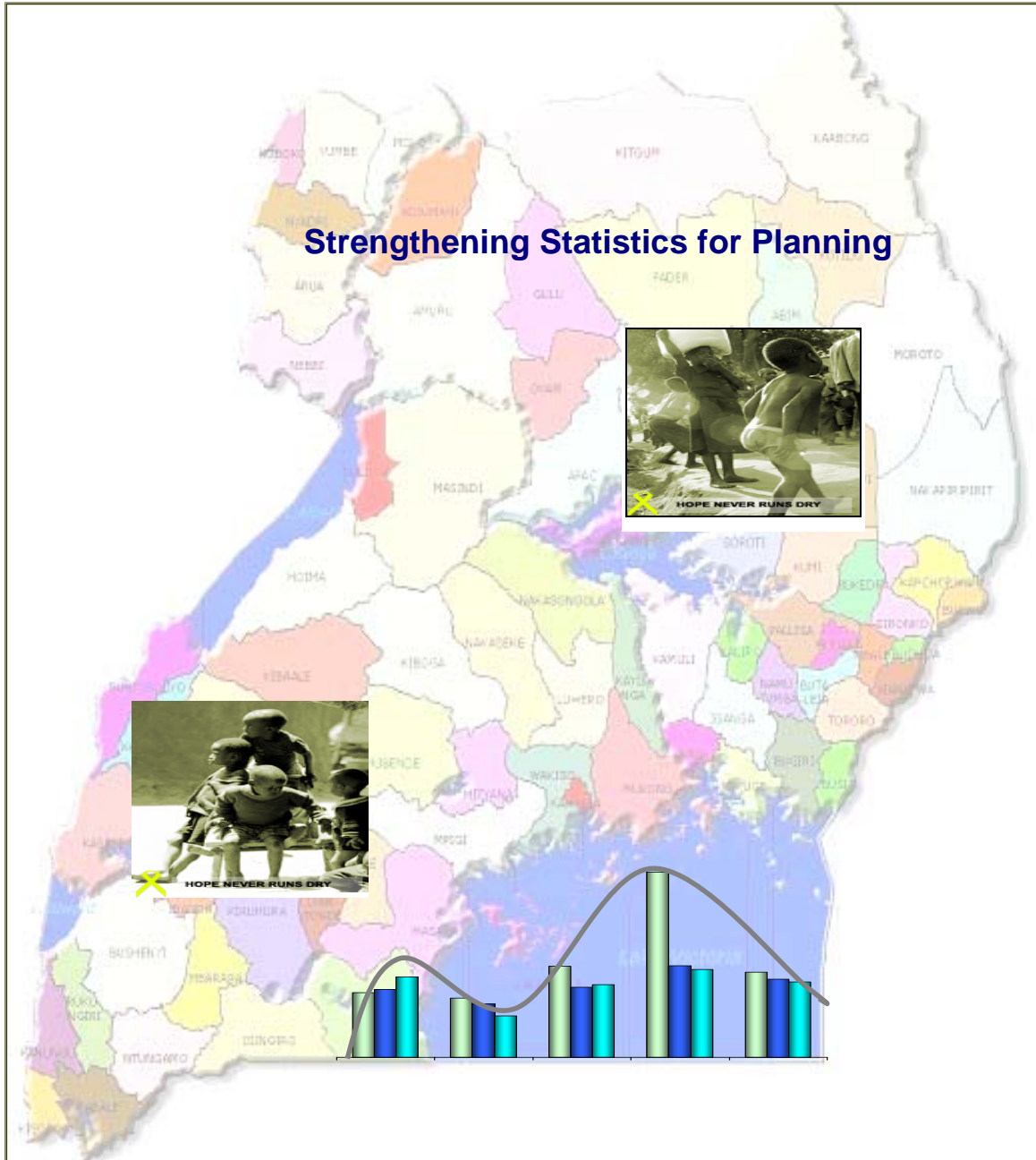




The Republic of Uganda



**MINISTRY OF GENDER, LABOUR AND SOCIAL
DEVELOPMENT SECTOR STRATEGIC PLAN FOR
STATISTICS
(2006/7-2010/11)**

Social Development Sector Strategic Plan for Statistics 2006/7-2010/11

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Acronyms

AIDS	Acquired Immune Deficiency Syndrome
CIS	Community Information System
CSOs	Civil Society Organisations
DFID	Department for International Development
GDDS	General Data Dissemination Standard
GIS	Geographic Information System
HIV	Human Immunodeficiency Virus
IT	Information Technology
LAN	Local Area Network
MGLSD	Ministry of Gender, Labour and Social Development
PEAP	Poverty Eradication Action Plan
PIDCs	People in Difficult Circumstances
PNSD	Plan for National Statistical Development
SDDS	Special Data Dissemination Standard
SDIP	Social Development Sector Strategic Investment Plan
SDS	Social Development Sector
SDS-SPS	Social Development Sector Strategic Plan for Statistics
SO	Strategic Objective
TWGs	Technical Working Groups
WAN	Wide Area Network

Foreword

Uganda has been registering high rates of economic growth for over a decade following steadfast implementation of macroeconomic stabilisation policies. As a means of ensuring that the process of economic growth benefits the poor, the Poverty Eradication Action Plan (PEAP) was formulated as the overall national planning framework. The PEAP is being implemented through a number of sector plans, programmes and policies. A statistics master plan drawn by Uganda Bureau of Statistics outlines how data is collected as PEAP is implemented. However, despite the existence of these plans, it has become increasingly clear that Social Development concerns of inequality, inequity, exclusion, unemployment and low productivity are still major challenges to the country as far as statistics collection is concerned. Furthermore, Social Development Statistics across many sectors have to be collected. This highlights the need for increased mobilisation of resources to undertake the task.

The Social Development Sector Strategic Plan for Statistics (SDS-SPS) articulates ways and strategies that will make a difference for collection of data from the poor and vulnerable groups in our country. The poor and vulnerable – women (especially widows), orphans, people with disabilities, the unemployed youth, the elderly, ethnic minorities, and people infected and affected by HIV/AIDS constitute the focal group for Social Development Sector Statistics. This Plan is yet another commitment by Government to the realisation of social progress and improved well being of all the people in the country through collection of information and statistics so that they are properly understood.

Statistics on the poor and the vulnerable groups is the emphasis for the SDS-SPS in the next five years. Our conviction is that the plan will streamline data collection in the Social Development Sector.

This SDS-SPS is a result of two years of intense consultations with various stakeholders; Uganda Bureau of Statistics, government and non-governmental organisations as well as development partners especially DFID. I thank them all for their involvement, expertise and support during the preparation of this Plan. It is my sincere hope that others will join us in its implementation.



Christine Guwatudde Kintu

Permanent Secretary

Executive summary

The mandate of the Ministry of Gender Labour and Social Development is derived from the 1995 Constitution of the Republic of Uganda, Chapters 4 and 16 which is to: “empower *communities to harness their potential through skills development, labour productivity and cultural growth.*” The constitution advocates for protection and promotion of fundamental rights of the poor and other vulnerable groups as well as institutions of traditional or cultural leaders. Hence the mission of the SDS is creation of an enabling environment for social protection and social transformation of communities, while the vision is a better standard of living, equity and social cohesion.

However, the existing programmes that are donor funded do not adequately focus on sector priorities stipulated in the mandate. Inadequate resources and capacity in terms of skilled man power, equipment and supplies coupled with lack of an effective infrastructure do constrain data production, storage and dissemination. Also, lack of standardization in definition and data collection tools and methodologies contribute to low quality of statistics that is generated to inform policies and decision making.

To achieve the above mandate as well as reverse the negative trend in the generation and use of statistics, the sector under its strategic framework for statistical development will focus on provision of quality statistics for informed social development of sector policy and decision making. This will be achieved through setting up and ensuring effective operation of social sector statistical structures, synchronizing statistical generation processes to ensure coherence in data generation within the sector, collaborating with UBOS in implementing the plan for National Statistics Development, providing support to sector stakeholders to enhance the quality of generation, analysis, dissemination and use of statistics. Support will also be given to development of administrative data as a reliable source. A combination of these strategies will ensure a continuous and reliable collection, processing, analysis, and dissemination of sector specific statistics and information to the key stakeholders.

To successively implement this statistical plan, it is important to deploy adequate skilled human resources in the Ministry especially in the Planning division to produce, analyze and supply statistics efficiently and effectively as well as the supportive financial resources. Securing and deployment of these resources is thus fundamental in addition to building Capacity of the existing staff.

Budget

The estimated cost for implementing this plan is Shs.3.64 billion. The budget will be integrated in the budget framework paper and revised in line with the Governments planning and budgeting process. The Strategic Plan for Statistics is expected to be financed by the Government of Uganda, with contribution from development agencies.

