencies' information management systems are updated to reflect the new nomenclature of administrative units for those sub-counties that have become districts. This work should be done in the next year (FY2024/2025).

18. UBOS should seek financing support from MoPFED to take forward the implementation of a statistics common cadre as proposed by PNSD III in order to develop statisticians' skills and professional careers across the NSS, as well as to overcome inappropriate recruitment techniques in HLG statistician posts.

19. The PNSD III Steering Committee on Statistics should develop an action plan, including the identification of funding mechanisms, for relevant MDAs and UBOS to overcome delays in compilation and publication of some administrative based statistics of MDA origin. UBOS's partnership with the MoES and the MAAIF may be of particular interest in overcoming such delays. This work should be done in the next year (FY2024/2025).

20. UBOS and the PNSD III Steering Committee on Statistics should together take note and act on the strategic action recommended by the UBOS / United Nations December 2022 report 'Status of Sustainable Development Goals Data and Statistics in Uganda', reproduced at section 6.4, noting that many of these recommendations are similar to those of the present report. Additionally, UBOS and the PNSD III Steering Committee on Statistics should support the proposed United Nations 'Joint Programme for Data and Statistics in Uganda' and ensure that other members of the NSS, particularly MDAs, are involved.

21. The three actions within Strategic Objective 3.7 'Institutionalise the use of data from non-traditional sources in the NSS' should be redefined by UBOS to focus separately on remote sensing; citizen generated data, i.e., non-official surveys; and 'Big Data'. The citizen-generated data action should focus on methods to collect and use such information to support HLG statistics.

22. The use of the term 'cross-cutting issues' should be avoided by UBOS in PNSD III monitoring in favour of the specific issues that the term covers. The PNSD III performance indicator 'Proportion of statistical reports with cross-cutting issues' should be replaced by monitoring the coverage of relevant issues by statistics that have been compiled and disseminated.

23. The African Charter on Statistics, to which Uganda is a signatory, requires all official statistics to be published. The review, therefore, recommends that UBOS makes urgent efforts to end the practices, including internally, of compiling but not publishing statistics and of restricting data sharing between and within NSS members. The current UBOS 'Regulatory Impact Assessment on National Statistics' should be used to achieve this objective. Similarly, the

review recommends that approval processes for publication of official statistics be urgently revised to ensure transparency and improve timeliness.

24. UBOS should keep the PNSD III Steering Committee on Statistics and higher committees informed of progress.

25. UBOS should urgently review its processes for authorising publication of statistics to ensure transparency and improve timeliness. The new processes should be recorded in a manual, which should then be used to improve similar processes in MDAs and other NSS members.

26. The format and means of dissemination of statistics and reports should be reviewed by UBOS in association with the MDAs. The review results should be developed as a dissemination manual. PNSD III actions to publish versions of statistics publications that are attuned to a wider audience should be prioritised.

27. The Media should be consistently involved by UBOS in development of statistics publications and presentations destined for a wider audience.

28. Analysis of statistics should be increased and improved in quality; this action will require training of statisticians in UBOS and NSS members and should result in a manual to ensure institutionalisation of this knowledge. The lead in this should be taken by UBOS.

29. Statistics presented as spreadsheet tables on the UBOS website should include the classifications used and should be uploaded in a more timely manner. This action should be carried out as soon as possible.

30. UBOS should review its policy and operational procedures to enable timely access to microdata for appropriate uses. The resulting policy and procedures should then be applied to data held by MDAs.

31. UBOS should develop and implement a feedback policy for MDA and HLG comments in response to its periodic questionnaires, identifying those situations where the comments should be raised at the PNSD III Steering Committee on Statistics. This action should be undertaken in the next year.

32. The URA should urgently seek support from UBOS to improve the timeliness, data frequency, appropriate aggregation to Harmonised System (HS) heading and subheading levels; compatibility between tables; and presentation, including in spreadsheet format, of its external trade data, which are critical statistics for observing macroeconomic and sector trends.

33. UBOS staff, starting with the Outreach and Quality Assurance and Monitoring and Evaluation Departments, should be trained in project management.

8 Annexes

1. Activity programme;
2. Persons encountered;
3. Programme Overview including spreadsheet in separate document;
4. Developing PNSD III overview and implementation framework;
5. Documents and websites;
6. Consultants' terms of reference;
7. Instructions for use of the 'individual activity monitoring sheet'; and
8. Interview tools.

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8.1 Annex 1: Activity programme

The following is a summary of the implementation calendar:

Stage	Responsible	Start	End
Proposal for interviewee selection	Consulting team		07/08/2023
Document analysis and tools preparation	Consulting team	Inception report acceptance	08/09/2023
On site period	Consulting team / UBOS / NSS	04/09/2023	15/09/2023
Further interviews with local government	Consultant	18/09/2023	28/09/2023
Stakeholder meeting	Consulting team / UBOS / NSS	17/10/2023	17/10/2023
Draft report preparation	Consulting team	18/09/2023	10/10/2023
Comments from UBOS	UBOS	11/10/2023	22/10/2023
Report finalisation	Consulting team	23/10/2023	30/10/2023

The on-site review was carried out during the period 4-15 September 2023 then in person and by video link during the period 18-28 September 2023. On 15 September 2023, a stakeholder meeting was held, at which initial findings were presented. On 17 October 2023, a meeting of the NASTC was held, at which the two consultants remotely presented their initial findings.

The consultants proposed a draft selection of MDAs, HLGs, CSOs, media and academics to UBOS. UBOS made its input to the final selection of interviewees to ensure that the selection of HLGs was representative.

Document analysis and tools preparation was undertaken starting from the acceptance of the Inception Report up to the on-site period.

The work in Uganda started on 4 September 2023. This date anticipated that relevant information covering the implementation of PNSD III to the end of financial year 2022-23, hence to 30 June 2023, was substantially complete and available in the view of UBOS.

Day 1 of the work in Uganda consisted of a meeting of the consulting team with UBOS representatives; a briefing with UBOS Senior Management and the finalisation of the work schedule with UBOS. UBOS stakeholder interviews were arranged. Days 2-10 of the work in Uganda were taken up by stakeholder interviews. On Days 9-10, the consultants also prepared their exit presentation and note. Day 10 was used to present the consultants' initial findings and draft conclusions and recommendations to a

stakeholders meeting. Following this, there was a further period of interviews with local government representatives.

Following the period on-site, the draft review final report was prepared. Following receipt of comments from UBOS, the report was finalised.

All reports were submitted electronically to the e-mail addresses provided by UBOS.

8.2 Annex 2: Persons encountered

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04/09/2023

UGANDA BUREAU OF STATISTICS

PNSD III MIDTERM REVIEW CONSULTATIVE MEETING

Date: September 04-15, 2023

BOARD ROOM

PARTICIPANTS CONTACT DETAILS

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UGANDA BUREAU OF STATISTICS

PNSD III MIDTERM REVIEW CONSULTATIVE MEETING

05/04/2023

Date: September 04-15, 2023

BOARD ROOM.

