



**MINISTRY OF TOURISM, TRADE AND INDUSTRY**  
**Sector Strategic Plan for Statistics**  
**2007-2011**

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## Foreword

Statistics and data in general have received inadequate attention from the key policy and decision makers in the Tourism Trade and Industry sector. Data management in the sector is departmentalized and ad hoc which negatively impacts on the degree of its utilization both within and outside the sector.

None the less, data and statistics remain undoubtedly important tools for scientific management of the sector. In light of this, the sector has planned to set up a statistical system that can efficiently and effectively manage sector data in order to sustainably generate statistics for the sector.

Key data for tracking performance in the sector includes that on tourism resources, tourism infrastructure, tourists, accommodation facilities, tour and travel operators, production, processing, exports, business establishments, consumption, industrial performance, cooperative membership, cooperative activity and employment. The envisaged statistical system is to continuously generate such and other related statistics to facilitate planning, monitoring, evaluation and accountability for the sector resources.

The success of this plan hinges mainly on presence of adequate skilled human resource in the Ministry's policy Analysis Unit to produce, analyze and supply statistics efficiently and effectively as well as availability of the supportive financial resources. Securing and deployment of these resources is thus fundamental.

The sector values partnerships with its key stakeholders most notably Uganda Bureau of Statistics (UBOS) for the mentoring and technical backstopping, the Ministries of Public Service and that of Finance Planning and Economic Development (MFPED) for facilitating the functional analysis of the sector that is crucial in this endeavor . These and several others are key in the sector's strive to deliver the major milestones envisaged in this Plan by way of mobilizing the necessary resources as well as complementing the sectors efforts to avail and use its statistics. We commend all our stakeholders and call for your continued support as we build a strong, reliable and sustainable statistical system.

For God and my Country,



Dr. Sam G Nhamya

**Permanent Secretary**

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## **Acronyms**

<b>COMESA</b>	Common Market for Eastern and Southern Africa
<b>ICT</b>	Information Communication Technology
<b>IFMS</b>	Integrated Financial Management System
<b>LAN</b>	Local Area Network
<b>MFPEd</b>	Ministry of Finance Planning and Economic Development
<b>MIS</b>	Management Information System
<b>MTAC</b>	Management Training and Advisory Centre
<b>MTTI</b>	Ministry of Tourism Trade and Industry
<b>PEF</b>	Performance Enhancement Fund
<b>PNSD</b>	Plan for National Statistical Development
<b>ROM</b>	Results Oriented Management
<b>UBOS</b>	Uganda Bureau of Statistics
<b>UEPB</b>	Uganda Export Promotion Board
<b>UIRI</b>	Uganda Industrial Research Institute
<b>UNBS</b>	Uganda National Bureau of Standards
<b>UTB</b>	Uganda Tourist Board
<b>UWA</b>	Uganda Wildlife Authority
<b>UWEC</b>	Uganda Wildlife Education Centre
<b>WAN</b>	Wide Area Network

## **Executive Summary**

The mandate of the Ministry of Tourism, Trade and Industry (MTTI) is derived from the Constitution under the Sixth Schedule Article 189, sections 6, 8,10,11,20 and 23 which is: *“formulating and supporting strategies, plans and programs that promote and ensure expansion and diversification of tourism, trade, cooperatives, environmentally sustainable industrialization, appropriate technology, conservation and preservation of other tradable national products, generating wealth for poverty eradication and benefiting the country socially and economically.”*

Hitherto, limited attention has been given to the use of statistics by the key policy and decision makers in the Ministry/sector. As a result, inadequate funding or hardly any funds are allocated for statistical activities. Data management in the sector is departmentalized and does not follow recognized international standards as there are inconsistencies in the different data collected from the various divisions or agencies of the Ministry. There is limited involvement of the Ministry in surveys undertaken by UBOS and other agencies and vice versa thereby clearly undermining the quality of data collected.

To achieve the above mandate as well as reverse the negative trend in the generation and use of statistics in the sector, it is necessary that collecting, processing, analyzing, and disseminating sector specific statistics and information to the key stakeholders be done continuously and reliably hence this sector statistical plan.

To successively implement this statistical plan, it is important to deploy adequate skilled human resources in the Ministry especially in the Policy Analysis Unit 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.

The plan will cost approximately 5.2 billion (Uganda shillings) or US\$ 3,060,508. to cover the five years as annualized below:

## BUDGET

Partnerships with the sector's key stakeholders most notably Uganda Bureau of Statistics (UBOS) for the mentoring and technical backstopping, the Ministries of Public Service and the Ministry for Finance Planning and Economic Development (MFPED) for facilitating the functional analysis of the sector remain crucial for the success of this Plan. These and several others are key in the sector's endeavour to deliver the major milestones envisaged in this Plan. This is explicitly by way of mobilizing the necessary resources and ensuring they satisfy data demands. We commend all our stakeholders and call for continued support towards developing and sustaining a strong, reliable and sustainable statistical system.

### MTTI SSPS Summary budget (US\$)

Strategic Area	Yr 06/07	Yr 07/08	Yr 08/09	Yr 09/10	Yr 10/11	5 yr TT
Coordination and management	69,676	70,982	74,531	78,257	82,170	375,617
Human Resource Development and Management	393,891	87,557	264,325	96,532	101,359	943,664
Statistical Development Programmes	319,609	319,072	334,771	351,509	369,085	1,741,227
<b>Total</b>	<b>783,176</b>	<b>477,611</b>	<b>673,626</b>	<b>526,299</b>	<b>552,614</b>	<b>3,060,508</b>

Note:  
US\$=1700

## **1. BACKGROUND**

### **1.1 Mandate and Structure of the Ministry**

The mandate of the Ministry of Tourism, Trade and Industry (MTTI) is derived from the Constitution under the Sixth Schedule Article 189, sections 6, 8,10,11,20 and 23. The Ministry is responsible for *“formulating and supporting strategies, plans and programs that promote and ensure expansion and diversification of tourism, trade, and cooperatives, environmentally sustainable industrialization, appropriate technology, conservation and preservation of other tradable national products, generating wealth for poverty eradication and benefiting the country socially and economically.”*