MGLSD SSPS Summary budget (US\$)

Strategic Area	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Total
Coordination and Management	72,665	250,102	253,708	70,713	72,160	719,348
Capacity for Statistical Development	72,035	363,674	212,881	201,654	137,513	987,757
Statistical Programme	-	116,235	106,235	106,235	106,235	434,941
Total	144,700	730,011	572,824	378,602	315,909	2,142,046

Note:

1US\$=1700 (Ug shs)

CHAPTER 1: BACKGROUND

1.1 Mandate and Structure of the Ministry

The Social Development Sector (SDS) promotes issues of social protection, gender equality, equity, human rights, culture, decent work conditions and empowerment for different groups such as women, children, the unemployed youth, internally displaced persons, the older persons and persons with disabilities. These groups are often marginalized or excluded from the benefits of development, and are particularly vulnerable to exploitation and income shocks. The mission of the SDS is creation of an enabling environment for social protection and social transformation of communities, while the vision is a better standard of living, equity and social cohesion.

The Ministry of Gender, Labour and Social Development (MGLSD) is the lead agency for the SDS with the mandate to empower communities to harness their potential through cultural growth, skills development and labour productivity for sustainable and gender responsive development. Collaborative partners and stakeholders include Government agencies, other sectors, Local Governments and Civil Society Organisations (CSOs).

The Sector Strategic Objectives are:

- i. To empower communities to appreciate, access, participate in, manage and demand accountability in public and community based initiatives;
- ii. To protect vulnerable persons from deprivation and livelihood risks;
- iii. To create an enabling environment for increasing employment opportunities and productivity for improved livelihoods and social security for all, especially the poor and vulnerable;
- iv. To ensure that issues of inequality and exclusion in access to services across all sectors and at all levels are addressed; and
- v. To improve performance of SD institutions to coordinate and implement the SDIP at various levels.

The Ministry of Gender, Labour and Social Development operates through a structure comprising two directorates: Gender, Culture and Community Development; and Labour, Employment and Industrial Relations. The Directorate of Gender and Community Development consists of four departments: Youth and Children; Poverty Eradication, Economic and Civic Rights; Disability and Elderly; and Gender, Culture and Community Development. The Directorate of Labour comprises two departments: Labour, Employment and Industrial Relations; and Occupational Safety and Health. The Department of Finance and Administration, which includes the Planning Division, Policy Analysis Unit, Procurement Unit and the Resource Centre, provides common services to the entire Ministry.

The Ministry, as the lead agency in the Social Development Sector, is responsible for social protection and empowerment of communities. In collaboration with other stakeholders, it promotes community level action to reduce poverty and provides a human face to the Poverty Eradication Action Plan (PEAP) and other supportive sector strategic plans and policies. Through mobilisation, knowledge, information and skills provision, the communities, especially the poor and vulnerable are enabled to participate in the development process and improve their livelihoods.

1.2 Ministry Strategic Objectives and Outputs

The vision of the ministry is a better standard of living, equity and social cohesion for all especially the poor and the vulnerable and its mission is to create an enabling environment for social protection and social transformation of communities. The mandate of the Ministry is to empower communities to harness their potential through skills development, labour productivity and cultural growth as derived from the 1995 Constitution of the Republic of Uganda, Chapters 4 and 16 which advocate for protection and promotion of fundamental rights of the poor and other vulnerable groups as well as institutions of traditional or cultural leaders.

Objectives

The objectives of the Ministry are:

- To mobilize individuals and communities for poverty eradication;
- To advocate for rights and social protection of the vulnerable groups;
- To foster creation of safe and harmonious working environment for enhancement of productivity;
- To generate labour market information;
- To improve service delivery through community mobilisation and empowerment;
- To provide relevant and timely information to guide planning and policy development; and
- To support cultural and traditional institutions to fight poverty.

1.3 Significance of Statistics

The Social Development Sector needs a statistical system that can effectively and efficiently handle sector data in order to meet the demands of various data producers and users. Key parameters for tracking performance in the sector include data and information on the various target groups and functions. The target groups of the Ministry include workers, youth, children, women, people with disabilities and the older persons.

The functions of the Ministry include;

The Ministry's functions revolve around promotion, protection and fulfillment of the rights of various social groups (women, youth, children, PWDs, workers, the older persons and the non literates) to;

- Formulate policies, policy direction for all stakeholders, develop legislation to monitor and evaluate their implementation;
- Develop, review and disseminate guidelines for service delivery standards;
- Participate in drafting, reviews, reporting and negotiations relating to international and regional treaties, conventions and oversee their implementation;
- Mobilise, empower and support communities particularly the poor and other vulnerable groups to participate in government development initiatives;
- Promote social protection initiatives to reduce economic and social vulnerability among communities by mainstreaming social development concerns (gender, equity and rights);
- Promote affirmative action and equal opportunities for the poor and other vulnerable groups;
- Review, support and promote positive cultural values and practices as well as cultural industries to maintain our cultural diversity;
- Provide an enabling environment for increasing employment opportunities and labour productivity for improved livelihoods through skills development for employability of the poor and other vulnerable groups;
- Promote safety and health through support supervision, monitoring and evaluation of workplaces;
- Provide technical backstopping, support supervision, monitoring and staff training in local governments, CSOs and other actors for efficient social service delivery;

The Social Development Sector Strategic Plan for Statistics (SDS-SPS) seeks to strengthen the Ministry Statistics Unit to play a greater role in the production of sector statistics. The unit will develop standards, promote best practices and coordinate the entire Social Development Sector Statistical System to ensure that better statistics are produced for better planning, policy formulation, programme design and development, and effective implementation. In developing the plan, cognisance was taken of the areas identified for attention in the PEAP and other broad government policy thrusts especially decentralization and social protection. In responding to the nationwide aspirations of PEAP, the Plan in the process addresses pertinent global development policy thrusts like the Millennium Development Goals by capturing statistics on poverty and hunger eradication, promoting gender equality, etc.

The plan provides the overall framework within which social development statistics for districts and lower local government are identified and collected. SDS-SPS will particularly facilitate achievement of Sector Development Goals by:

- Helping to promote transparency and accountability by ensuring availability of information.
- Improving service delivery by promoting evidence based planning.
- Identifying resources necessary for achieving the Sector Statistical objectives and facilitating mobilization of funding from both Government and donors.
- Reversing the decline in the sector statistical production by removing strong constraints in responding to increased user demands,
- Setting strategic directions for the provision of a broad range of statistical data and services to stakeholders and for enabling the Statistics Unit acquire and sustain optimum capacity to assess and satisfy user needs,
- Providing a “road map” for developing Sector statistics in a coordinated, synergic and sustainable manner, and
- Providing a framework for harnessing resources (both national and international).
- Harmonizing the Sector Statistical System and improving on data quality.

1.4 Process of Developing the SDS-SPS

The Planning Division mobilized internal stakeholders in the Ministry of Gender, labour and Social Development including top management, to support the process. A statistics committee was set up with representatives from each of the departments in the ministry and given specific terms of reference under which to operate. Each of the committee members was requested to identify their data needs after consultations with their respective departments. Supported by a strategic management consultants provided by UBOS, findings from the internal consultative meetings were shared with other participating sectors in a number of inter-agency meetings. The findings together with input from inter-agency partners were then compiled into this document – the Social Development Sector Strategic Plan for Statistics (SDS-SPS).

1.5 Structure of the Plan

The plan is divided into six sections with the first section giving the background information, the second section providing a situational analysis of the sector and the third section addressing strategic issues of the sector including the vision, mission and the strategy for improving statistical production. Section five presents the implementation plan while section six addresses the financing plan.

CHAPTER 2: SITUATION ANALYSIS

2.1 Stakeholder Analysis

The Statistics Unit, located within the Planning Division of the Ministry is responsible for data processing and distribution (Box 1). Data produced by the Unit flows to other departments through offices of Finance and Administration and the respective directorates. From Planning Division, data is also disseminated to other key stakeholders (Figure 1).

The Ministry operates closely with seven key semi-autonomous bodies: the National Women Council; the National Council for Children; the National Youth Council; the National Cultural Centre; the National Library; the Industrial Court and Nsamizi Institute of Social Development. These statutory bodies receive subventions from Government through the Ministry and are instrumental in implementing activities for women and youth empowerment; children rights protection and promotion; promotion of productivity and employment; cultural growth and mainstreaming social development concerns.