PARTICIPANTS CONTACT DETAILS

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8						
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UGANDA BUREAU OF STATISTICS

PNSD III MIDTERM REVIEW CONSULTATIVE MEETING

Date: September 04-15, 2023

PARTICIPANTS CONTACT DETAILS

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	First Name	Last Name				
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6						
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9						
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UGANDA BUREAU OF STATISTICS

PNSD III MIDTERM REVIEW CONSULTATIVE MEETING

LEGAL AND BOARD AFFAIRS

Date: September 04-15, 2023

PARTICIPANTS CONTACT DETAILS

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8						
9						
10						

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UGANDA BUREAU OF STATISTICS

PNSD III MIDTERM REVIEW CONSULTATIVE MEETING

Date: September 04-15, 2023

PARTICIPANTS CONTACT DETAILS

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UGANDA BUREAU OF STATISTICS

PNSD III MIDTERM REVIEW CONSULTATIVE MEETING

DIRECTORATE OF METHODOLOGY & STATISTICAL

Date: September 04-15, 2023 COORDINATION SERVICES.

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UGANDA BUREAU OF STATISTICS

PNSD III MIDTERM REVIEW CONSULTATIVE MEETING

DIRECTORATE OF DIGITAL SOLUTIONS AND DATA CAPABILITY
DEPARTMENT

Date: September 04-15, 2023

① Department of Digital Solutions.
② Department of Data Capability

PARTICIPANTS CONTACT DETAILS

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SDG Secretariat – 06/09/2023

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UGANDA BUREAU OF STATISTICS

PNSD III MIDTERM REVIEW CONSULTATIVE MEETING

Date: September 04-15, 2023

PARTICIPANTS CONTACT DETAILS

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UGANDA BUREAU OF STATISTICS

PNSD III MIDTERM REVIEW CONSULTATIVE MEETING

DIRECTORATE OF ECONOMIC STATISTICS

Date: September 04-15, 2023

① Department of Economic Statistics
② Department of Economic Surveys & Census
③ Department of Production Statistics

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UGANDA BUREAU OF STATISTICS

PNSD III MIDTERM REVIEW CONSULTATIVE MEETING

Date: September 04-15, 2023

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UGANDA BUREAU OF STATISTICS

PNSD III MIDTERM REVIEW CONSULTATIVE MEETING

Date: September 04-15, 2023

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UGANDA BUREAU OF STATISTICS

PNSD III MIDTERM REVIEW CONSULTATIVE MEETING

Date: September 04-15, 2023

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PNSD III MIDTERM REVIEW CONSULTATIVE MEETING

SEPTEMBER 04-15, 2023

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UGANDA BUREAU OF STATISTICS

PNSD III MIDTERM REVIEW CONSULTATIVE MEETING

Date: September 04-15, 2023

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PNSD III MIDTERM REVIEW CONSULTATIVE MEETING
PRELIMINARY FINDINGS (15/09/2023)
SEPTEMBER 04-15, 2023

REGISTRATION FORM — UBOS CONFERENCE HALL

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PNSD III MIDTERM REVIEW CONSULTATIVE MEETING

PRELIMINARY FINDINGS (15/09/2023)

SEPTEMBER 04-15, 2023

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PNSD III MIDTERM REVIEW CONSULTATIVE MEETING

PRELIMINARY FINDINGS (15/09/2023)

SEPTEMBER 04-15, 2023

THE REPUBLIC OF UGANDA

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Attendance list for the PNSD III MTR online meeting with LGs and HLGs - 28.09.2023 S/n

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6	Kumi DLG	Amano Lucy	Planner	0776252982
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11	Kamuli DLG	Kalamu Allan	D/Planner	0752443184
12	Moroto DLG	Nawana Jane Frances	S/Planner	0777332812
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14	Namisindwa DLG	Masanga Paul	D/Planner	0772521982
15	Rukungiri MC	Agaba Allan		0701149938
16	Kyenjonjo	Katutu Olive		0784689273
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8.3 Annex 3: PNSD III Programme Overview

Programme Overview spreadsheet – separate document

PNSD #	PNSD Strategic objective	PNSD Interventions/Actions	PNSD Expected Outputs	Performance Indicators
1.0.0	**Strengthen coordination, cooperation and partnerships in the NSS.**			
1.1.0	**Strengthen statistical advocacy in the NSS**			
1.1.1		Develop NSS-wide Advocacy Strategy	NSS Advocacy Programme and Strategy	NSS Advocacy Programme and Strategy developed by 2021
1.1.2		Advocate for production and use of statistics in policy, planning and decision-making processes	Statistics integrated in the NDP, Sector/LG Development plans	Statistics chapter in the NDP III. § Proportion of MDAs/LGs with statistics integrated in their development plans.
1.1.3		Improve skills for advocacy and communication of statistics.	Capacity for statistical personnel enhanced in communication and advocacy	Number of LG/MDA/CSO staff trained in statistics communication and advocacy by sex
1.2.0	**Institutionalise coordination and management of statistics.**			
1.2.1		Strengthen statistical planning in the NSS.	Strategic Plans for Statistics developed for MDAs, CSOs and HLGs.	Proportion of MDAs/LGs/CSOs with approved Strategic Plans for Statistics.
1.2.2		Enhance coordination and functionality of statistics governance structures.	Functional Statistics governance structures	Number of Functional Statistics governance structures by type
1.2.3		Strengthen stakeholder engagement in line with ISO 9001 (2015) Stakeholder Engagement Standard.	Bilateral UBOS and MDA/ CSOs/HLG top Management engagements.	Number of Bilateral UBOS and MDA/ CSOs/HLG top Management engagements

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PNSD #	PNSD Strategic objective	PNSD Interventions/Actions	PNSD Expected Outputs	Performance Indicators
1.3.0	**Broaden cooperation and partnership at national, regional and international level**			
1.3.1		Establish partnerships with regional and international bodies on statistical production and development.	Memoranda of Understanding (MoUs) with regional and international bodies.	Number of MDAs/LGs with Memoranda of Understanding (MoUs) on statistical production with regional and international bodies.
1.3.1		Establish partnerships with regional and international bodies on statistical production and development.	Memoranda of Understanding (MoUs) with regional and international bodies.	Number of MDAs/LGs with Memoranda of Understanding (MoUs) on statistical production with regional and international bodies.
1.3.2		Strengthen partnerships with the private business in statistical development.	Increased Citizen generated data from private business.	Number of indicators generated from Citizen generated data.
1.3.3		Strengthen cooperation among MDAs, LGs, and development partners in statistical production and development.	Increased data sharing among PNSD-implementing MDAs/LGs.	Proportion of PNSD-implementing MDAs/LGs with data sharing agreements
1.3.4		Establish partnerships with the academia and researchers on statistical production and development	In-depth analytical statistical reports. § Updated Statistics curriculum	Number of in-depth statistical reports generated from survey/census data. § Number of new modules incorporated in the statistics curriculum by 2023
1.3.5		Strengthen partnerships with professional bodies and associations including the Uganda Statistical Society (USS) and the ISIbalo Young African Statisticians-Uganda Chapter.	Membership subscriptions to professional bodies and international associations. § Functional Uganda Statistical Society (USS) and the ISIbalo Young African Statisticians Uganda Chapter.	Growth in membership and subscription to professional bodies and international associations. § Number of USS seminars conducted