The key functions of the Ministry, as derived from the mandate are to:

- i) Formulate and review where necessary, appropriate policies, legislation, regulations and standards for the sustainable development of tourism, trade, industrialization and technology, co-operative movement and other tradable national products for increased wealth and benefit to the country.
- ii) Initiate, co-ordinate, support, oversee and where applicable, facilitate implementation of strategies and programmes aimed at enhancing the development and promotion of tourism, trade, the co-operatives, industry and technology, conservation and preservation of other tradable national products and ensure their maximum benefit to the country.
- iii) Inspect, monitor and evaluate the progress, standards, and efficiency of the various sectors, under its mandate for quality assurance, policy direction and guidance.
- iv) Conduct studies and evaluate the impact of the sectoral, fiscal and other policies on the advancement of the diversified Sector so as to advise stakeholders appropriately.
- v) Promote and co-ordinate the research activities and initiatives of the Sector, with a view to ensure, that results are utilized and are beneficial to the country and all stakeholders.
- vi) Assess the need and, where necessary, mobilize resources to support balanced industrial, co-operatives, tourism, and entrepreneurial development for the eradication of poverty in the country.
- vii) Collect, process, analyze, and disseminate national and international information on the respective sectors hence providing vital input necessary to improve rational decision-making.



The Ministry (Figure 1) is constituted by eight technical departments of External Trade, Internal Trade, Tourism, Wildlife Conservation, Cooperative Development, Industry and Technology, Museums and monuments and Finance and Administration together which provides supportive services. Each department has a mandate that guides its responsibility centre as follows;

(a) External and Internal Trade

The department of Trade is mandated to develop, promote and facilitate both internal and external trade with particular emphasis on export promotion and diversification.

(b) Tourism, Wildlife Conservation

The mandate of the sector responsible for tourism and wildlife conservation is to sustainably maximize the economic values of the tourism, wildlife, historical and cultural heritage sector of the economy, through promotion of foreign and local investments to ensure that tourism becomes a key means of poverty eradication in Uganda.

© Industry and Technology

The department of Industry and Technology is mandated to formulate and support strategies, plans and programmes that promote expansion and diversification of competitive and environmentally sustainable industries through standardisation and use of appropriate technology.

(d) Cooperative Development

The Department for Cooperatives is mandated to promote a member based Co-operative movement that is efficient, accountable and transparent and is in conformity with the Co-operative Societies Statute 1991 and the universal Cooperative principles, practices and values.

The Ministry also oversees the operations of seven (7) semi-autonomous institutions, namely;

(i) Uganda National Bureau of Standards

Uganda National Bureau of Standards (UNBS) is a statutory organization established by an Act of Parliament of June 1983 and became operational in 1989. UNBS is mandated to develop and promote standardisation, quality assurance, laboratory testing and metrology.

UNBS is responsible for formulating and promoting the use of National standards, and developing quality control and quality assurance systems that enhance consumer protection, public health and safety, industrial and commercial development and international trade, among others.

(ii) MTAC - Management Training and Advisory Centre

MTAC is a body corporate established to improve management performance of organisations and promote entrepreneurship for sustainable development. It was established by an Act of Parliament in 1969 under the Ministry responsible for Industry. In line with Pillar 5 of the Uganda Poverty Eradication Action Plan (PEAP) 2004/05-2007/08: Human Development - A healthy and well-educated population is both a necessary condition for development and one of the central objectives of development, MTAC has been offering various courses in management and carrying out management consultancy assignments since 1965.

(iii) Uganda Export Promotion Board (UEPB)

UEPB is a public trade promotion organization which operates under the Ministry of Tourism, Trade and Industry. It was established by Parliamentary Statute No. 2 of 1996, which repealed the Uganda Export Promotion Council (UEPC) Act No.7 of 1983. It is mandated to facilitate the development, diversification, promotion and co-ordination of all export related activities that lead to export growth on a sustainable basis.

(iv) Uganda World Life Education Centre (UWEC)

The UWEC traditionally known as 'Entebbe ZOO' was converted into the 'Uganda Wildlife Education Centre Trust' for conservation awareness purposes to promote and create an understanding of conserving the biodiversity in Uganda among the public, with specific emphasis on the young generation using the facilities at Entebbe.

UWEC's mandate is to;

- Conserve education of the Uganda public
- Rescue and rehabilitate animals
- Provide a breeding unit for threatened species
- Provide a learning and recreation Park for the public

(v) Uganda Wildlife Authority (UWA)

The Uganda Wildlife Authority (UWA) was established in August 1996 by the Uganda Wildlife Statute, which merged the Uganda National Parks and the Game Department. UWA is responsible for conserving and sustainably managing the wildlife and Protected Areas of Uganda in partnership with neighbouring communities and stakeholders for the benefit of the people of Uganda and the global community. It particularly focuses on 4 strategic programmes;

- Protected Area Management
- Community Conservation and Benefits
- Wildlife Management Outside Protected Areas, and
- Tourism Attractions