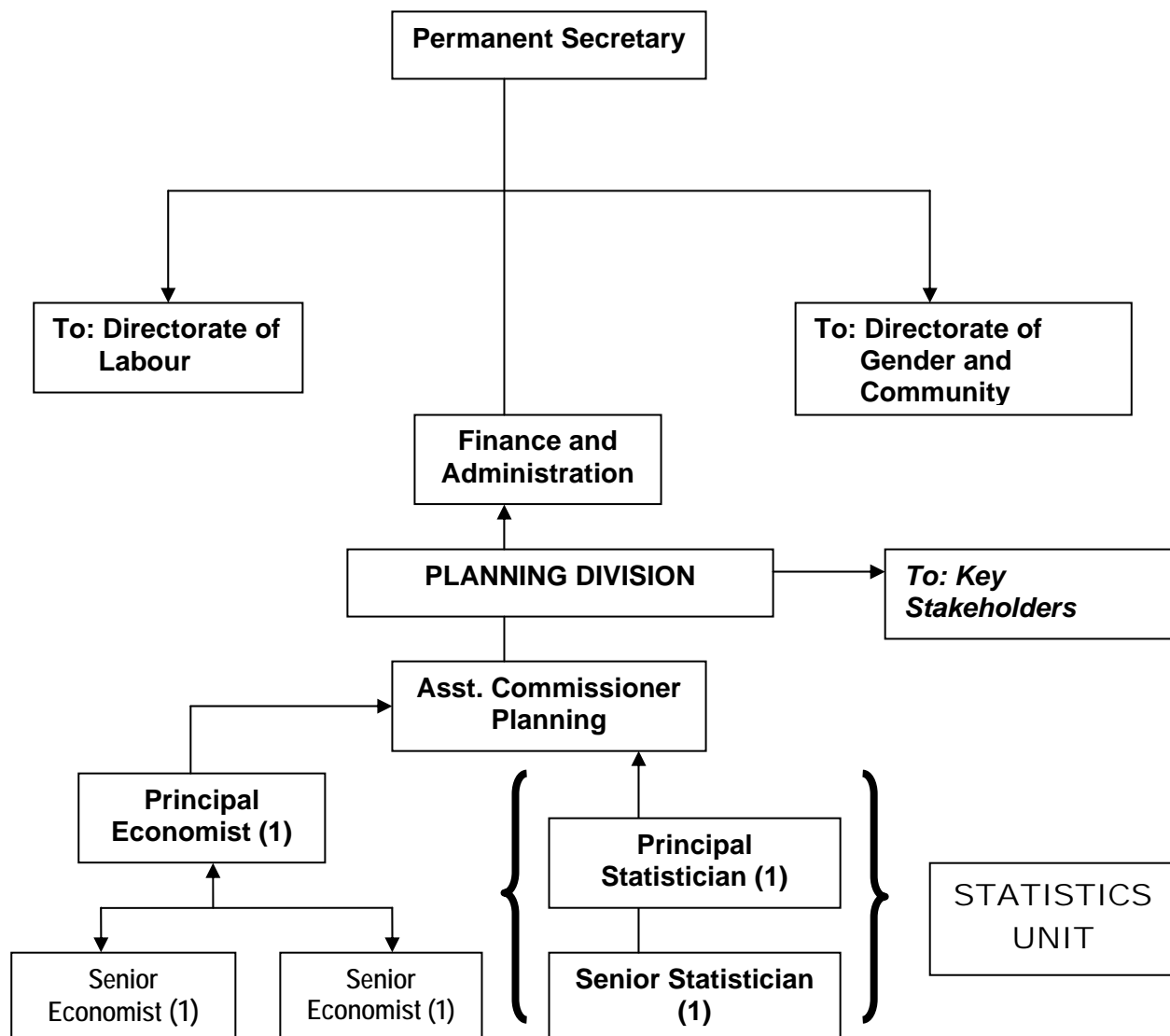
In addition, other sectors and institutions of government such as Health, Education, Water and Natural Resources, Agriculture, Roads, Office of the Prime Minister, Ministry of Public Service, Ministry of Local Government, and Ministry of Finance, Planning and Economic Development are key partners in ensuring that crosscutting social development concerns are given adequate attention. Local Governments are particularly key actors within this sector. There is also a wide range of Civil Society Organisations such as Non-Governmental Organisations, Community and Faith-Based Organisations, Labour Unions, Employer Groups and other interest groups (Politicians, Local authorities in regions and districts, Researchers and academicians, Private Sector Operators, Donor Community, International Organizations, the Press and the Wider Public).

The above constitute both the primary and secondary stakeholders. They play a major role in the generation and use of Statistics. Their demands for data guide the Statistics Unit in the determination and prioritization of data production activities.

Box 1: Functions of the Statistics Unit

- Collection, analysis and dissemination of data/statistics for use in planning.
- Development of relevant information Systems in the sector
- Developing and Managing a Statistical Database for the Ministry.
- Liaising with the Uganda Bureau of Statistics for retrieval, analysis of statistics and Survey data that relate to the Social Development Sector.
- Undertaking research on aspects of the Ministry's portfolio and producing research reports.
- Ensuring that all Information Communications Technology (ICT) infrastructure and services are functional.
- Guiding Ministry Departments in research related activities.
- Designing Monitoring and Evaluation guidelines and formats
- Coordinating and monitoring of programmes and activities of NGOs to ensure adherence to and conformity with government policies and development objectives.
- Monitoring and evaluating Ministry plans and projects to ensure that they are in accordance with the overall national development plan.

Figure 1: Location of the Ministry Statistics Unit in the Structure



2.2 Determination of data priorities and activities

Activities and data priorities of the Statistics Unit are demand-driven and user-focused. Priorities are determined by the user demand to utilise statistical products and services from the Unit. User-demand is therefore the most important factor in the determination of activities and data priorities in the sector. The Social Development Sector is a new sector where data collection units in the entire sector are not yet harmonised. Therefore, data produced currently does not satisfy the demand. There are many data users who need the data from the ministry but cannot get it. There's a lot of relevant data that cannot be sufficiently produced.

Users of statistics differ markedly in regard to the intensity and sophistication of the statistics they require. Some users require summarized and highly aggregated statistics (at national or provincial level); some especially researchers and academicians require micro-data for purposes of conducting definitive/thematic analyses.

Some users such as NGOs, and district Local Government require highly disaggregated statistics for planning at lower levels, targeting interventions and monitoring; whereas others require simple indexes; some require time series data covering a specified period in order to discern trends in phenomena. Key data is collected on: gender, employment, rights, Community Empowerment, orphans and other vulnerable children, poverty levels, youth, women, older persons and disabled persons, other people in difficult circumstances, occupation safety and health, culture.

2.3 Resource outlay

The Statistics Unit has no budget line in the Ministry. Although the Unit is expected to perform the data production and monitoring functions, no funds are earmarked for the Unit. Worse still, the Planning Division where the Statistics Unit falls has no vote. This has had a negative effect on the productivity of Statistics Unit. The Unit solely relies on donor support.

The unit has only one computer of the about 150 available in the Ministry. Limited Internet and Local Area Network connectivity. The Ministry also has a website where data is posted for public access. The unit is staffed by only two technical officers, the Senior Statistician and the Principal Statisticians, who work closely with 2 Senior Economists, one Principal Economist and the Assistant Commissioner for Planning from within the Planning Division.

2.4 Quality of data produced

Statistical data and information have “extrinsic value” which lies in their power to inform processes such as planning and monitoring. They, therefore, have no value unless they are relevant to stakeholders, accurate, complete, consistent, and timely and with few gaps. Rating the ministry data on key attributes (Table 1), using 1-5 scale (with 1 being the worst and 5 being the best) revealed that although data produced is relevant to stakeholders, it is largely inaccurate, conflicting, insufficiently processed/analysed, insufficiently disaggregated and not easily accessible.

Table 1: Rank of attributes of data produced

Attributes	Rank	Comments
Relevance for stakeholders	5	Data produced is relevant to the stakeholders, because its production is in response to demand. Stakeholders (users) express their demand for data during working meetings and workshops. Others express their data demand by writing to the Ministry and others including researchers visit the Ministry physically.
Accuracy	3	Data accuracy is ranked average. The inaccuracy of data normally originates from the Community Development Officers at the district, who are not properly trained in data collection and management. Standards, methodologies and definitions are also not harmonised across data producers within the sector.
Completeness	2	Most of the available data series are incomplete in the sense that some districts or parts of the country or other areas are at times omitted from the data collection process. Lack of completeness of data affects the design, implementation and evaluation of development programmes. Completeness of the sectors statistics need to be ensured by designing

Attributes	Rank	Comments
		comprehensive data collection programmes so that data can be collected to fill the data gaps.
Consistency	2	Several users have consistently said some of the data produced in the Ministry conflicts with data from different sources such as UNICEF, World Bank and other International bodies. Furthermore, sometimes data produced by the Ministry slightly differs from that of National Household Surveys by Uganda Bureau of Statistics. Although crosschecking is done for consistence of the data, it is usually not comprehensively undertaken, hence the inconsistencies!
Timeliness	1	A number of data users have come to the Ministry to look for data which in most cases is not readily available. For example Functional Adult Literacy data, release calendars are put in place but are quite often violated by Community Development officers at districts who submit data very late. Timeliness is one of the dimensions of data quality and it engenders data relevance and usability. Indeed, some data are of little use if not produced in real time. Our data users have identified lack of timeliness as one of the main weaknesses of the Ministry Statistics Unit.
Data Gaps	1	There are data gaps on: gender, employment, rights, Community Empowerment, orphans and other vulnerable children, poverty levels, youth, women, elderly and disabled persons, other people in difficult circumstances, occupation safety and health, Culture . There's need to improve the quality of sector's statistics and to fill these data gaps. Gaps are a result of inadequate resources for data collection in the statistics unit.