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PNSD #	PNSD Strategic objective	PNSD Interventions/Actions	PNSD Expected Outputs	Performance Indicators
1.4.0	**Develop mechanisms for sustained financing for Statistics**			
1.4.1		Mobilize funds for statistics production and development	Increased resources for statistics	Proportion of the total Budget allocated to statistics units in MDAs and LGs
1.4.2		Mainstream statistics into national policy, planning and budget processes	Budget-lines for statistics Integrated in Annual Work-plans and budgets for MDAs and LGs	Proportion of MDAs/LGs with budget lines for statistics
1.4.3		Diversify mobilisation of funds for statistics among development partners	Increased External funding for statistics in the NSS	Amount of external funding for statistics by source
1.4.4		Develop a NSS-wide resource mobilisation strategy	Resource mobilisation strategy	Proportion of the PNSD-implementing MDAs/LGs with resource mobilisation strategy
1.5.0	**Strengthen the legal framework for statistics**			
1.5.1		Amend the UBOS Act, 1998 in line with the 2016 Generic Law on Official Statistics and the African Charter on Statistics	Amended UBOS Act, 1998	NSS Statistics Bill enacted by 2025
1.5.2		Increase awareness about the statistics Legal frameworks	NSS stakeholders sensitized on the legal framework	Number of stakeholders sensitized by institution
1.5.3		Develop regulations and guidelines for statistics production and development	Statistics regulations and guidelines.	Number of Statistics regulations and guidelines developed by type

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PNSD #	PNSD Strategic objective	PNSD Interventions/Actions	PNSD Expected Outputs	Performance Indicators
2.0.0	**Strategic Goal 2: Develop Statistical Capacity for the NSS**			
2.1.0	**Strengthen Human Capital development for Statistics across the NSS**			
2.1.1		Establish NSS statistical capacity needs	NSS Statistical Capacity Needs Assessment Report	NSS Statistical Capacity Needs Assessment Report by December 2021
2.1.2		Development of the NSS-wide statistical capacity-building programme	NSS Statistical Capacity Building Programme	NSS Statistical Capacity Building Programme by December 2021
2.1.3		Improve skills and knowledge of staff in gender responsive statistical development	Statistical personnel trained in line with the identified NSS statistical capacity needs	Number of CSO/MDA/LG staff trained in production and use of statistics
2.2.0	**Institutionalise Human Resource structures for statistics**			
2.2.1		Advocate for establishment of statistical units in MDAs and LGs	Statistical Units established in MDAs and LGs	Proportion of MDAs/LGs implementing the PNSD with functional statistical units
2.2.2		Operationalise the common cadre scheme in the NSS.	Profile of common cadre in the NSS by MDA/LG	Number of statisticians deployed in MDAs/LG by sex
2.2.3		Operationalise the Professional Service Unit in UBOS.	Functional Professional Service Unit in UBOS.	Functional Professional Service Unit in UBOS by 2020
2.3.0	**Promote capacity building structures and mechanisms**			
2.3.1		Increase statistics capacity delivery mechanisms in the NSS	Functional in-service Training Centre for statistics at UBOS § Pool of statistics subject area specialists established	In-service Training Centre for statistics practitioners established at UBOS by 2022 § Number of statistics specialists by subject area, by sex
2.3.2		Enhance partnership between UBOS and Statistics Training Centres (STCs)	New global trends of statistical production integrated in the Statistics Curriculum	Proportion of new concepts integrated in the new curriculum

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PNSD #	PNSD Strategic objective	PNSD Interventions/Actions	PNSD Expected Outputs	Performance Indicators
3.0.0	**Strategic Goal 3: Strengthen systems for data production and development in the NSS**			
3.1.0	**Strengthen existing data production processes and implement a robust statistical programme**			
3.1.1		Review and update the National Standard Indicator (NSI) Framework in line with the NDP III, Africa Agenda 2063, SDGs and other development frameworks.	Updated National Standard Indicator (NSI) Framework	Proportion of national, regional and international development framework indicators incorporated in the NSI
3.1.2		Align and synchronize the census and survey programme to the National Standard Indicator (NSI) Framework.	NSS Integrated Census and Survey Programme	Proportion of Census and Survey Programme implemented as scheduled
3.1.3		Strengthen the production of small area statistics	Small area statistics	Proportion of statistical reports with parish level data
3.1.4		Strengthen compilation and integration of cross-cutting issues such as human rights, migration, gender, refugees and others in statistical production	Statistics on cross-cutting issues	Proportion of statistical reports with cross-cutting issues
3.1.5		Institutionalise the Community Information System (CIS) in all LGs	Functional CIS at Parish level	Proportional of parishes with functional CIS

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PNSD #	PNSD Strategic objective	PNSD Interventions/Actions	PNSD Expected Outputs	Performance Indicators
3.2.0	**Enhance compilation, management and use of quality Administrative Data in statistical production.**			
3.2.1		Improve standards and guidelines for compilation of Administrative Data	Updated standards and guidelines for compilation of administrative data	Number of MDAs and LGs with guidelines for compilation of administrative data
3.2.2		Mainstream the production of MDA and LG Annual Statistical Abstracts	MDAs and LGs annual statistical abstracts.	Proportion of MDAs and LGs implementing the PNSD compiling statistical abstracts
3.2.3		Automation of administrative data systems	Interactive and accessible databases for administrative data	Proportion of MDAs and LGs implementing PNSD with statistical pages on their website
3.3.0	**Promote a data quality culture in the NSS**			
3.3.1		Develop a NSS Statistical Quality Assurance and Certification Framework	Updated Statistical Quality Assurance and Certification Framework (SQACF)	Updated Statistical Quality Assurance and Certification Framework (SQACF) by 2021
3.3.2		Strengthen the use of international standards, guidelines and methodologies across the NSS	Updated NSS Statistical Standards Profile	Proportion of NSI compiled using international statistical standards
3.3.3		Undertake statistical quality compliance assessments	Quality compliance reports	Proportion of National Standard Indicators assessed for quality compliance
3.3.4		Enhance standardisation in the collection, analysis and publication of statistics.	Updated NSS Compendium of statistical concepts and definitions	Proportion of NSI concepts integrated in the NSS Compendium of statistical concepts and definitions

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PNSD #	PNSD Strategic objective	PNSD Interventions/Actions	PNSD Expected Outputs	Performance Indicators
3.4.0	Institutionalise generation and use of gender statistics.			
3.4.1		Review and update strategy for mainstreaming gender in statistical production	Updated Strategy for mainstreaming gender in statistical production	An updated strategy for mainstreaming gender in statistical production by 2020
3.4.2		Review and update the gender statistics capacity building programme	Updated Gender statistics Capacity building programme	An updated Gender statistics Capacity building programme by 2021
3.4.3		Review and update the advocacy and dissemination strategy for gender statistics	Updated Advocacy and dissemination strategy for gender statistics	An updated Advocacy and dissemination strategy for gender statistics by 2021
3.4.4		Mainstream gender along the Statistical Value Chain	Gender responsive statistics	Proportion of gender responsive statistical reports
3.4.5		Review and update the National Priority Gender &Equality Indicators (NPGEIs)	Updated National Priority Gender & Equality Indicators (NPGEIs)	Proportion of National Priority Gender & Equality Indicators (NPGEIs) with up to-date data series
3.5.0	Adopt appropriate methodologies in statistical production and development			
3.5.1		Develop methodologies for new statistical products	Statistical methodological research reports	Number of Statistical methodological research reports
3.5.2		Develop and implement guidelines for integration of data from different	Guidelines for integration of data from different sources (Integrated data/files based on agreed codes, sampling frames)	Updated Guidelines for integration of data from different sources by 2021