(vi) Uganda Tourist Board

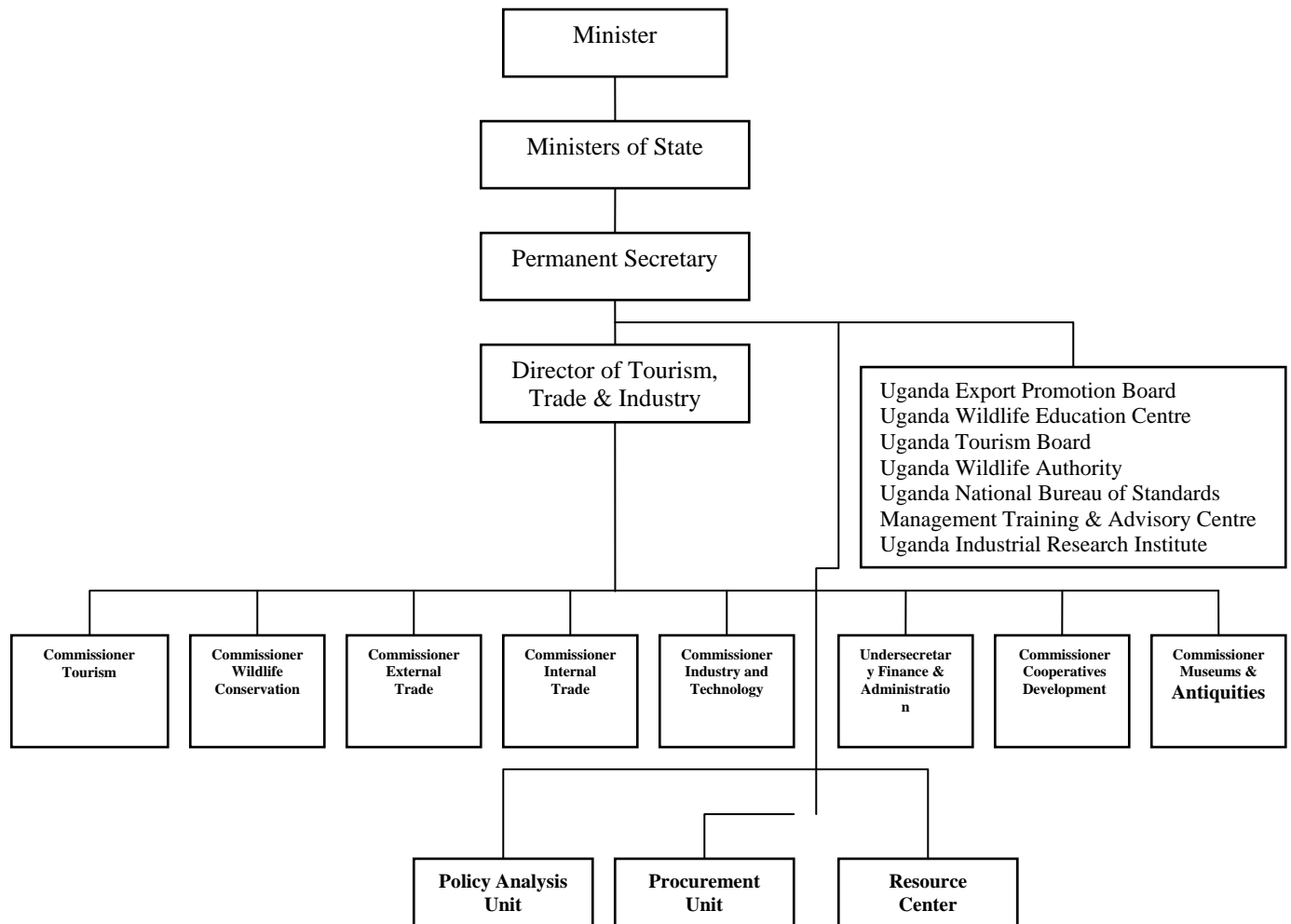
The Uganda Tourist Board (UTB) is a statutory organisation established by the Uganda Tourist Board Statute 1994. The Board's mandate is to promote and popularise Uganda as a viable holiday destination both locally and internationally in order to:

- Increase the contribution of tourism earnings and GDP
- Improve Uganda's competitiveness as an international tourism destination
- Increase Uganda's share of Africa's and World tourism market.

(vii) Uganda Industrial Research Institute (UIRI)

Uganda Industrial Research Institute (UIRI) is a parastatal institution under the auspices of the Ministry of Tourism Trade and Industry (MTTI). The mandate of UIRI is to engage in activities that lead to rapid industrialization of Uganda by identifying appropriate and affordable technologies that will enhance adding value to local products so they can be processed for national, regional and international markets. UIRI conducts applied research and to develop or source appropriate technology in order to create a strong, effective and competitive industrial sector for the rapid industrialization of Uganda purpose in line with the government's initiatives and priorities.

**Figure 1: Organogram of the Ministry of Tourism, Trade and Industry**



### 1.1.1 Ministry Strategic Objectives and Outputs

The following are the sector policies and objectives:

- i) Strengthening the capacity of MTTI in fulfilling its mandate and adoption of appropriate instruments like the IFMS for achieving this goal.
- ii) Enhancing effective participation in trade and other negotiations at multilateral, regional and bilateral levels for the benefit of the country
- iii) Improving the image of Uganda as a desirable tourist and investment destination
- iv) Enhancing presence in soft market e.g. the Middle East, COMESA and North Africa
- v) Overseeing the protection, conservation, and development of wildlife and historical heritage within and outside designated areas.
- vi) Enhancing the promotion and marketing of Uganda as a tourist destination of choice
- vii) Enhancing the competitiveness and sustainability for industrial development and the marketing of the country's products
- viii) Promoting co-operatives that enable members to increase their income and encourage formation of co-operatives that enable members improve their skills and occupation to improve their economic well being.
- ix) Operationalising interventions like the warehouse receipt system and the Uganda commodity exchange to full help the marketing efficiency
- x) Developing strong linkages between the country's tourism, trade and industrial development of the needs of the poor and the country's poverty eradication strategy.

## 1.2 Significance of Sectoral Statistics

The ministry of Tourism, Trade and Industry as a sector cuts across many of the primary priorities of the Poverty Eradication Action Plan (PEAP) and has a significant potential for contributing to the economic development of the country. Tourism per se stimulates demand for locally produced goods, thereby contributing to wider employment opportunities to all Ugandans especially the poor, and so do other sector components of Trade, Industry and Cooperatives. Data and statistics are an undoubtedly an important tool for scientific management of the Ministry of Tourism Trade and Industry.

They are required for informing policy and budget making there by relating the financial and other resources to the various cost centres and drivers to bring about the target results and outcomes.