2.5 Challenges in social development sector statistics production

The data production programmes have largely been donor- supported (driven) and often may not adequately focus on sector priorities. Equipment and supplies for reproducing documents are inadequate, while the workload is squarely on one professional staff. Computers are few, not networked onto the Local area network and data analysis packages like SPSS are lacking. There is no central database for data storage. Data is still kept in paper files, no computerized data storage software. The Ministry website is not up-dated regularly. The Unit does not have a vehicle to ease data collection from the field. There are no standard definitions; no sampling frames and some data collection questionnaires are very old and outdated.

2.6 SWOT Analysis

The main Strengths, Weaknesses and to some extent Opportunities and Threats to the Sector have been identified in the course of various studies and reports on statistical activities as follows:

Strengths

(a) Extensive Field Infrastructure: The Ministry is linked to districts through community development officers' situated at every district and Community Development Assistants at every Sub-county. The existence of planning units at every district also supplements the community development officers in data collection. The Community Development Workers infrastructure provides an opportunity to other institutions to collect household-based data in the country.

(b) Library Services: The Ministry has got a resource centre which provides library services. The National Library of Uganda, a key semi- autonomous body which is supervised by the Ministry, has several Library and resource centres all over the country.

The libraries have become an essential infrastructural component of statistics dissemination.

(c) Qualified Staff: the existing staff under the Statistics Unit are very well trained in data collection and management. The entire Planning Division comprises of officers who are well trained in data collection and management.

(d) Conducive Work Environment: All the Ministry Departments and a few semi-autonomous institutions are housed under one roof thus promoting consultation and exchange of data and information. There is a Local Area Network (LAN) linking up a few computers in the offices and, the staff have access to the Internet.

Weaknesses

(a) Low Profile of statistics within the sector: The role and importance of statistics is still not yet appreciated in the Social Development Sector. There are still decision-makers, and administrators who do not appreciate the role of statistics in promoting good governance and management of public affairs. This partly explains why statistical production is grossly under-funded.

(b) Limited Statistical Advocacy: Due to lack of financial resources, the Statistics Unit in the Ministry cannot carry out statistical advocacy. Statistical advocacy is crucial for statistical development within the Social Development Sector. It involves promoting “statistical thinking”, demonstrating power and use of statistics, promoting a culture of evidence-based policy and decision-making; and mobilizing national and international resources for statistics. Little or lack of general appreciation at political and policy level of the role and importance of statistics has led to under-funding statistical production. This leads to poor policy design, uninformed decisions, inability to monitor implementation of policies, projects and programmes as well as inability to evaluate the success of such policies, projects and programmes in the Social Development Sector.

(c) Coordination, Collaboration, Networking and Information Sharing: Coordination, collaboration and networking are essential for development and production of sector statistics. Coordination, networking and information sharing between data users and producers, among data producers, between data producers and research and training institutions, and among donors within and outside the ministry is weak. The Ministry has limited capacity to coordinate and supervise production of data across the sector.

(d) Limited use of Data: While there are data gaps on one hand, there is limited use of existing data produced by the Statistics Unit on the other hand. Some of the reasons for limited use of existing data include, among others: lack of information about available data, publications sent to user institutions not passed on to actual users, and multiple access points.

(e) Lack of IT Strategy: The Ministry has not yet developed an IT policy and strategy to guide its IT and data management operations including standardisation of work

processes, infrastructure and facilities (hardware, software and maintenance); provision of access to shared facilities (e.g. administrative tools) and connectivity.

Lack of the policy and strategy has not enabled the Statistics Unit to maximise benefits from application of IT and achieve cost effectiveness.

(f) Lack of Human Resources Development Strategy: The Ministry does not have a Human Resource Development strategy. This has been a demotivating factor for staff as issues of training, career development, and staff retention are handled in an ad hoc and unsatisfactory manner.

(g) Inadequate Data Disaggregation: In order to be able to monitor national development, there is now high demand for disaggregated data at district and household/community level, by gender and by other important sub-population classifications for bottom -up planning, targeted interventions and monitoring. One of the main complaints of users about the Sector's statistics is limited disaggregation of data.

(h) Lack of Timeliness in Data: Timeliness is one of the dimensions of data quality. Timeliness engenders data relevance and usability. Data users have identified lack of timeliness as one of the main weaknesses.

Opportunities

The following main opportunities have been identified:

(a) International Frameworks: There are a number of international frameworks on statistical development that the Ministry of Gender, Labour and Social Development can get off the shelf and use. These include, among others, the United Nation's Fundamental Principles of Official Statistics, Addis Ababa Plan of Action for Statistical Development in Africa, the IMF's Special Data Dissemination Standard (SDDS) which identifies best practices in the dissemination of economic and financial data and its companion General Data Dissemination System (GDDS).

(b) National Partnerships for Statistical Development: In the last few years, there has been an increase in National cooperation and partnerships for statistical production to respond to the unprecedented demand for statistics and development indicators in Uganda. Uganda Bureau of Statistics has been at the centre stage of this initiative. It has set up data producer-producer and Sector Technical Working Groups (TWGS) to guide and improve statistical production in Uganda.

(c) Advances in IT: Advances in information technology (IT) have made IT hardware more powerful, cheaper and accessible. These advances have also shrunk time and space. These advances provide great opportunities for improving the way data are collected, processed, stored and disseminated to users. In particular, data processing has been speeded up to improve on timeliness, large datasets can be stored, databases can be created, platforms and networks can be created for sharing equipment and

information, more imaginative and attractive statistical products can be produced. It is important that the Ministry Statistics Unit harnesses these advances in IT to improve its performance.

Threats

Possible threats to the development of sector statistics include, among others:

(a) Inadequate Funding by Government: Failure by the Ministry Administration to give priority to statistical production and hence not providing adequate funding to the Statistics Unit to execute its functions.

(b) Inability by the Ministry to recruit more Statisticians: The current Ministry structure provides for only two Statisticians.

CHAPTER 3: STRATEGIC FRAMEWORK FOR THE SOCIAL DEVELOPMENT SECTOR STRATEGIC PLAN FOR STATISTICS

3.1 Vision

The Vision of the for the Social Development Sector Statistical Development is to:

“make the Ministry Statistics Unit a centre of excellence for Social Development statistics production and management”.

3.2 Mission

The mission for the Social Development Sector Statistical Development is

“To provide quality statistics for informed Social Development Sector Policy and decision making”.

3.3 Strategic objectives

Achievement of the above Mission is a function of the following three strategic objectives:

- SO1: Coordinating the management of Social Development Sector related statistics data/ information.
- SO2: Strengthening capacity for collection, analysis and dissemination of Social Development Sector related statistics.
- SO3: Statistical programme for data production.

3.4 Values and principles

- **User Satisfaction:** Meeting user needs was the reason for establishing the Statistical Unit.
- **Effective Processes:** An effective process value chain that starts with innovation processes - identifying current and future user needs and developing solutions to meet these needs - proceeds through operations process - delivering quality value-added statistical products and services to users.
- **Staff Satisfaction:** Staff are the most important resource in any organization. They will not contribute to organizational success if they are not satisfied i.e. if the organizational climate is not motivating, unskilled staff, empowering or conducive for taking personal initiatives. Staff satisfaction is, therefore, an important strategic outcome of this Plan.

CHAPTER 4: STRATEGY FOR IMPROVING STATISTICS PRODUCTION

In order to realize the Vision and Mission for the Social Development Sector Statistical Development, specific actions in the next five years (2006/7 – 2010/11) will be targeted on the three strategic objectives outlined above.

4.1 SO1: Coordination and Management

The strategies will involve computerization of the data capture and storage processes by establishing electronic linkages between and within sectors and more effective guidance to data and information management staff at local administration level. It will also involve strengthening documentation of data/information, developing policy guidelines and standards for data management, and monitoring, supervising and evaluating the Social Development Sector statistical development process.

Lack of co-ordination of data producers, users and suppliers is a challenge traceable to such factors as: inexistence of budget support to programmes and stakeholders for information and poor integration of processes. With inadequate integration, information sub-systems have emerged resulting in inconsistencies.

Main Strategies

- Setting up and ensuring effective operation of Social Development Sector statistical structures (committees).
- Synchronizing statistical generation processes to ensure coherence in data generation within the sector.
- Collaborating with UBOS in implementing the Plan for National Statistics Development.