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PNSD #	PNSD Strategic objective	PNSD Interventions/Actions	PNSD Expected Outputs	Performance Indicators
		sources (traditional and non-traditional).		
3.6.0	**Adopt appropriate Information and Communication Technology for statistical production.**			
3.6.1		Increase the use of innovative technologies for Statistical production.	Digitalized data production e.g. CAPI, CATI, CASI	Proportion of censuses and surveys using digitalized data collection methods.
3.6.2		Mainstream Data backup in statistical production processes	Functional data backup systems	Proportion of MDAs/LGs with functional backup systems
3.6.3		Integrate geo-referencing technologies in the data production process	Up to date visualized Databases by theme on the geo file	Proportion of geo-referenced surveys and censuses
3.7.0	**Institutionalise the use of data from non-traditional sources in the NSS.**			
3.7.1		Improve capacity for compilation and use of non-traditional data.	Stakeholders trained in compilation and use of non-traditional data	Number of stakeholders trained in compilation and use of non-traditional data
3.7.2		Increase advocacy for sharing and use of non-traditional data in the NSS	Non-traditional data sources adopted	Proportion of MDAs/LGs using non-traditional data sources in statistical production
3.7.3		Generate statistics from non-traditional sources	Statistics from non-traditional data sources	Number of indicators compiled from new data sources

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PNSD #	PNSD Strategic objective	PNSD Interventions/Actions	PNSD Expected Outputs	Performance Indicators
4.0.0	Enhance Data Dissemination, Uptake and Use of statistics			
4.1.0	Develop an effective and efficient data dissemination system in the NSS			
4.1.1		Formulate policies to promote and enhance dissemination and use of statistics	Widened avenues, channels and modes of dissemination	Proportion of MDAs/LGs disseminating statistical products using electronic and print media
4.1.2		Improve data packaging and promote extensive use of data visualisation technologies to communicate/disseminate statistics	Simpler/popular versions of statistical products	Proportion of statistical products with simpler/ popular versions
4.2.0	Promote establishment of open data portals across the NSS			
4.2.1		Promote development and use of open data platforms in the NSS	Functional statistics dissemination platforms for the NSS	Proportion of MDAs/LGs implementing the PNSD with web-based statistics dissemination platforms
4.2.2		Establish a one stop centre in UBOS for data and statistics in MDAs, and HLGs	A UBOS website with up-to-date MDA and LG statistical products	Number of MDA/LG statistical products uploaded on the UBOS/NSS website
4.2.3		Improve sharing and accessibility to data, including very robust data search engines	Interactive NSS Dashboard	Interactive NSS Dashboard by 2024

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PNSD #	PNSD Strategic objective	PNSD Interventions/Actions	PNSD Expected Outputs	Performance Indicators
4.3.0	**Strengthen data user capability to access and use data**			
4.3.1		Mainstream compilation of metadata in statistical production	Metadata dictionary in LG and MDAs	Proportion of NSI with up to-date metadata
4.3.2		Enhance availability of survey/census micro datasets	Accessible Micro datasets	Proportion of surveys/censuses with online micro datasets
4.3.3		Increase statistical literacy to harness data use	Statistical literacy programme	Number of stakeholders sensitized on statistics use by sex, category.
4.3.3		Increase statistical literacy to harness data use	Statistical literacy programme	Number of stakeholders sensitized on statistics use by sex, category.
4.3.4		Enhance data user feedback	Data user feedback reports	Proportion of MDAs/LGs with statistics user feedback mechanisms
4.3.5		Undertake user satisfaction studies	User satisfaction survey report	User satisfaction survey conducted biennially

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8.4 Annex 4: Developing PNSD III overview and implementation framework

This annex shows in detail the method of presentation of the PNSD III to develop annual costed implementation plans.

An exercise to map in detail the actions required by MDA's Strategic Plans for Statistics to the PNSD III should be carried out as rapidly as possible. The results should be placed on a spreadsheet matrix that shows (in the rows) all PNSD III actions that are intended to be carried out for each MDA (in the columns); the year of their commencement; their approximate cost and the source of funds.

Table 4.1 PNSD III Action / MDA matrix entry for NIRA

	PNSD III Actions	Unit cost	NIRA	MAAIF	NIRA specific actions
1.2.1	Strengthen statistical planning in the NSS.		X		i.iii
1.2.2	Enhance coordination and functionality of statistics governance structures.		X		i.ii / i.iv
1.2.3	Strengthen stakeholder engagement in line with ISO 9001 (2015) Stakeholder Engagement Standard.		X		i.i, i.v
1.3.3	Strengthen cooperation among MDAs, LGs, and development partners in statistical production and development.		X		i.vii
1.4.1	Mobilize funds for statistics production and development		2023/4		i.viii / i.x
1.4.2	Mainstream statistics into national policy, planning and budget processes		2023/4		i.vi
3.2.1	Improve standards and guidelines for compilation of Administrative Data		x		i.ix
3.6.1	Increase the use of innovative technologies for Statistical production.		X		i.viii
4.1.1	Formulate policies to promote and enhance dissemination and use of statistics		x		i.xi
4.3.3	Increase statistical literacy to harness data use		x		i.v

Table 4.1. provides an example that features a matrix (or spreadsheet) column to represent NIRA, the National Identification and Registration Authority. NIRA's 'Strategic Plan for Statistics 2020/2021-2024/2025' was finalised in May 2022 and has been accepted by UBOS. An empty column is shown for MAAIF to illustrate how the very large matrix would look. The rows of the matrix (or spreadsheet) shown here represent only those PNSD III actions that correspond to NIRA's requests for action

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relative to the PNSD III Strategic Goal 1: 'Strengthen coordination, cooperation and partnerships in the NSS'. The real spreadsheet would contain all the PNSD III actions.

The first matrix column shows the PNSD III action numbers derived from the PNSD III Strategic Objective numbers in Annex 3 'Programme Overview' spreadsheet. The second column shows an average unit 'cost' for carrying out the action in one MDA. Such a 'cost' could be an estimate or based on experience from previous implementations. However, it is possible that costs will vary considerably among MDAs for reasons that are explained below.

The third column shows the PNSD III actions that correspond to NIRA's requests for action relative to PNSD III Strategic Goal 1. In the rows that correspond to PNSD actions '1.4.1 Mobilize funds for statistics production and development' and '1.4.2 Mainstream statistics into national policy, planning and budget processes', the implementation year 2023/24 has been identified.

The final matrix column Is shown here only for illustration and would not appear in the PNSD III Action / MDA matrix (spreadsheet). It contains references to the specific actions requested in the NIRA Strategic Plan for Statistics covered by PNSD III Strategic Goal 1.

At this point, the use of the matrix as the core of an implementation plan becomes clear. For each MDA, all the actions specified in its Strategic Plan can be identified. An approximate cost can be derived for each MDA's Strategic Plan, for all MDAs as a total and, with the addition of local governments and other stakeholders, for the entire PNSD. Once actions are allocated to implementation years, annual budgets can be estimated.