Regular and continuous data collection, processing and use of statistics to generate performance indicators is critical for successful management and operation of the sector as it provides the necessary support to Results Oriented Management (ROM). The indicators generated facilitate effective monitoring and evaluation of progress of the various programmes/projects and activities of the Ministry. Statistics are also a powerful accountability tool for showing the various achievements resulting from the expended sector resources over time.

In light of the above, the Tourism, Trade and Industry Sector needs a statistical system that can efficiently and effectively generate and provide sector data to meet data demands of various producers and users. Key data for tracking performance in the sector includes that on tourism resources, tourism infrastructure, tourists, accommodation, tour and travel operators, production, processing, exports, business establishments, consumption, industrial performance, inputs, outputs, cooperative membership, cooperative activity and employment.

### **1.3 Process of developing the Plan**

The Uganda Bureau of Statistics (UBOS), with support from development partners, coordinated and supported the preparation of Sector Strategic Plans for statistics for the entire National Statistical System including that for the Ministry of Tourism, Trade and Industry. The following steps were followed in designing the Sector Strategic Plan for Statistics (SSPSs) for MTTI:

#### **Step 1 – Sensitization of Senior Policy makers**

This preceded the design process to create awareness of the PNSD concept and generated initial commitment from top management and staff.

## **Step 2 – Launching of the PNSD Concept**

The PNSD concept was then officially launched to kick start the process of formulating the Sector Strategic Plan for Statistics. This was later followed by UBOS sensitisation meetings with MTTI senior managers.

## **Step 3 – Sector Statistics Committees (SSCs)**

The SSC for the Ministry was constituted to facilitate internal coordination of the sector the design and later during implementation of the SSPs. This consisted and still consists of at least one representative from each of the departments and is largely responsible for the production of this SSP.

## **Step 4 – Assessment of the Status of Statistics**

With guidance of national and an international consultant, user needs were assessed through discussions with key data users in various user consultative workshops and review sessions organised and facilitated by UBOS. These fora enabled the Ministry to assess its current data management practices, prioritise its data needs and the corresponding data supply interventions.

Statistical production processes were reviewed using data production and quality assessment formats and an over all SWOT analysis was conducted to assess the capacity of the sector to produce adequate, complete, timely and accessible statistics as presented in table 2 below.

## **Step 5 – Drafting MTTI Sector Strategic Plan for Statistics**

A report outline was developed by UBOS and discussed with the MTTI sector statistical committee. The Committee carried out a visioning exercise and generated a 5 year draft plan that was discussed severally for beefing and refinement.

## **Step 6 – Key Stakeholders approval and finalisation of SSPS**

A top management and a stakeholders’ workshop was convened on 2nd October 2007 to discuss the draft SSPS. This provided a platform for interactive discussions and synthesis of emerging issues, strategies and recommendations which were incorporated into the final SSPS document. This was then reviewed by the SSC on 22nd October and finally with UBOS in a workshop held at Sunset Hotel-Jinja on 25th -27th October 2007. The draft was then adopted by the SSC and approved by the Permanent Secretary on 29th October 2007.

### **1.4 Structure of the Plan**

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



## 2. SITUATION ANALYSIS

### 2.1 Stakeholder Analysis

**Table 1: MTTI stakeholder Analysis by category**

<b>Producers of MTTI Data</b>	<b>Users of The Sector Statistics</b>
UBOS	Ministry of Tourism Trade and Industry
Heads of Department	UBOS
Ministry of Tourism Trade and Industry	Government Ministries
District Commercial/Cooperative Officers	Tourists
Local Governments	Local Governments
FOODNET	Tour and Travel Operators
Uganda Revenue Authority	Private Sector Foundation
Bank of Uganda	Consumers
Uganda Export Promotions Board	Academia
	Researchers
	Traders
	Farmers
	IGAD
	Industrialists
	Tourism Associations
	Investors in Tourism
	Security Agencies
	Uganda Revenue Authority
	Investors
	President's Office
	Office of the Prime Minister
	Uganda Manufacturers Association
	Small-scale Industries

### 2.2 Determination of data priorities and activities

The current data management practices are adhoc, discrete and incoherent; consequently, the basis and process for deciding what data to capture depends on the judgement of the ones in charge of the processes. Given the varied skill endowment, resources and interest the resulting data and statistics often do not meet international best practices or standards. This strategic plan will enable the sector to identify its priorities based on the national development framework and sector policy data needs. Accordingly, the sector will generate data to support measurement of tourism revenue, growth of SACCOS, Cooperatives, Industry as well as Trade.

## **2.3 Resource Outlay**

The Policy Analysis Unit that is responsible for carrying out the statistical function among others is currently manned by a Principal and a Senior Policy Analyst. The process of recruiting additional staff (a Senior Statistician, a Statistician, a Senior Economist and an Economist) is already under way to address the obvious understaffing challenge. These are/shall be supported by a number of departmental contact persons; one from each.

There are a number of computers in the Policy Analysis unit, and, in the other departments and units. However, most of these are not installed with appropriate software for data/statistical handling. It is thus important to procure and load this software as part of building capacity for statistical management.

The budget for data and statistical management is fragmented and departmentalized; ultimately, it is not only meager but also invisible for it is thinly spread. It is thus crucial not only to increase the allocation for statistical purposes but also to consolidate the statistical function in the Policy Analysis unit for better coordination and effective performance.

## **2.4 Quality of Data Produced**

### **2.4.1 Data demand**

While challenges for data supply have been well articulated and strategies for dealing with them reasonably developed, the data demand situation is not adequately understood. It is not only important to clearly identify the needs for data in the existing development frameworks, but also necessary to recognise that new initiatives will require data. The issues of adequacy and timeliness of data must be addressed to ensure effective formulation, monitoring and evaluation of policies and development outcomes.

### **2.4.2 Data Production**

The Ministry is mandated to provide statistical information to inform the development frameworks on tourism, trade, industrialization and technology, and co-operative movement collected from different sources.