Specific Actions

- SO1.1 Advocate for statistics and create demand for statistical products and services
- SO1.2 Computerize data management at ministry and district level
- SO1.3 Create an environment for information gathering and sharing with all stakeholders
- SO1.4 Develop/review policy guidelines and standards for data management
- SO1.5 Develop monitoring and evaluation tools on statistical development
- SO1.6 Enhance the relevance of sector statistics by ensuring data quality (consistency, completeness, accuracy, timeliness, accessibility).
- SO1.7 Facilitate stakeholders to play greater and more proactive upstream roles in the development (collection, management and use) of sector statistics.
- SO1.8 Standardise and harmonise definitions, concepts, data collection methodologies and classifications
- SO1.9 Promote use of “best practices” and appropriate methods

- SO1.10 Develop appropriate methodologies and apply quality control procedures in data production processes.
- SO1.11 Develop a dissemination policy and programme to provide data and information to key users in a user-friendly manner.
- SO1.12 Finalise the design and implement the Social Development Sector Management Information/ Monitoring and Evaluation System
- SO1.13 Finalise the design and implementation of the Community Based Management Information System.
- SO1.14 Finalise the design and implementation of the Functional Adult Literacy Management Information System
- SO1.15 Finalise the design and implementation of the Labour Market Information System
- SO1.16 Designing and implementing of Orphans and Other Vulnerable Children Management Information System (OVCMIS)
- SO1.17 Develop and implement an IT Strategy
- SO1.18 Review data collection tools
- SO1.19 Conduct supervision on data management at all levels
- SO1.20 Carry out data Quality Audits (DQA)
- SO1.21 Monitor implementation of statistical development

4.2 SO2: Capacity for Statistical Development

There is need for well qualified, motivated and well equipped staff to produce quality statistics. Data users need to be empowered to access the data and information produced.

Main Strategies

- Providing support to the sector stakeholders to enhance the quality of generation, analysis, dissemination and use of statistics.

Specific Actions

- SO2.1 Facilitate recruitment of staff appropriate for data management
Conduct activities to improve skills of data producers on data management
- SO2.2 Train staff to improve analysis capability
- SO2.3 Create appropriate and accessible databases for routine and non-routine data.
Develop a comprehensive Social Development Sector Database and Databank to act as a one-stop-centre for the sector statistical data and information.
- SO2.4 Establish information kiosks as elements of library services
- SO2.5 Provide appropriate physical infrastructure for the Statistics Unit (office space, computers and other equipment for data processing and storage, transport).
- SO2.6 Provide the necessary statistical infrastructure [scientific methods, codes and classifications, the Field Organization, Master Sample for household-based surveys, Register of Establishments and the Geographic Information System (GIS), Relational Database Management Systems (RDBMS)].

- SO2.7 Procure and maintain equipment for printing data management tools
- SO2.8 Procure and install equipment for WAN and LAN
- SO2.9 Set up electronic networking (WAN and LAN) between national and district levels
- SO2.10 Update and manage the Ministry website
- SO2.11 Maintain and update library facilities: expand display and reading space, computerize furniture, equipment, etc.)
- SO2.12 Create space for storage of semi-active records
- SO2.13 Create backups for electronic data
- SO2.14 Produce, print, disseminate statistical reports

4.3 SO3: Statistical Programmes

What is involved?

Most of the data in the Social Development Sector is generated by districts (local Governments), through regular administrative records and through monitoring and evaluation activities. However, there are sometimes ad-hoc surveys that provide additional data.

Main Strategies

- Generating statistics and disseminating them to relevant stakeholders and the general public.
- Collaborating with other sectors and stakeholders in the generation, dissemination and use of statistics.
- Supporting the development of administrative data as a reliable source

Specific Actions

- SO3.1 Develop a mechanism for the coordination of administrative data within the sector.
- SO3.2 Strengthen the information sharing network in order to increase the visibility and utility of the monitoring and evaluation function within the sector.
- SO3.3 Standardize data collection instruments, conduct regular training for data collectors and continuously coordinate the stakeholders of the sector.
- SO3.4 Develop and maintain a data collection and information release calendar/ programme.
- SO3.5 Conduct surveys
- SO3.6 Produce Annual Statistical Abstracts for the Sector

CHAPTER 5: IMPLEMENTATION PLAN

5.1 Mechanisms

Strategy implementation essentially involves translating strategic thought into strategic action. It focuses on efficiency, requires special motivation, leadership skills and coordination among many persons. All these and more make strategy implementation difficult. Indeed, it has been observed that many effectively formulated strategies fail because they are not successfully implemented. The implementation of this plan will involve, among other things, mobilizing drivers of strategic success including: creating a strategy supporting the Statistics Unit; creating awareness; promoting teamwork; IT policy and strategy; development of management systems and procedures; staff motivation; creating quality consciousness; facilitating the operations of Statistics Unit, including adequate funding.

There is a multiplicity of actors in the Social Development Sector. These include Civil Society Organisations, local governments, private sector and autonomous agencies. Over the plan period the Ministry will increase the involvement of these institutions in the planning, collection, monitoring and evaluation of Sector Statistics. Successful implementation of the SDS-SPS requires strengthening existing partnerships and improved collaboration among all the stakeholders. Since Social Development Statistics are cross cutting, achieving the Plan outcomes requires a concerted effort to influence other sectors. Thus, not only will the SDS-SPS be implemented through a sector-wide approach but also through a multi-sectoral strategy.

Development partners who are actively engaged in the Social Development Sector have formed a **Coalition Support Group**, which works with Ministry of Gender, Labour and Social Development. This structure will be maintained. Similarly, the Statistics Committee established to oversee the formulation of the SDS-SPS will be retained and revitalised for implementation. Planning Division will take lead in the implementation of the plan. The Social Development Sector Working Group has also been a forum for networking and collaborating with other ministries, autonomous agencies, development partners and Civil Society Organisations. Presently, this group is active only during the preparation of the Budget Framework Papers. In an effort to strengthen the partnerships and co-ordination within the sector, the Statistics Committee will be integrated with the Sector-Working Group to build a strong and more permanent Working Group.

The implementation of the SDS-SPS will further seek to build on existing initiatives to concretise partnerships essential for successful co-ordination and collaboration. These efforts will necessitate a balance between pushing for collaboration and adjusting to effectively take on all the data demands from other stakeholders and sectors. Linkages with key institutions and programmes like District Planning Units, Uganda Bureau of Statistics, Office of the Prime Minister and NPA will be strengthened to ensure adequate generation of statistics on Social Development concerns for policy development.

The implementation of the SDS-SPS will be in line with the requirements of the Constitution and the Local Governments Act. Accordingly, the Ministry of Gender, Labour and Social Development will be responsible for policy, setting standards and guidelines, supervision and monitoring, technical support and resource mobilisation. The local governments will be responsible for data collection and for establishing local priorities as far as statistics is concerned.

5.2 Monitoring and Evaluation

A Plan-relevant set of performance indicators has been designed to measure progress towards the objectives of the Plan. These indicators are presented in the Logical Framework (section 5.3). At the end of the Plan period, there will be an evaluation to assess the most significant constraints, the most successful activities and generally to assess how well the strategies in the Plan will have met the set objectives.

5.3 Financing Plan

The MGLSD statistics Plan will be financed by Government and contributions from development agencies such as DFID over the next five years. However, it is expected that the donor contribution will go down with time as that of government increases.

ANNEX A: STATISTICS PRODUCTION SCHEDULE

Statistics produced (Current)	Indicators	Design	Level of desegregation		Frequency of production	Publication/ Report
			Administrative	Gender		
Number of Community Development Officers (CDOs) and Assistant CDOs at the various levels of Local Government by gender and qualification	PEAP	Administrative records	District	Yes	Quarterly	Annual
Number of functional Parish Development Committees	Pre-conditioned	Administrative records	National District	No	Quarterly	Annual
Number of communities/village associations registered	Pre-conditioned	Administrative Records Survey and censuses	District	No	Quarterly	Annual
Number of Lower Level Government monitoring visits by MGLSD	Pre- Conditioned	Administrative records Surveys and Censuses	District Sub- County	No	Quarterly	Annual
Number of sub-counties with a functional Community Information System (CIS) including FAL and OVC modules	Pre- Conditioned	Administrative records Surveys and Censuses	District Sub- County	No	Quarterly	Annual
Number of cultural performing groups participating in community mobilisation	Pre- Conditional	Administrative records Surveys and Censuses	District Sub- County	No	Quarterly	Annual
Adult literacy rate [18 years & above]	PEAP	Surveys and censuses	All levels	Yes		Annual
Enrolment in Functional Adult Literacy programme	Pre- conditioned	Surveys and Censuses	District Sub- County	Yes	Quarterly	Annual
FAL completion rates	Pre- conditioned	Administrative records Surveys and Censuses	District Sub- County	Yes	-	Annual
Number of Functional Adult Literacy Instructors	Pre- conditioned	Administrative records Surveys and Censuses	District Sub- County	Yes	Quarterly	Annual