Briefly looking at the specifics of NIRA's statistical strategy to implement the PNSD III Strategic Goal 1: 'Strengthen coordination, cooperation and partnerships in the NSS', we see that the selected PNSD III actions do not all fall within Strategic Goal 1. This is not a concern, although it shows that NIRA's understanding of the PNSD III's Strategic Goals is different from that of the PNSD III document. One example is that NIRA action viii., 'Procure computers and other related ICT equipment for statistical production and dissemination' is shown as equivalent to PNSD action 3.6.1 'Increase the use of innovative technologies for Statistical production', since computers are, in this context, innovative. The basic issue, is of course, funding.

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8.5   Annex 5: Documents and websites

- Documents

'Strategic Plan III 2020/21 – 2024/25', Uganda Bureau of Statistics, July 2020

NDP III 'Third National Development Plan 2020/21 – 2024/25', National Planning Authority, July 2020

'Third Plan for National Statistical Development, FY2020/21- FY2024/25' (PSND III), Republic of Uganda, August 2020 (available from UBOS website)

'Uganda Vision 2040', Republic of Uganda, April 2013 (available from National Planning Authority website)

- Requested documents:

PNSD III annual work plans
PNSD III current status document
PNSD III budget
UBOS annual work plans and status documentation
MDA statistical work plans and status documentation
PNSD Steering Committee and Inter-Agency Committee minutes and reports

See section on document analysis

- Websites

www.npa.go.ug	National Planning Authority
www.ubos.org	Uganda Bureau of Statistics

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8.6 Annex 6: Terms of reference for Consultants

Tasks for the Consultants

Two national consultants will be hired to support the midterm evaluation process. The International consultant that will work closely with one National consultant.

1.1 International consultant.
The International consultant shall provide leadership of the planning, development and implementation of the evaluation and ensure timely implementation of all planned activities/tasks/output, in the right format and submission of the final report in the agreed time frame. The following are the expected specific tasks;

      i.   Develop the inception reports for the PNSD III midterm evaluation, evaluations tools and methodology in line with appropriate evaluation standards and approach.

      ii.   Spearhead the evaluation of UBOS SPS III including the projects (Development partners) and activities, the CSOs and the academia in line with the Strategic Plans for Statistics.

      iii.   Spearhead the development of overall methodologies, PNSD III midterm evaluation tools taking into consideration the International guidelines for evaluating the National plans for Statistical Development.

      iv.   Assess the extent to which the Strategic Plans for Statistics for the above entities are aligned to the annual work plans including alignment to activities implemented.

      v.   Assess the extent to which the PNSD III, the strategic addresses requirements of the International development frameworks and cross cutting issues at the international level

      vi.   Assess the extent to which the PNSD III /Strategic plans for Statistics are resourced for the above entities.

      vii.   Draw lesson learnt from implementation of similar strategies at National, Regional and International level to support future improvement of the implementation of the PNSD III.

      viii.   Lead in compiling, consolidating and submitting the overall PNSD III midterm evaluation report that should highlight the recommendations /best practices of implementing the last years of the PNSD III.

      ix.   Present/disseminate the final midterm evaluation report to stakeholders.

Tasks for the National consultant
The national consultant shall provide support to the lead consultant in the development of tools, implementation, data collection analysis and report writing.
The following are the expected specific tasks but not limited to;
Participate in the development of the inception reports for the PNSD III midterm evaluation, evaluations tools and methodology in line with appropriate evaluation standards and approach.

      ii.   Spearhead the evaluation of Local Governments and MDAs in line with their Strategic Plans for Statistics.

Develop tools to support the undertaking of the evaluation of the MDAs, and LGs core programmes, projects, activities and in line with the SPSs, the NDP III and SDGs.

iv. Assess the extent to which the Strategic Plans for Statistics for the above entities are aligned to their annual statistics work plans including alignment to the activities implemented.

v. Assess the extent to which the PNSD III /Strategic plans for Statistics are resourced for the above entities.

Participate in documenting the process, prepare progress reports and keep the Director Methodology and Statistical Coordination Services up to date with the process.

Participate in compiling and consolidating the PNSD III midterm evaluation report that should highlight the recommendations /best practices of implementing the last years of the PNSD III.

8.7   Annex 7: Instructions for use of the 'individual activity monitoring sheet'

<u>Objective</u>

The 'activity tracking sheet' enables you to manage an activity or project closely; identify and control the various stages involved in carrying out the activity; and estimate the time required for the activity. It is not a statistical method, but one of project management.

The spreadsheet 'activity tracking sheet example' should be read in conjunction with this document.

<u>Presentation of the 'activity tracking sheet'</u>

Let's start with the column definitions that appear on the 'activity tracking sheet':

- Dossier: The set of one or more documents, whether physical or electronic, on which several offices work in partnership to carry out the activity in question.
- 'Touch': A precise and more or less indivisible action, undertaken by a well-defined individual or team. It may be a simple signature on a document or, for example, a time-consuming statistical action.
- The 'Team' is the team or individual who is responsible for carrying out the 'touch'.
- Date received: The date on which the team in question received the dossier.
- Received by: The person who reports that the team in question has received the dossier. This is not necessarily the person responsible for the dossier. In the case of a senior manager, it could be his or her secretary.
- Days required: The number of real, full working days required to carry out a 'touch'. Even a simple signature on paper can take time: the document to be signed has to move from one office to another; the signatory must be available. The number of days required can either be well defined, or only an estimate.
- Date sent: The date when the team in question sends the dossier.
- Sent by: The person who sent the file to the next team in the dossier.
- The blank columns can be used for comments, to link non-adjacent lines to account for parallel actions, or to compare the estimated time with the actual time taken to perform a 'touch'.

<u>The example provided</u>

The example given on the spreadsheet (and following these instructions) concerns the approval of an activity by a national agency and its technical and financial partner. The work file passes between several national offices, the coordination unit and the partner. The procedure is obviously quite bureaucratic. But the problem goes deeper than that: is there anyone who fully understands the approval circuit? Who can manage it?

Establishing the whole circuit of all the individual actions required to complete a project or even a specific activity is no simple matter. This project management exercise establishes who is involved in the activity, the 'touches' required to move the dossier forward, the time required for each 'touch' and even the costs to be incurred.

The methodology of this tracking sheet is not sufficient to establish a precise timetable for a very complex project such as a survey. However, it can be used to make an

initial outline in the context of a planning exercise. The important thing is to discuss it among the experts concerned.

<u>Establishing the circuit of individual 'touches'</u>

There is an (almost) blank form on the second sheet of the spreadsheet.

In practical terms, establishing actions involves identifying and filling in columns 'B' ('touch'); 'C' (team); and 'F' (days required) for each 'touch'. This exercise can be undertaken by the plan coordinator or by a technical team. Consultation between the two is essential.

The blank sheet contains date calculations based on the required days and the assumption that the dossier is received the day after it is sent. These calculations can be copied, modified or deleted as users see fit.

<u>Manage the circuit of individual 'touches'</u>

An activity tracking sheet must be drawn up for each project or activity in a plan.

The activity tracking sheet which has been prepared as described above is then used to track a dossier being implemented by completing the columns for the dates and the people who receive and send the dossier.

If the technology available allows it, the activity management sheet can take the form of a spreadsheet shared by all those involved, for example using "Microsoft 365" or "Google Sheets". Using this method, everyone involved would have access to the updated activity tracking sheet in real time.