On the basis of these statistics, some key economic indicators generated in MTTI are highlighted in Table 2. The detailed statistical production schedule showing the statistic, data source, frequency of production, level of disaggregation is illustrated in Annex A. The ministry compiles its data mainly through administrative action and sometimes through surveys.

**Table 2. Main Data Types**

<b>Tourism</b>	<b>Trade</b>	<b>Industry &amp; technology</b>	<b>Cooperative movement</b>
	Production	Industrial performance	Commodity prices
Tourism resources	Trade licenses	Inputs and outputs	Cooperative membership
Tourism infrastructure	Export licenses	Manufactured goods	Cooperative activity
	Commodity prices	Value added produced goods	Registered Societies
Earnings from Tourism	Value of export		Cooperatives and employment
Accommodation establishments	Business establishments	Industries	
Tour and travel operators	Consumption		

### 2.4.3 Assessment of relevance, accuracy and reliability of data

There are a number of international frameworks on statistical development that the MTTI needs adopt to make its data relevant, reliable and authentic. These include, among others, the United Nation’s Fundamental Principles of Official Statistics, Addis Ababa Plan of Action for Statistical Development in Africa in the 1990s, the IMF’s General Data Dissemination System (GDSS) which has been developed to:

- encourage member countries to improve data quality;
- provide a framework for evaluating needs for data improvement and setting priorities in this respect; and
- guide member countries in the dissemination to the public of comprehensive, timely and accessible statistics, etc.

The assessment undertaken on MTTI data indicated that there are not only data gaps but there is also limited use of existing data. The arguments for limited use include the following, among others:

- Lack information among some potential users about available data.
- Data are scattered in different forms thereby making it inconvenient to access and use them.
- Non-availability of a one-stop statistical information centre in the ministry to act as a single access point to the system
- Data are not made available to users in a timely manner or in a usable form (e.g. disaggregated to sub-national levels when required at these levels) or users feel that available data are not sufficiently accurate.
- Would-be data users are not empowered and lack knowledge about how to access and effectively use data.

The rating of data and products was as follows’

**Table 3: MTTI data quality assessment and rating by attribute 2007**

<b>Variable</b>	<b>Rating</b>	<b>Comments</b>
Relevance	5	The available statistics are entirely relevant to the sector
Accuracy	3	The statistics generated are of average accuracy given the fair mix of data producers
Completeness	2	This is highly lacking as the scope is greatly diminished by insufficiency of funds and personnel
Consistency	2	Data is collected in an adhoc manner depending on availability of funds
Timeliness	1	Statistics are rarely available on time
Data gaps	2	There are glaring data gaps as explained in the challenges below

## **2.5 Challenges in the Sector Statistics Production**

A detailed analysis of the current status of the statistics in the Ministry led to the identification of the following challenges:

*i) Statistical Advocacy*

Statistics and data in general have received inadequate attention from the key policy and decision makers. As a result limited funding or hardly any funds are allocated to statistical work. There is a need for extensive statistical advocacy.

*ii) Organizational and institutional development*

Data management in the sector is departmentalized and rather ad hoc. Collectors and suppliers are not quality conscious regarding the relevance, accuracy, completeness, consistency, timeliness accessibility and right levels of desegregation. There is need to strengthen the coordination mechanisms for inter-agency data production processes and technical coordination on establishment and implementation of standards and methodologies.

*iii) Human resource management and development*

Adequate skilled human resource is needed in the Ministry's policy Analysis Unit to produce, analyze and supply statistics efficiently and effectively. Recruitment of a senior statistician and a statistician as per the functional analysis is already underway to address this gap.

*iv) Infrastructural development*

Production, dissemination and use of statistics require the necessary physical and statistical infrastructure. There is inadequate facilitation in terms of equipment, transport and stationery facilities to effectively carry out the statistical work and disseminate the information.

*v) Data development and dissemination plans*

Data collected and techniques used do not meet recognized international standards, as there are inconsistencies in the different data collected from different divisions or agencies of the ministry. International standards and best practices need to be applied.

*vi) Poor Coordination*

UBOS and other agencies undertake surveys with limited involvement of the Ministry and vice versa. There is no synergy and cost effectiveness as often there are duplications. This requires strengthening collaboration between agencies.

vii) *Data quality*

Data collected from administrative sources has been found to be inconsistent with other sources.

This is attributed to use of untrained data compilers and the non-professional manner in which data is captured.

## 2.6 SWOT Analysis

**Table 2: SWOT Analysis MTTI (2007)**

<b>Strengths</b>	<b>Weaknesses</b>	<b>Opportunities</b>	<b>Threats</b>
Availability of office space and some equipment	Inadequate staff and poor coordination of stakeholders-producers and users of sector statistics	Plan for National Statistical Development	Lack of funds
Good will from Top management	Inadequate equipment and tools	Performance Enhancement Fund (PEF)	
Clear organizational structure	Inadequate technical skills to manage data and statistics	Competitive Investment Climate Strategy	
	Limited and departmentalized funding	UBOS good will	
	Limited use of statistics in management and decision making		

### **3. STRATEGY FRAMEWORK FOR THE SSPS**

#### **3.1 Vision**

To be a one stop centre for producing quality statistics for the entire Tourism, Trade and Industry sector

#### **3.2 Mission**

The mission of the SSPS is “to develop a coherent, reliable, efficient and demand-driven Statistical System that supports management and policy formulation” in the sector.

#### **3.3 Strategic Objectives**

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

SO1: Coordinating the management of trade, tourism and trade-related data/ information.

SO2: Strengthening capacity for collection, analysis and dissemination of data from public and private sector institutions.

SO3: Strengthening Statistical development programs for data production and management.

#### **3.4 Values and Principles**

The sector cherishes the following values and principles:

##### **a) Objectivity**

All decisions will be based on merit, professional codes and other codes of good practice.

##### **b) Partnerships**

We shall engage our partners who include Government Ministries, Departments, Agencies, local Governments, Civil Society, Development Partners and the Private Sector in designing, implementing, monitoring and evaluating our programs/activities.