Statistics produced (Current)	Indicators	Design	Level of desegregation		Frequency of production	Publication/ Report
			Administrative	Gender		
Primer Learner ratio	Pre- conditioned	Administrative records	All levels	No	Quarterly	Annual
Proportion of OVCs versus non-OVC in households living below the poverty line	Pre- conditioned	Administrative records Surveys and Censuses	District Sub- County	No	-	Annual
Ratio of food insecure households with OVC compared to households without OVC	Pre- conditioned	Administrative records Surveys and Censuses	District Sub- County	Yes	-	Annual
Percentage of OVC versus non-OVC who have three minimum basic material needs for personal care	Pre- conditioned	Administrative records Surveys and Censuses	District Sub- County	Yes	-	Annual
Percentage of OVC who live under the protection of an adult care-giver	Pre- conditioned	Administrative records Surveys and Censuses	District National	Yes	-	Annual
Ratio of proportion of OVC versus non-OVC aged 10 – 14 years who are currently attending school	Pre –conditioned	Administrative records and surveys censuses	National	Yes	-	Annual
Proportion of OVC 12 – 24 months versus non-OVC 12 – 24 months who are fully immunized	Pre- conditions	Administrative records and surveys censuses	National District	Yes	-	Annual
Ratio of proportion of OVC versus non-OVC aged 15 – 17 who had sex before age 15 years	Pre- conditions	Administrative records and surveys censuses	National	Yes	-	Annual
Percentage of OVC who have access to a comprehensive OVC service package	Pre- conditioned	Administrative records Surveys and censuses	National District	Yes	-	Annual
Percentage of People with Disabilities (PWDs) accessing basic services	Pre- conditioned	Administrative records Surveys and censuses	National District	Yes	-	Annual
Percentage of Internally Displaced People (IDPs) accessing basic services	Pre- conditioned	Administrative records Surveys and censuses	National	Yes	-	Annual

Statistics produced (Current)	Indicators	Design	Level of desegregation		Frequency of production	Publication/ Report
			Administrative	Gender		
Percentage of IDPs rehabilitated and resettled	Pre- conditioned	Administrative records Surveys and censuses	National	Yes	-	Annual
Percentage of older persons accessing basic services	Pre- conditioned	Administrative records Surveys and censuses	National District	Yes	-	Annual
Number of functioning cash transfer schemes and beneficiaries	Pre- conditioned	Administrative records Surveys and censuses	National	Yes	-	Annual
Number of workers actively contributing to the formal social security system (NSSF).	Pre- conditioned	Administrative records	National	Yes	-	Annual
Number of functional common-bond social security groups/schemes	Pre- conditioned	Administrative	District	No	-	Annual
Percentage of workers participating in HIV/AIDS awareness and prevention activities at the workplace	Pre- conditioned	Survey and censuses	National	Yes	-	Annual
Number of workplaces with support programmes for HIV/AIDS infected and affected persons	Pre- conditioned	Survey and censuses	National	No	-	Annual
Number of labour laws operationalised	Pre- conditioned	Administrative records	National	No	Quarterly	Annual
Number of new labour inspectors recruited by Local Government and trained	Pre- conditioned	Administrative records	National District	Yes	Quarterly	Annual
Number of new job placements carried out by Labour offices	Pre- conditioned	Surveys	National District	Yes	Quarterly	Annual
Number of workplace inspections carried out and industrial accidents investigated and acted upon	Pre- conditional	Surveys	National District	No	Quarterly	Annual

Statistics produced (Current)	Indicators	Design	Level of desegregation		Frequency of production	Publication/ Report
			Administrative	Gender		
Number of sexual harassment cases reported by female or male workers	Pre- conditional	Surveys	All levels	No	Quarterly	Annual
Number of industrial disputes reported and resolved	Pre- conditional	Administrative	All levels	No	Quarterly	Annual
Levels of employment	PEAP	Surveys	National	Yes	Quarterly	Annual
Number of kilometres of labour intensive feeder and community road completed/maintained	Pre- conditioned	Surveys	National District	No	Quarterly	Annual
Number of labour intensive infrastructure contracts awarded to target communities by Local Government Authorities	Pre- conditioned	Survey and Administrative	National District	No	Quarterly	Annual
Labour force participation rate	PEAP	Surveys	National	No	Quarterly	Annual
Unemployment rate	PEAP	Surveys	National	Yes	Quarterly	Annual
Inactivity rate	PEAP	Surveys	National	No	Quarterly	Annual
Number of Ministries, Departments and Agencies (MDA) planners and policy-makers trained in gender and rights-based approaches	Pre- conditioned	Administrative records	National	Yes	Quarterly	Annual
Number of members of Local Government Technical Planning Committees and Councillors trained in gender and rights	Pre- conditioned	Administrative records	National District	Yes	Quarterly	Annual
Number of gender and rights sensitive Social Devp't Sector Ministry Budget Framework Papers (BFPs)	Pre- conditioned	Administrative records	National	No	Quarterly	Annual
Number of gender and rights sensitive approved Local Government Development Plans and Budgets	Pre- conditioned	Administrative records	National	No	Quarterly	Annual

Statistics produced (Current)	Indicators	Design	Level of desegregation		Frequency of production	Publication/ Report
			Administrative	Gender		
Number of gender and rights sensitive policies, national plans and programmes	Pre- conditioned	Administrative records	National	No	Quarterly	Annual
Number of gender-based violence cases reported by district	Pre- conditioned	Administrative records	District National Regional	No	Quarterly	Annual
All approved and filled MGLSD posts	Pre- conditioned	Administrative records	National	Yes	Annually	Annual
Proportion of Districts submitting complete quarterly reports to MGLSD	Pre- conditioned	Surveys records Censuses	National Regional District	No	Quarterly	Annual
Percentage of MGLSD resources utilised for SDS Monitoring and Evaluation	Pre- conditioned	Administrative records	National	No	Quarterly	Annual
Percentage of personnel at the centre and in the districts benefiting from a professional continuing learning programme for the SDS sector	Pre- conditioned	Administrative records	National	Yes	Quarterly	Annual

ANNEX B: LOGICAL FRAMEWORK

Hierarchy of Objectives	Measurable Indicators (Baselines to be established)	Sources of Verification	Assumptions
Overall Objective			
To develop a world Class Statistical System.	<p>a) WB statistical capacity indicator score improved from 73% in 2006 to 85% by 2012.</p> <p>b) All statistics produced according to internationally recognized standards and in compliance with GDDS standards by 2011</p>	<ul style="list-style-type: none"> World Bank reports IMF & UN Reports 	<ul style="list-style-type: none"> Government of Uganda committed to production and use of statistics
Purpose			
To develop a coherent, reliable, efficient and demand-driven statistical system that supports management and policy formulation within the Social Sector.	<p>P1: Levels of improvement in the institutional framework for setting, managing, financing and implementing the statistics function.</p> <p>P2: Levels of adoption, use and satisfaction of stakeholders with the delivery and quality of statistics.</p> <p>P3: Changes in sectoral performance.</p>	<ul style="list-style-type: none"> National statistics Evaluation and impact assessment reports Reports of appropriate national and international organisations 	<ul style="list-style-type: none"> Adequate social, economic and political stability exists. Minimal disruptions from biophysical and environmental catastrophes. Relevant local and national policies are implemented effectively. Government continues to support statistics development and usage. Equitable distribution of benefits occurs. Government, non-government, local and national stakeholders operate effectively at appropriate levels.
Results/Outputs			
O.P1: Coherent, reliable, efficient coordinated sector statistical system established and operational.	<p>R1.1: Statistical structures and procedures at all levels in the SDS established by Ministry of Gender, Labour and Social Development and operating in full compliance with existing legal framework, guiding principles of the PNSD and the approved guidelines by 2010.</p> <p>R1.2: External and internal linkages and partnerships built by 2010 to improve potential of the entire Social Development Sector Statistical System.</p>	<ul style="list-style-type: none"> Requests for Information from Programmes and partners Feedback reports between levels Reports of Collaboration/ consultation meetings 	<ul style="list-style-type: none"> Political, social and economic stability does not deteriorate to critical levels. Adequate commitment and capacity to collect and use health statistics is maintained. Efficient and effective international and national statistics support services exist. Effective mechanisms for widespread statistics collection and usage exist and are user-friendly.