Alternatively, the activity tracking sheet can be drawn up on paper, in two copies. One copy circulates with the dossier; the other stays with the coordination unit. Each time the dossier is returned to the coordination unit, the two copies are reconciled. The co-ordination unit always knows the current status of the dossier and the team currently handling it.

In any case, the activity tracking sheet circulates with the dossier. It is regularly updated; omitted 'touches' or poorly defined time requirements need to be corrected. The results should be that the current state of the activity is known; and the implementation of the activity is better understood.

Dossier:			Dossier number:			Coordinator:		
#	Touch	Team	Date received	Received by	Days required	Date sent	Sent by	
1	Concept paper /costing	Sector lead	01/04/2024		15	22/04/2024		
2	Information / co-ordination	Sector working group	23/04/2024		5	30/04/2024		
3	Approval concept paper	PROJECT Co-ord						
4	No Objection	Donor						
5	Transmission	PROJECT Co-ord						
6	Prepare ToRs	Sector lead						
7	ToRs Validation	PROJECT Co-ord						
8	No Objection	Donor						
9	Transmission	PROJECT Co-ord						
10	Call for Expressions of interest	NSO procurement						
11	EoI response period	tenderers						
12	Opening of EoIs	NSO procurement						
13	Evaluation EoIs + report	Evaluation team						
14	Approval EoI evaluation report	NSO Tender board						
15	Transmission	PROJECT Co-ord						
16	No Objection	Donor						
17	Transmission	PROJECT Co-ord						
18	Preparation RPF (Request for proposals)	NSO procurement						
19	Transmission	PROJECT Co-ord						
20	No Objection	Donor						
21	Transmission	PROJECT Co-ord						
22	Request for technical & financial proposals	NSO procurement						
23	Technical & financial proposals preparation	tenderers						
24	Tenders received + technical proposals opened	NSO procurement						
25	Evaluation report	Evaluation team						
26	Approval technical evaluation report	NSO Tender board						
27	Transmission	PROJECT Co-ord						

The NSS includes all organisations that produce and use official statistics in national and local government as well as in private companies, civil society organisations, statistics training institutions, the media and international organisations. The Uganda Bureau of Statistics (UBOS) coordinates the NSS and is, therefore, the secretariat for PNSD III. Statistics across the NSS are governed by the UBOS Act, 1998.

28	Opening of financial proposals	NSO procurement						
29	Financial evaluation	Evaluation team						
30	Approval	NSO Tender board						

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8.8   Annex 8: Interview tools

PNSD Mid Term Evaluation: Review tool questions for MDAs

A.   Use of statistics

1.   Who are the primary users of the statistics that you produce?

2.   What are your primary internal uses of your statistics?

3.   Have you noticed any change in the demand for your statistics since 2020?

4.   Has your organisation undertaken any action to stimulate demand for your statistics?

5.   How has the PNSD III driven the demand for your statistics?

6.   What is your view on the capacity changes on the following:

Item	Greatly Improved	Improved	No improvement	Declined	Justification for choice of answer
Usage of statistics in development planning					
Statistics production planning					

7.   What have you done to strengthen data user capability to access and use data through user feedback, user satisfaction studies?

B.   Production and publication of statistics

1.   What are the main statistics that you produce?

2.   Are they online? Paper publications?

3.   What is the reference period for this publication?

4.   I tried to find this data online … Do you want to publish data online on UBOS's open data portal or on a different online channel and what barriers are there? (prompt on law)

5.   Have you extended the coverage of your statistics since 2020?

6.   Have you introduced new disaggregations in any of your statistics? (Prompt on gender

7.   What action have you taken to incorporate non-traditional data sources in your statistics?

8.   What actions have you taken to improve compilation methods, for example by digitisation?

9.   Have you improved the presentation of your published statistics since 2020? How?

10.   What is your experience, if any, since 2020 of receiving assistance from the PNSD in introducing new statistics production or dissemination methods, extending statistical coverage or disaggregations of your statistics? (Prompt on inclusion in one or two specific activities, specifically strategic plan development, gender issues) …

11.   Any PNSD III activities that you felt were less useful?

C.   Statistical methodologies / Data quality

1.   What data quality assurance framework / guidelines / standards do you use?

2.   Is it UBOS's UG standard US 943 / 'Guidelines for production of quality statistics' (2012)? (Note: ministry of health has its own data quality assurance system)

3.   Do you have a data quality report that you can share?

4.   What are the main challenges in the introduction/application of data quality assurance?

5.   What are the international or national statistical methodologies do you apply? (Prompt with example)

6.   What are the main challenges in applying international statistical methodologies?

7.   Do you publish metadata?

8.   What improvements have been made in data quality and statistical methodology since 2020?

9.   How has PNSD supported these improvements? Specific activities? Less useful activities?

D.   Statistical coordination, management, infrastructure and training

1.   How would you describe your organisation's interaction with the National Statistical System? And with UBOS?

2.   Does your organisation attend meetings of your MDA statistics committee; 'national statistics technical committee'; 'inter-agency statistics committee'; 'SDG data technical working group'; and/or 'PNSD III steering committee on statistics'?

3.   What is your experience in the recruitment of new statisticians in the last 3 years?

4.   What is your experience in training your existing employees in subjects related to statistics over the last 3 years. How many, by gender? In what subjects?

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5.	What is your experience since 2020 of receiving assistance under the PNSD framework in training, introducing new IT systems or other infrastructure?

6.	Specific PNSD activities? Any less useful activities?

7.	Has the PNSD stimulated changes in funding in statistics related activities in your organisation?

E.	PNSD design, implementation and the future

1.	Do you consider that your organisation's needs have been taken into account in the design of PNSD III?

2.	Has your organisation participated in the PNSD activities that it expected to; that are included in its strategy document?

3.	How helpful to your organisation is the statistical / PNSD reporting and monitoring system? How can it be improved?

4.	What, if anything, should be done differently in the remaining years of PNSD III? Are there any new priorities of your organisation?

5.	What, if anything, should be done differently in the design and implementation of PNSD IV?

PNSD – Mid Term Evaluation: Key informant interview questions for UBOS Departments Production

A.   Use of statistics

1.   Who are the primary users of the statistics that you produce?

2.   Have you noticed any change in the demand for your statistics since 2020?

3.   Has your department developed any plan or taken any action to stimulate demand for your statistics? (Prompt on statistical literacy)

4.   How has the PNSD III or UBOS Strategic Plan driven the demand for your statistics?

Item	Greatly Improved	Improved	No improvement	Declined	Justification for choice of answer
Usage of statistics in development planning					
Statistics production planning					

5.   What have you done to strengthen data user capability to access and use data through user feedback, user satisfaction studies?