##### **c) Client Focus**

The interests for our clients will always be our first priority. We shall always seek to meet our client’s needs and expectations.

##### **d) Optimal use of resources**

We shall endeavor to optimally use resources in the attainment of the Ministry objectives and targets

##### **e) Honesty**

We shall conduct our duties and provide services with truthfulness and sincerity.

## **4. STRATEGY FOR IMPROVING STATISTICS**

### **STRATEGIC ISSUES**

- *Coordination and Management*
- *Human resource development and management*
- *Statistical development program for data production*

#### **4.1 SO1: Coordination and Management**

Poor co-ordination of data producers, users and suppliers is a challenge traceable to such factors as inadequate and fragmented budget support to statistical programmes/activities. With inadequate integration, information sub-systems have emerged placing enormous demands and workload on producers of data.

##### **Main Strategies**

- Strengthening the Statistical function in the Policy Analysis Unit
- Recruiting specialized personnel for effective operation of the statistical function.
- Unifying data management processes under the Policy Analysis Unit in the Ministry
- Collaborating with UBOS in implementing the Plan for National Statistics Development.

##### **Specific Actions**

- SO4.1.1 Recruit and orient a senior statistician and a statistician
- SO4.1.2 Sensitize heads of department on the unified approach to statistical management in the Ministry
- SO4.1.3 Develop/review policy guidelines and standards for data management
- SO4.1.4 Review data management tools

#### **4.2 SO2: Human Resource Development and Management**

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**

- Partnering with local governments and other stakeholders to enhance the quality of generation, analysis, dissemination and use of statistics.
- Procuring, installing and maintaining the electronic network (WAN and LAN) between the Ministry and districts.

## **Specific Actions**

- SO4.2.1 Train staff in Information Technology, data collection, processing, analysis, dissemination
- SO4.2.2 Procure and maintain equipment and data management tools
- SO4.2.3 Procure and install equipment for WAN and LAN
- SO4.2.4 Establish a database for routine and non-routine data
- SO4.2.5 Set up and maintain web-enabled databases
- SO4.2.6 Facilitate web management

### **4.3 SO3: Statistical development program for data production**

Most of the information in the Ministry is generated either through regular administrative records or through monitoring and evaluation activities. However, these are mainly ad-hoc, non continuous and unreliable. In order to improve data development in the sector, the following strategies will be considered;

## **Main Strategies**

- Establishing a regular statistics program of data collection that is not project based
- Generating statistics deliberately and continuously 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 a data bank

**Specific Actions**

- SO 4.3.1      Develop a mechanism for the organization, compilation and coordination of administrative data within the sector.
- SO 4.3.2      Strengthen the information sharing network in order to increase the visibility and utility of the monitoring and evaluation function within the sector.
- SO 4.3.3      Standardize data collection instruments,
- SO 4.3.4      Conduct regular training for data collectors, entrant and analysts
- SO 4.3.5      Undertake relevant surveys

## **5. IMPLEMENTATION PLAN**

### **5.1 Mechanisms**

The ministry has been restructured (Functional Analysis 2005) to include the statistical function in the Policy Analysis Unit. The process of recruiting a senior Statistician and a Statistician among other staff is already underway; managed by the Ministry of Public service in collaboration with the Public Service Commission. These in addition to the already existing Principal Policy Analyst and the Senior Policy Analyst shall form the core members to drive and implement the specific activities outlined in this plan; supported by the departmental contact persons.

### **5.2 Monitoring and Evaluation**

Each of the identified activities has associated specific objectively verifiable indicators which shall be tracked according to the specified times of implementation. The ensuing interventions shall then be administratively communicated to the Permanent Secretary for the necessary corrective action on a monthly basis in accordance to the logical frame in Annex B.

### **5.3 Financing Plan**

The MTTI statistics Plan will be financed by Government and contributions from development agencies (World Bank and 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

<b>TOURISM DEVELOPMENT STATISTICS</b>						
<b>(Current)</b>	<b>Indicators</b>	<b>Data type/Sources</b>	<b>Level of dis-aggregation</b>		<b>Frequency</b>	<b>Publication/Report</b>
			<b>Administrative</b>	<b>Gender</b>		
Accommodation establishments	PEAP	Surveys and Censuses	National	No	One off	Report
Direct employment in Tourism	PEAP	Surveys and Censuses				
Domestic tourists movements	PEAP	Administrative	National	Yes	Annual	Report
Earnings from Tourism	PEAP	Administrative	National	No	Ad hoc and Annual	Publications
Expenditure and motivation survey	PEAP	Surveys and	National	No	2 years	Report
Foreign Tourists Arrivals and departures	PEAP	Administrative	National	Yes	Ad hoc and Annually	Publications
<b>Future areas of expansion</b>						
Inventory of all wildlife utilization (formal and informal)	Pre-conditioned	Surveys and Censuses	District	Yes	Annual	
ITB Berlin survey (Overseas Survey)	PEAP	Surveys and Censuses	National	No	2 Years	Report
Monitoring Wildlife movements by man across borders legally or illegally	Both	Surveys and Censuses	National	Yes	Annual	
Non accommodation tourist attractions	PEAP	Surveys and Censuses	District	No	2 years	Report
Physical tourist attractions	PEAP	Surveys and Censuses	District	No	2 years	Report
Tourism Satellite Account (TSA)	PEAP	Surveys and Censuses	National	No	To be determined	TBD
Trade permits in Wildlife species	PEAP	Administrative	National	No	Annual	
Wildlife Population statistics	Pre-conditioned	Surveys and Censuses	Regional	No	3-5 Years	