Hierarchy of Objectives	Measurable Indicators (Baselines to be established)	Sources of Verification	Assumptions
<p>O.P2: Sectoral capacity for collection, analysis, dissemination and utilisation of statistics strengthened.</p>	<p>R2.1: Statistical sub-units created.</p> <p>R2.2: Performance based scheme of service and incentive for statisticians employed.</p> <p>R2.4: Extent to which statistical information is integrated in Social Development Sector development plans and levels of budget allocation to statistics function.</p> <p>R2.5: Increase in demand and access to statistical services, including proportion of demand satisfactorily met.</p>	<ul style="list-style-type: none"> • Staff motivation and training plans • Budget allocations • Sector Plans • Requests for Information from Programmes and partners • Feedback reports from clients • Reports of Collaboration/ consultation meetings 	<ul style="list-style-type: none"> • Costs (time, money, personnel) do not compromise gains arising out of decisions based on statistics. • Government, non-government, local and national stakeholders operate effectively at appropriate levels.
<p>O.P3: Demand-driven statistics generated and disseminated.</p>	<p>R3.1 Increase in the number and type of statistical products being generated and provided</p> <p>R3.2: Increase in number and categories of stakeholders who have adequate access to Social Development Sector statistics at all times.</p> <p>R3.3: Increase in levels of demand for and access to statistics.</p>	<ul style="list-style-type: none"> • Statistical reports and releases 	

Activities			
Hierarchy of objectives	Inputs	Sources of Verification	Assumptions
<p>1.1 Improve skills of data producers on data management</p> <p>1.2 Facilitate stakeholders to play more proactive roles in the development (collection, management and use) of SDS statistics.</p> <p>1.3 Computerize data management at Ministry and District level</p> <p>1.4 Develop/review policy guidelines and standards for data management</p> <p>1.5 Advocate for statistics and create demand for statistical products and services</p> <p>1.6 Develop monitoring and evaluation tools on statistical development</p> <p>1.7 Develop a dissemination policy and programme to provide data and information to key users in a user-friendly manner.</p> <p>1.8 Design and implement the Social Development Sector Management Information/ Monitoring and Evaluation System (SDSMIS)</p> <p>1.9 Design and implementation of the Community Information System (CIS).</p> <p>1.10 Design and implementation of the National Adult Literacy Management Information System (NALMIS).</p> <p>1.11 Design and implementation of the Labour Market Management Information System (LMIS).</p> <p>1.12 Design and implementation of Orphans and Other Vulnerable Children Management Information System (OVCNIS).</p> <p>1.13 Create an environment for information gathering and sharing with all stakeholders</p> <p>1.14 Standardise and harmonise definitions, concepts, data collection methodologies and classifications</p> <p>1.15 Enhance the relevance of sector statistics by ensuring data quality</p>	<ul style="list-style-type: none"> Capacity building plan Trainers Community Information System Guideline on standards Advocacy plan Dissemination policy M&E Framework Guidelines on standards, concepts and methods M&E Tools 	<ul style="list-style-type: none"> Skills of data producers improved Data management at Ministry and District level computerized Increased demand for statistical products and services Statistical development tools on monitoring and evaluation developed Dissemination policy and programme developed Social Development Sector Management Information/ Monitoring and Evaluation System (SDSMIS) developed Community Information System (CIS) implemented. National Adult Literacy Management Information System (NALMIS) developed. The Labour Market Management Information System (LMIS) developed Orphans and Other Vulnerable Children Management Information System (OVCNIS) developed. Environment for information gathering and sharing created Standardized data collection methodologies and classifications Relevant sector statistics availed. Best practices and appropriate methods used Appropriate methodologies and quality control procedures developed 	<ul style="list-style-type: none"> Effective local, sectoral and national mechanisms for statistics collection exist. Potential, effective partnerships with adequate capacity for generation and use of statistics information exist. Adequate human, physical and financial resources are maintained within the statistics function of the sector and other partners. Government, non-government, regional and national organisations operate effectively at appropriate levels.

Activities			
Hierarchy of objectives	Inputs	Sources of Verification	Assumptions
<p>(consistency, completeness, accuracy, timeliness, accessibility)</p> <p>1.16 Promote use of “best practices” and appropriate methods</p> <p>1.17 Develop appropriate methodologies and apply quality control procedures in data production processes.</p> <p>1.18 Develop and implement an IT Strategy</p> <p>1.19 Review data management tools</p> <p>1.20 Conduct supervision on data management at all levels</p> <p>1.21 Carry out data Quality Audits (DQA)</p> <p>1.22 Monitor implementation of statistical development</p>		<ul style="list-style-type: none"> • An IT Strategy developed • Data management tools reviewed • Supervision on data management levels conducted • Data Quality Audits carried out • Statistical development implemented 	
<p>2.1 Facilitate recruitment of data management staff</p> <p>2.2 Train staff to improve analysis capability</p> <p>2.3 Develop a comprehensive Social Development Sector Database and Databank to act as a one-stop-centre for the sector statistical data and information.</p> <p>2.4 Establish information kiosks as elements of library services</p> <p>2.5 Provide appropriate physical infrastructure for the Statistics Unit (office space, computers and other equipment for data processing and storage, transport).</p> <p>2.6 Provide the necessary statistical infrastructure [scientific methods, codes and classifications, the Field Organization, Master Sample for household-based surveys, Register of Establishments and the Geographic Information System (GIS), Relational Database Management Systems (RDBMS)].</p> <p>2.7 Procure and maintain equipment for printing data collection tools</p> <p>2.8 Procure and install equipment for</p>	<ul style="list-style-type: none"> • TORs for the data management staff • Staff training programme • Accessible data sets • Functional Library • Computers and other equipment • Master Sample, RDBMSs • Specifications for the required equipment 	<ul style="list-style-type: none"> • Skills of data producers improved • Recruitment and training of staff for data management • Accessible databases created • Social Development Sector Database and Databank developed • Information kiosks established • Statistics unit created • Printing data collection tools • Equipment for WAN and LAN • Electronic networking between national and district levels • Ministry website updated • Library facilities updated and access to reading materials computerized • Storage space for semi-active records • Backups for electronic data created • Statistical reports produced, printed and disseminated 	

Activities			
Hierarchy of objectives	Inputs	Sources of Verification	Assumptions
WAN and LAN 2.9 Update and manage the Ministry website 2.10 Maintain and update library facilities: expand display and reading space, computerize access to reading materials, furniture, equipment, etc.) 2.11 Produce, print, disseminate statistical reports	<ul style="list-style-type: none"> Dissemination strategy and programme 		
3.1 Conduct surveys 3.2 Develop and maintain a data collection and information release calendar/ programme. 3.3 Standardize data collection instruments, conduct regular training for data collectors and continuously coordinate the stakeholders of the sector. 3.4 Strengthen the information sharing network in order to increase the 3.5 Develop a mechanism for the coordination of administrative data within the sector.	<ul style="list-style-type: none"> Questionnaires List of data sets to include in the calendar Data collection instruments 	<ul style="list-style-type: none"> Statistical data generated from surveys Data collection and information release calendar developed Data collection instruments standardized Visibility and utility of the monitoring and evaluation increased Coordination mechanism for administrative data developed 	

Note:

O-Out put; P-Purpose; R-Result (For Example O.P1 stands for “Output for Purpose 1”.)

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

ANNEX C: ACTIVITY SCHEDULE (2007-2011)

In order to achieve the strategic objectives, the activities will be undertaken over the time indicated in the action plan.

Activity	Year 1				Year 2				Year 3				Year 4				Year 5			
Coordination and Management																				
Facilitating stakeholders to play greater and more proactive upstream roles in the development (collection, management and use) of SDS statistics.																				
Computerizing data management at Ministry and District level																				
Advocating for statistics and creating demand for statistical products and services																				
Developing monitoring and evaluation tools on statistical development																				
Developing a dissemination policy and programme to provide data and information to key users in a user-friendly manner.																				
Creating an environment for information gathering and sharing with all stakeholders																				
Standardise and harmonise definitions, concepts, data collection methodologies and classifications																				
Finalise the design and implement the Social Development Sector Management Information/ Monitoring and Evaluation System (SDSMIS)																				
Finalise the design and Implementation of the Community Based Management Information System (CBMIS).																				
Finalise the design and implementation of the Functional Adult Literacy Management Information System (NALMIS)																				
Finalise the design and implementation of the Labour Market Information System (LMIS)																				
Designing and implementing of Orphans and Other Vulnerable Children Management Information System (OVCMIS).																				
Enhancing the relevance of sector statistics by ensuring data quality (consistency, completeness, accuracy, timeliness, accessibility)																				
Developing appropriate methodologies and applying quality control procedures in data production processes.																				
Promoting use of "best practices" and appropriate methods																				
Developing and implementing an IT Strategy																				
Reviewing data management tools																				
Develop/review policy guidelines and standards for data management																				
Conducting supervision on data management at all levels																				
Carrying out data Quality Audits (DQA)																				
Monitoring implementation of statistical development																				

Activity	Year 1				Year 2				Year 3				Year 4				Year 5			
Capacity for Statistical Development																				
Conducting activities to improve skills of data producers on data management																				
Facilitating recruitment and training of staff appropriate for data management																				
Train staff to improve analysis capability																				
Creating appropriate and accessible databases for routine and non-routine data.																				
Developing a comprehensive Social Development Sector Database and Databank to act as a one-stop-centre for the sector statistical data and information																				
Establishing information kiosks as elements of library services																				
Providing appropriate physical infrastructure for the Statistics Unit (office space, computers and other equipment for data processing and storage, transport).																				
Providing the necessary statistical infrastructure [scientific methods, codes and classifications, the Field Organization, Master Sample for household-based surveys, Register of Establishments and the Geographic Information System (GIS), Relational Database Management Systems (RDBMS)].																				
Procuring and maintaining equipment for printing data collection tools																				
Procuring and installing equipment for WAN and LAN																				
Setting up electronic networking (WAN and LAN) between national and district levels																				
Updating and managing the Ministry website																				
Maintaining and updating library facilities: expand display and reading space, computerize access to reading materials, furniture, equipment, etc.)																				
Creating space for storage of semi-active records																				
Creating backups for electronic data																				
Producing, printing, disseminating statistical reports																				
Statistical Programme																				
Conducting surveys																				
Developing a data collection and information release calendar/ programme																				
Standardizing data collection instruments, conducting regular training for data collectors and continuously coordinating the stakeholders of the sector																				
Strengthening the information sharing network in order to increase the visibility and utility of the monitoring and evaluation function within the sector																				
Developing a mechanism for the coordination of administrative data within the sector.																				