B.   Production and publication of statistics

1.   Please list the main statistics that you produce, their reference periods and the publication in which they appear.

2.   What National Standard Indicators (NDP III) and SDG indicators do you produce? Are you aware of any such indicators that should additionally be produced by your department? (prompt for challenges)

3.   Are the statistics online? Paper publications?

4.   I tried to find this data online … Are there barriers to publishing data on UBOS's open data portal? (prompt on law)

5.   In what way, if any, have you extended the coverage of your statistics since 2020?

6.   Have you introduced new disaggregations in any of your statistics? (Prompt on gender)

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7.   What, if any, action have you taken to make microdata available? (prompt on law)

8.   What action have you taken to incorporate non-traditional data sources in your statistics?

9.   What actions have you taken to improve compilation methods, for example by digitisation?

10.   In what ways, if any, have you improved the analysis of your published statistics since 2020?

11.   In what ways, if any, have you improved the presentation of your published statistics since 2020? How?

12.   What is your experience, if any, since 2020 of receiving assistance within the PNSD or UBOS Strategic Plan frameworks in introducing new statistics production or dissemination methods, extending statistical coverage or disaggregations of your statistics? (Prompt on inclusion in one or two specific activities, specifically strategic plan development, gender issues) …

13.   Any PNSD III activities that you felt were less useful?

C.   Statistical methodologies / Data quality

1.   What data quality assurance framework / guidelines / standards do you use?

2.   Is it UBOS's UG standard US 943 'Guidelines for the production of quality statistics' (2012)? (Note: Ministry of Health has its own data quality assurance system)

3.   Do you have a data quality report that you can share?

4.   How have you integrated the results of your data quality reports in your statistics production methods?

5.   What are the main challenges in the introduction/application of data quality assurance?

6.   Are there any issues of professional independence that are relevant to your work?

7.   What are the international or national statistical methodologies do you apply? (Prompt with example)

8.   What are the main challenges in applying international statistical methodologies?

9.   Do you publish metadata?

10.   What improvements have been made in data quality and statistical methodology since 2020?

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11.	How has PNSD supported these improvements? Specific activities? Less useful activities?

D.	Statistical coordination, management, capacity, infrastructure and training

1.	How would you describe your department's interaction with other organisations within the National Statistical System? (prompt for academia, CSOs)

2.	To what extent has your department implemented the PNSD III and UBOS Strategy actions that the department expected to have been achieved by this time?

3.	Question on committees: Does your department attend meetings of 'national statistics technical committee'; 'inter-agency statistics committee'; 'SDG data technical working group'; and/or 'PNSD III steering committee on statistics'?

4.	In what ways, if any, has the current law on statistics impacted on your work? Have your concerns been incorporated in draft updated legislation?

5.	What is your experience in the recruitment of new statisticians in the last 3 years? (prompt for post-recruitment orientation)

6.	What is your experience in training your existing employees in subjects related to statistics over the last 3 years. How many, by gender? In what subjects? (prompt for training needs assessment)

7.	What is your experience since 2020 of receiving assistance under the PNSD framework in training, introducing new IT systems or other infrastructure?

8.	How has PNSD supported these improvements? Specific activities? Less useful activities?

9.	Has the PNSD stimulated changes in funding in statistics related activities in your department?

E.	UBOS Strategy / PNSD design, implementation and the future

1.	Do you consider that your department's needs have been taken into account in the design of PNSD III and the UBOS Strategy?

2.	Has your department participated in the PNSD / UBOS strategy activities that it expected to; those that are included in its strategy document?

3.	What do you consider as your most significant achievements under the PNSD / UBOS strategy implementation?

4.	Has the implementation and management of PNSD III and the UBOS Strategy led to your department participating in the expected activities?

5.	How helpful to your department are the UBOS / PNSD reporting and monitoring systems? How can they be improved?

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6.   What, if anything, should be done differently in the remaining years of PNSD III / UBOS Strategy? Are there any new priorities of your department?

7.   What, if anything, should be done differently in the design and implementation of PNSD IV?

Cross-cutting issues: Ensure for each Department that questions are incorporated on gender, refugees, human rights, environment.

PNSD – Mid Term Evaluation: Key informant interview questions for UBOS Support Departments

A.   Role within UBOS

1.   What is your role and primary tasks within UBOS? What other departments do you primarily work with?

2.   What is your role within the national statistical system? What other NSS organisations do you primarily work with? Prompt for statistics law?

3.   Have you noticed any change in the amount or nature of the demand for your services since 2020?

4.   Has your department undertaken any action to stimulate demand for its services?

5.   What barrier or challenges do you face in providing your department's services?

6.   What user feedback, user satisfaction studies have you undertaken?

7.   To what extent have the above changes been influenced by PNSP III or UBOS Strategic Plan?

8.   What assistance, if any, has your department received within the PNSD III or UBOS strategy frameworks?

9.   Question on committees: Does your department attend meetings of 'national statistics technical committee'; 'inter-agency statistics committee'; 'SDG data technical working group'; and/or 'PNSD III steering committee on statistics'?

10.   What is your experience in the recruitment of new staff in the last 3 years?

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11.   What is your experience in training your existing employees over the last 3 years. How many, by gender? In what subjects?

12.   Has the PNSD or UBOS Strategy stimulated changes in funding in your department?

B.   PNSD design, implementation and the future

1.   Do you consider that your department's needs have been taken into account in the design of PNSD III and the UBOS Strategy?

2.   Has your department participated in the PNSD and UBOS Strategy activities that it expected to; that are included in its strategy document?

3.   What do you consider as your most significant achievements under the PNSD / UBOS strategy implementation?

4.   Has the implementation and management of PNSD III and the UBOS Strategy led to your department participating in the expected activities?

5.   How helpful to your department are the UBOS / PNSD reporting and monitoring systems? How can they be improved?

6.   What, if anything, should be done differently in the remaining years of PNSD III? Are there any new priorities of your department?

7.   What, if anything, should be done differently in the design and implementation of PNSD IV?

<u>PNSD – Mid Term Evaluation: Key informant interview questions – High level interviewees</u>

A.   Use of statistics

1.   How would you characterise the change in the demand for Ugandan statistics, if any, since 2020?

2.   What are the main factors driving this change?

3.   To what extent are the statistics available to provide adequate reporting on NDP III, SDG and other international development frameworks relevant to your office?

4.   What are the main barriers to improved demand for statistics? (prompt on law)

5.   What actions has your office taken to drive demand for statistics?

6.   How has the PNSD III driven the demand for statistics?

7.   What, if any, are the statistics, or disaggregations of statistics, that your office would like to access but cannot? (Prompt on gender)

8.   What are the main issues that you have with the quality of the statistics your office uses, including timeliness?

9.   What are the main problems, if any, that you have with the form in which the statistics are presented to you?

B.   Statistical coordination, management, infrastructure and training

1.   How would you describe your organisation's interactions with other organisations within the National Statistical System? Prompt for 'PNSD III steering committee on statistics'.

2.   Has the PNSD stimulated changes in funding in statistics related to activities in your organisation?

C.   PNSD design, implementation and the future

1.   What do you consider as your organisation's most significant achievements under the PNSD III framework?

2.   What, if anything, should be done differently in the remaining years of PNSD III? Are there any new priorities of your organisation?

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3.   What, if anything, should be done differently in the design and implementation of PNSD IV?

Key informant interview questions for Development Partners

A.   Use of statistics

1.   What are your primary uses of statistics on Uganda?

2.   Which national and international data sources do you use for Uganda?

3.   What Ugandan statistics websites are you aware of? To what extent are you able to find Ugandan statistics online?

4.   Have you noticed any change in demand from your partner Ugandan institutions for statistics since 2020?

B.   Production and publication of statistics

1.   To what extent have you observed an improvement in the coverage and / or in disaggregation of Ugandan statistics since 2020? (Prompt on gender)

2.   What are your views on the quality and methodology of the Ugandan statistics that you primarily use?

3.   Have you looked for Ugandan metadata? Have you found it?

C.   NSS and PNSD

1.   To what extent are you aware of the structure of the Uganda national statistical system and the role of UBOS (the Uganda Bureau of Statistics)?