	Indicators	Data source	Level of disaggregation		Frequency	Publication/Report
			Administrative	Gender		
<b>INDUSTRY &amp; TECHNOLOGY STATISTICS</b>						
Cleaner Production Practices by Industry	Pre-conditioned	Surveys and Censuses	Regional	No	Annual	
Industrial goods export destinations	Pre-conditioned	Surveys and Censuses	Regional	No	Annual	
Manufactured goods	Pre-conditioned	Surveys and Censuses	Regional	No	Annual	Report <sup>1</sup>
Number of Industries by Activity	Pre-conditioned	Surveys and Censuses	Regional	No	Annual	
Non performing/ Idle Industries by Region	Pre-conditioned	Surveys and Censuses	Regional	No	Annual	
Technology applied by Industries	Pre-conditioned	Surveys and Censuses	Regional	Yes	Annual	
Value added produced goods	Pre-conditioned	Surveys and Censuses	Regional	No	Annual	
<b>COOPERATIVES STATISTICS</b>						
Commodity Prices	PEAP	Administrative	National	Yes	Weekly	Publication
Cooperative training and other services	PEAP	Administrative	National	Yes	Quarterly	Publication
Membership of the youth, elderly & people with disabilities	PEAP	Administrative	All	Yes	Quarterly	Publications
Number of registered societies and their distribution	Both	Administrative	All	Yes	Quarterly	Publications
Production of commodities and locations	PEAP	Administrative	National	Yes	Weekly	Publication
Services of WRS-UCE	PEAP	Administrative	National	Yes	Quarterly	Publication

<sup>1</sup> Industrial & Trade Performance Review

Statistics	Indicators	Data source	Level of disaggregation		Frequency	Publication/Report
			Administrative	Gender		
<b>Future areas for expansion</b>						
Share capital savings and loans	Both	Administrative	All	Yes	Quarterly	Publication
Storage facilities	PEAP	Administrative	National	Yes	Annually	Publication
Type of business handled and volume	PEAP	Administrative	All	Yes	Quarterly	Publication
<b>TRADE STATISTICS</b>						
Trade licenses	PEAP	Administrative	National	No	Annually	Publication
Export licenses	PEAP	Administrative	National	No	Annually	Publication
Value of export	PEAP	Administrative	National	No	Annually	Publication
Trade fares and shows	PEAP	Administrative	National	No	Annually	Publication
Commodity Prices	PEAP	Administrative	National	No	Annually	Publication
Value Addition to commodities	PEAP	Administrative	National	No	Annually	Publication
Diversifications	PEAP	Administrative	National	No	Annually	Publication
Exports by commodity and destination	Both	Administrative	National	No	Annually	
Import by commodity and origin	Both	Administrative	National	No	Annually	
Production by commodity	Both	Administrative	National	No	Annually	
Re-exports by destination and origin	Pre-conditioned	Administrative	National	No	Annually	

## ANNEX B: LOGICAL FRAMEWORK

Hierarchy of Objectives	Indicators	Sources of Verification	Assumptions
<b>Overall Objective</b>			
To develop a coherent, reliable, efficient and demand-driven Statistical System that supports management and policy formulation in the sector	<ul style="list-style-type: none"> <li>• Implementation of sector strategies according to timetable.</li> <li>• Annual increase in resource allocation to the SSPS.</li> <li>• Increase in user satisfaction in sectoral statistics by 20% from 2006/7 to 2010/11 (baseline to be defined).</li> </ul>		
<p><b>Purpose</b> To produce and disseminate high quality statistics for evidence based decision-making, planning and management in the Tourism, Trade and Industry sector</p>	<p><b>P1:</b> Improved institutional framework for production and dissemination of Tourism Trade and Industry statistics by 2010</p> <p><b>P2:</b> Increased production, use and satisfaction of stakeholders with Tourism, Trade and Industry statistics.</p> <p><b>P3:</b> Increased awareness on the Tourism Trade and Industry sector performance by 2012</p>	<ul style="list-style-type: none"> <li>• National statistics</li> <li>• Evaluation and impact assessment reports</li> <li>• Reports of appropriate national and international organisations</li> </ul>	<ul style="list-style-type: none"> <li>• Adequate social, economic and political stability exists.</li> <li>• Minimal disruptions from biophysical and environmental catastrophes.</li> <li>• Relevant local and national policies are implemented effectively.</li> <li>• Government continues to support statistics development and usage.</li> <li>• Equitable distribution of benefits occurs.</li> <li>• Government, non-government, local and national stakeholders operate effectively at appropriate levels.</li> </ul>

Hierarchy of Objectives	Indicators	Sources of Verification	Assumptions
<b>Results/Outputs</b>			
<b>O.P1:</b> Coherent, reliable, efficient coordinated Tourism, Trade & Industry sector statistical system established and operational.	<b>R1.1</b> Internal management and coordination of statistics streamlined by the end of 2012 <b>R1.2</b> External and internal collaborative linkages established and strengthened by 2009 <b>R1.3</b> Duplication of efforts in collection of data minimised by 2010	<ul style="list-style-type: none"> <li>• Requests for Information from Programmes and partners</li> <li>• Feedback reports between levels</li> <li>• Reports of Collaboration/consultation meetings</li> </ul>	<ul style="list-style-type: none"> <li>• Political, social and economic stability does not deteriorate to critical levels.</li> <li>• Adequate commitment and capacity to collect and use health statistics is maintained.</li> <li>• Efficient and effective international and national statistics support services exist.</li> </ul>
<b>O.P2:</b> Sectoral capacity for collection, analysis, dissemination and utilisation of statistics strengthened.	<b>R2.1</b> Institutional capacity built by 2012 <b>R2.2</b> Organisational capacity strengthened <b>R2.3</b> Individual capacity of the staff in the policy unit enhanced by 2010	<ul style="list-style-type: none"> <li>• Staff motivation and training plans</li> <li>• Budget allocations</li> <li>• Sector Plans</li> <li>• Requests for Information from Programmes and partners</li> <li>• Feedback reports from clients</li> <li>• Reports of Collaboration/consultation meetings</li> </ul>	<ul style="list-style-type: none"> <li>• Effective mechanisms for widespread statistics collection and usage exist and are user-friendly.</li> <li>• Costs (time, money, personnel) do not compromise gains arising out of decisions based on statistics.</li> </ul>
<b>O.P3:</b> Demand-driven statistics generated and disseminated.	<b>R3.1</b> A statistical system responsive to clients' needs in place by 2012 <b>R3.2</b> Established data gathering and dissemination mechanisms in place by 2012	<ul style="list-style-type: none"> <li>• Statistical reports and releases</li> <li>• Databases</li> </ul>	<ul style="list-style-type: none"> <li>• Government, non-government, local and national stakeholders operate effectively at appropriate levels.</li> </ul>