ANNEX D: BUDGET ESTIMATES (2007-2011) (Uganda shillings)

	Activity	YR 1	YR 2	YR 3	YR 4	YR 5	TOTAL
1	Coordination and Management						
11	Facilitating stakeholders to play greater and more proactive upstream roles in the development (collection, management and use) of SDS statistics.	12,789,000	13,428,450	14,099,873			40,317,323
1.2	Computerizing data management at Ministry and District level (<i>Phased approach – 20 districts per year</i>)		40,000,000	40,000,000	40,000,000	40,000,000	160,000,000
1.3	Advocating for statistics and creating demand for statistical products and services	16,596,000	17,425,800	18,297,090	19,211,945	20,172,542	91,703,376
1.4	Developing monitoring and evaluation tools on statistical development	11,939,200	12,536,160				
1.5	Developing a dissemination policy and programme to provide data and information to key users in a user-friendly manner. - (<i>DATA DISSEMINATION</i>)	11,726,000	12,312,300	12,927,915			36,966,215
1.6	Standardise and harmonise definitions, concepts, data collection methodologies and classifications (<i>Workshops</i>)		8,470,000	8,973,000			17,443,000
1.7	Designing and implementing the Social Development Sector Management Information/ Monitoring and Evaluation System (SDSMIS)		79,000,000	103,005,600	14,000,000	14,000,000	210,005,600
1.8	Implementing the Community Information System (CIS).	60,000,000	150,000,000	155,000,000	6,000,000	6,500,000	377,500,000
1.9	Designing and implementing of the National Adult Literacy Management Information System (NALMIS).		20,000,000	15,000,000	7,000,000	7,000,000	49,000,000
1.10	Designing and implementing of the Labour Market Management Information System (LMIS).		20,000,000	15,000,000	7,000,000	7,000,000	49,000,000
1.11	Designing and implementing of Orphans and Other Vulnerable Children Management Information System (OVCMIS).		20,000,000	15,000,000	7,000,000	7,000,000	49,000,000
1.12	Developing appropriate methodologies and applying quality control procedures in data production processes.		14,000,000	14,000,000			28,000,000
1.13	Developing and implementing an IT Strategy	10,480,000	3,000,000	3,000,000	3,000,000	3,000,000	22,480,000
1.14	Reviewing data management tools- <i>to be covered under MISs</i>						
1.15	Carrying out data Quality Audits (DQA) - <i>to be covered under Monitoring</i>						
1.16	Monitoring implementation of statistical development		15,000,000	17,000,000	17,000,000	18,000,000	67,000,000
	Sub Total	123,530,200	425,172,710	431,303,478	120,211,945	122,672,542	1,198,415,514
2	Capacity for Statistical Development						
2.1	Conducting activities to improve skills of data producers on data management – <i>Training Workshops</i>		20,000,000	20,000,000	20,000,000	20,000,000	80,000,000
2.2	Facilitating recruitment and training of staff appropriate for data management – (<i>HUMAN RESOURCES DEVELOPMENT AND MANAGEMENT</i>)	38,600,000	38,600,000	38,600,000	38,600,000	38,600,000	193,000,000
2.3	Creating appropriate and accessible databases for routine and non-routine data <i>to be covered under SDSMIS.</i>						

	Activity	YR 1	YR 2	YR 3	YR 4	YR 5	TOTAL
2.4	Developing a comprehensive Social Development Sector Database and Databank to act as a one-stop-centre for the sector statistical data and information – <i>to be covered under SDSMIS</i>						
2.5	Establishing information kiosks as elements of library services- <i>to be covered under SDSMIS</i>						
2.6	Providing appropriate physical infrastructure for the Statistics Unit (office space, computers and other equipment for data processing and storage, transport for field activities).	83,860,000	163,860,000	55,000,000	55,000,000	55,000,000	412,720,000
2.7	Providing the necessary statistical infrastructure [scientific methods, codes and classifications, the Field Organization, Master Sample for household-based surveys, Register of Establishments and the Geographic Information System (GIS), Relational Database Management Systems (RDBMS)].		27,425,800	28,297,090	29,211,945	20,172,542	105,107,377
2.8	Procuring and maintaining equipment for printing data collection tools		20,000,000	20,000,000	20,000,000	20,000,000	80,000,000
2.9	Procuring and installing equipment for WAN and LAN		163,860,000	55,000,000	55,000,000	55,000,000	412,720,000
2.10	Setting up electronic networking (WAN and LAN) between national and district levels		100,500,000	100,000,000	100,000,000		300,500,000
2.11	Updating and managing the Ministry website		5,000,000	5,000,000	5,000,000	5,000,000	20,000,000
2.12	Maintaining and updating library facilities: expand display and reading space, computerize access to reading materials, furniture, equipment, etc.)		56,000,000	23,000,000	3,000,000	3,000,000	85,000,000
2.13	Creating space for storage of semi-active records		6,000,000	0	0	0	6,000,000
2.14	Creating backups for electronic data		1,000,000	1,000,000	1,000,000	1,000,000	4,000,000
2.15	Producing, printing, disseminating statistical reports (<i>Facts & Figures, Statistical Abstracts & other publications</i>)		16,000,000	16,000,000	16,000,000	16,000,000	64,000,000
	Sub Total	122,460,000	618,245,800	361,897,090	342,811,945	25,000,000	1,763,047,377
3	Statistical Programme						
3.1	Conducting surveys – <i>2 surveys per year</i>		145,000,000	145,000,000	145,000,000	145,000,000	580,000,000
3.2	Developing a data collection and information release calendar/ programme		17,000,000				17,000,000
3.3	Standardizing data collection instruments, conducting regular training for data collectors and continuously coordinating the stakeholders of the sector		35,600,000	35,600,000	35,600,000	35,600,000	142,400,000
3.4	Strengthening the information sharing network in order to increase the visibility and utility of the monitoring and evaluation function within the sector- <i>to be covered under SDSMIS</i>						
3.5	Developing a mechanism for the coordination of administrative data within the sector- <i>to be covered under SDSMIS.</i>						
	Sub Total		197,600,000	35,600,000	35,600,000	35,600,000	739,400,000
	TOTAL	245,990,200	1,241,018,510	973,800,568	643,623,890	537,045,084	3,641,478,252

ANNEX E: CHALLENGES, STRATEGIES AND PRIORITY ACTIVITIES (2007)

Challenges	Strategies	Priority Activities for the Initial year
<p>MINISTRY OF GENDER, LABOUR AND SOCIAL DEVELOPMENT (MGLSD) Implementing Dept: Planning Division Headed by: Permanent Secretary</p>		
<ul style="list-style-type: none"> • Lack of financial resources is the biggest challenge to statistical production in the sector. • Inadequate stationary affecting the routine work of the statistics unit which involves a lot of report writing, printing questionnaires and photocopying of documents. • Lack of transport is a major constraint faced by the Statistics Unit. • Inadequate levels of staff with only one Statistician available in the Unit • Inadequate IT and physical infrastructure especially computers. Computers are not connected to LAN and insufficient data analysis packages are available e.g. SPSS. • Inadequacy of statistical infrastructure including a lack of standard definitions, obsolete sampling frames and questionnaires. 	<ul style="list-style-type: none"> • Improve funding, in particular, to address the issue of inadequate stationary and lack of transport. • Recruit additional staff with the appropriate competencies. • Procure additional computer equipment • Increase coordination with other data producers to develop up-to-date sampling frames. • Adopt standard guidelines in statistical production in line with international standards. 	<ul style="list-style-type: none"> • Strengthen the statistics unit. • Develop an integrated MIS. • Identify data priorities/gaps and improve instruments. • Clarify data production role of Community Development Officers and their importance for the CIS. • Train staff of statistics unit in IT, production, analysis dissemination and use of statistics and other areas depending on their actual needs.