2.   To what extent are you aware of the 3rd Plan for national statistical development (PNSD III)

3.   To what extent are you aware of the Uganda statistics reporting and monitoring system?

4.   To what extent has the PNSD III driven the demand for Ugandan statistics?

5.   How does the PNSD III compare in usefulness with National Strategies for the Development Statistics in other countries?

D.   Support

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6.   In principle, in what areas might your organisation provide (or have provided) support Ugandan statistics?

7.   Has your organisation provided such support?

8.   Has your support been linked to specific PNSD III activities?

9.   Has your support been linked to statistics activities that are not covered, or not specifically covered, by the PNSD III?

10.   Has the existence of PNSD III been a factor in your support?

11.   Was your organisation consulted in the design of the PNSD III?

12.   What, if anything, should be done differently in the design and implementation of PNSD IV?

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PNSD Mid-Term Review- Key Informant Interview with the CSOs

A.   Use of statistics

1.   What are the main statistics that you use to carry out your work?

2.   Are the statistics sufficiently detailed (disaggregated) for your needs?

3.   In particular, do the statistics identify gender where this could be relevant to your work?

4.   Have you heard about the Plan for National Statistical Development (PNSD)?

5.   Has your organisation received information or communication from UBOS concerning the importance and use of statistics? (i.e., have you received an advocacy action?)

6.   How useful do you find the statistics that you are aware of?

7.   What if any, are the main issues concerning the quality of the statistics that you use or would like to use, including timeliness?

8.   How do you access statistics? National, international websites; printed publications, etc?

9.   In what way, if any, would you like the statistics to be presented in a form that is more useful to you?

10.   Please assess your organisation's capacity in the following key areas.

Item	Greatly Improved	Improved	No improvement	Declined	Justification for choice of answer
Usage of statistics in development planning					
Statistics production planning					

B.   Production and publication of statistics

1.   Do you have a statistical plan/strategic plan for your organisation?

2.   What statistics, if any, do you produce in your organisation?

3.   Who are the primary users of the statistics that you produce?

4.   Have you noticed any change in the demand for your statistics since 2020?

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5.   Has your organisation undertaken any action to stimulate demand for your statistics?

6.   Are the statistics that you produce disaggregated by gender?

7.   What steps, if any, do you undertake in your data collection activities to ensure that gender is fully represented in the statistics that you produce?

8.   Are new issues, such as refugees, HIV/AIDS or climate change relevant to your work? Have you taken steps to observe these in the statistics that you produce?

9.   What action have you taken to incorporate non-traditional data sources, such as phone transactions or radio listenership, in your statistics?

10.   What actions have you taken to improve the compilation methods for the statistics that you produce, for example, by digitisation?

C.   Statistical methodologies / Data quality

1.   What data quality assurance framework/guidelines/standards do you use?

2.   Is it UBOS's UG standard US 943 / 'Guidelines for production of quality statistics' (2012)? (Note: ministry of health has its own data quality assurance system)

3.   Do you have a data quality report that you can share?

4.   What international or national statistical methodologies do you apply? (Prompt with example)

5.   What are the main challenges in applying international statistical methodologies?

D.   Statistical coordination, management, infrastructure and training

1.   How would you describe your organisation's interaction with the National Statistical System? And with UBOS?

2.   What meetings and committees does your organisation subscribe to related to statistics, SDGs, NDP III, such as 'SDG data technical working group'; and/or 'PNSD III steering committee on statistics'?

E.   PNSD design, implementation and the future

1.   Do you consider that your organisation's needs have been taken into account in the design of PNSD III?

2.   Has your organisation participated in the PNSD activities such as:

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- Design and implementation of statistics strategic plans
- Training and mentorship
- Monitoring reports on the implementation of PNSD III

3.   What priorities do you have to improve your statistical production as an organisation.

4.   What can the PSND III team do to engage with CSOs to manage their statistics better and use the same for national development?

PNSD Mid Term Evaluation: Review tool Questions local Governments

A.   Use of statistics

1.   Who are the primary users of the statistics that you produce?

2.   What are your primary internal uses of your statistics?

3.   Have you noticed any change in the demand for your statistics since 2020?

4.   Has the District undertaken any action to stimulate demand for your statistics?

5.   How has the PNSD III driven the demand for your statistics?

6.   What is your view on the capacity changes on the following:

Item	Greatly Improved	Improved	No improvement	Declined	Justification for choice of answer
Usage of statistics in development planning					
Statistics production planning					

7.   What have you done to strengthen data user capability to access and use data through user feedback, user satisfaction studies?

B.   Production and publication of statistics

1.   What are the main statistics that you produce?

2.   Are they online? Paper publications?

3.   What is the reference period for this publication?

4.   I tried to find this data online … Do you want to publish data online on UBOS's open data portal or on a different online channel and what barriers are there? (prompt on law)

5.   Have you extended the coverage of your statistics since 2020?

6.   Have you introduced new disaggregation in any of your statistics? (Prompt on gender

7.   What action have you taken to incorporate non-traditional data sources in your statistics?

8.   What actions have you taken to improve compilation methods, for example by digitisation?

9.   Have you improved the presentation of your published statistics since 2020? How?

10.   Any PNSD III activities that you felt were less useful?

C.   Statistical methodologies / Data quality

1.   What data quality assurance framework / guidelines / standards do you use?

2.   Is it UBOS's UG standard US 943 / 'Guidelines for production of quality statistics' (2012)? (Note: ministry of health has its own data quality assurance system)

3.   Do you have a data quality report that you can share?

4.   What are the main challenges in the introduction/application of data quality assurance?

5.   What are the international or national statistical methodologies do you apply? (Prompt with example)

6.   What are the main challenges in applying international statistical methodologies?

7.   Do you publish metadata?

8.   What improvements have been made in data quality and statistical methodology since 2020?

9.   How has PNSD supported these improvements? Specific activities? Less useful activities?

D.   Statistical coordination, management, infrastructure and training

1.   Does the District attend any statistical coordination meetings? (probe for participation in the higher local government statistical committee.

2.   What is your experience in the recruitment of new statisticians in the last 3 years?

3.   What is your experience in training your existing employees in subjects related to statistics over the last 3 years? How many, by gender? In what subjects?

4.   What is your experience since 2020 of receiving assistance under the PNSD framework in training, introducing new IT systems or other infrastructure? What Specific PNSD activities did you participate in? Any less useful activities?

5.	Has the PNSD stimulated changes in funding for statistics-related activities in the District?

E.	PNSD design, implementation and the future

1.	Do you consider that you're your District's needs have been taken into account in the design of PNSD III?

2.	Has the district participated in the PNSD activities that it expected to; that are included in its strategy document?

3.	How helpful to the district is the statistical / PNSD reporting and monitoring system? How can it be improved?

4.	What, if anything, should be done differently in the remaining years of PNSD III? Are there any new priorities the district?

5.	What, if anything, should be done differently in the design and implementation of PNSD IV?