Activities	Inputs	Sources of Verification	Assumptions
<p><b>1. Coordination and Management</b></p> <p>1.1 Sensitize heads of departments on the unified approach to statistical management in the Tourism, Trade and Industry sector</p> <p>1.2 Collaborate with UBOS in implementing the Plan for Sector Strategic Plan for Statistics</p> <p>1.3 Collaborate with local governments and other stakeholders to enhance the quality of generation, analysis, dissemination and use of statistics.</p> <p>1.4. Develop/review policy guidelines and standards for data management</p> <p>1.5. Conduct monthly reviews of implementation of the sector strategic plan for statistics</p> <p>1.6. Monitor and evaluate implementation of the activities</p>	<ul style="list-style-type: none"> <li>• Technical Expertise-trainers</li> <li>• Training Manuals and materials</li> <li>• Technical Support from UBOS</li>   <li>• Materials (Stationery, funds)</li> <li>• Organisers</li> <li>• Participants</li> <li>• Monitoring tools</li> </ul>	<ul style="list-style-type: none"> <li>• Unified work plans, budgets &amp; reports</li> <li>• Attendance register</li> <li>• Workshop reports</li> <li>• Reports of Collaboration/consultation meetings</li> <li>• Reports on participation</li> <li>• Requests for Information from Programmes and partners</li> <li>• Developed statistical guidelines</li> <li>▪ Committee Minutes</li> <li>▪ Monitoring reports</li> </ul>	<ul style="list-style-type: none"> <li>• Effective local, sectoral and national mechanisms for statistics collection exist.</li> <li>• Potential, effective partnerships with adequate capacity for generation and use of statistics information exist.</li> <li>• Adequate human, physical and financial resources are maintained within the statistics function of the sector and other partners.</li> <li>• Government, non-government, regional and national organisations operate effectively at appropriate levels.</li> </ul>

Activities	Inputs	Sources of Verification	Assumptions
<p><b>2. Human Resource Development and Management</b></p> <p>2.1 Recruit specialized personnel for effective operation of the statistical function</p> <p>2.2 Train data collectors</p> <p>2.3 Train district staff on better data/statistical management</p> <p>2.4 Train staff to improve their statistical handling capacity</p> <p>2.5 Improve capacity of the PAU-MTTI to meet demands of users (Purchase and maintenance of 3 vehicles to improve performance of the M &amp; E function)</p>	<ul style="list-style-type: none"> <li>• Terms of Reference for the specialised personnel</li> <li>• Trainers</li> <li>• Training manuals</li> <li>• Hardware for training e.g. computers, LCD etc</li> </ul>	<ul style="list-style-type: none"> <li>▪ Staff lists and records</li> <li>▪ Performance review reports</li> <li>▪ Attendance register</li> <li>▪ Training programmes</li> <li>▪ An online database</li> <li>▪ A linkage between ministry and districts</li> <li>▪ An equipment database</li> </ul>	
<p><b>3. Statistical Development Programme</b></p> <p>3.1 Review data management tools</p> <p>3.2 Compile administrative data</p> <p>3.3 Conducting Industrial surveys</p> <p>3.4 Conduct tourist surveys</p> <p>3.5 Advocacy special retreat with other sectors and stakeholders to review generation, dissemination and use of MTTI statistics</p> <p>3.6 Develop a comprehensive data bank</p> <p>3.7 Strengthen the information sharing network through print media and the audio-visual publicity</p> <p>3.8 Procure, install and maintain the electronic networking (WAN and LAN) between the ministry and districts</p>	<ul style="list-style-type: none"> <li>• Data management and survey instruments/tools</li> <li>• Vehicles, venues,</li> <li>• Advocacy plan</li> <li>• Computer hardware and software</li> <li>• Labour-Technical expertise</li> </ul>	<ul style="list-style-type: none"> <li>▪ Sample questionnaires</li> <li>▪ Data capturing programs installed</li> <li>• Industrial Performance report/ Base line surveys (cluster concept) produced annually</li> <li>• Tourism survey Reports produced annually</li> <li>• Cooperative society registers produced annually</li> <li>▪ Trade performance reviews produced annually</li> <li>▪ Stakeholders meeting reports</li> <li>▪ Attendance registers</li> <li>▪ A databank on Tourism , Trade and Industry</li> </ul>	

**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.

**Note:**

O-Out put;      P-Purpose;      R-Result      -      For eg. O.P1 stands for “**Output for Purpose 1**”.

## ANNEX C: ACTIVITY SCHEDULE (2007-2011)

Activities	Yr 06/07	Yr 07/08	Yr 08/09	Yr 09/10	Yr 10/11
<b>1.0 Coordination and Management</b>					
1.1 Sensitize heads of department on the unified approach to statistical management the Ministry					
1.2 Collaborate with UBOS in implementing the Plan for National Statistics Development.					
1.3 Collaborate with local governments and other stakeholders to enhance the quality of generation, analysis, dissemination and use of sector statistics.					
1.4 Develop/review policy guidelines and standards for data management					
1.5 Conduct monthly reviews of the implementation of the sector strategic plan for statistics					
1.6 Monitor and evaluate SSPS implementation					
<b>2.0 Human Resource Development and Management</b>					
2.1 Recruit specialized personnel for effective operation of the statistical function					
2.2 Train data collectors					
2.3 Train district staff on better data/statistical management					
2.4 Train staff to improve their statistical handling capacity					
2.5 Improve capacity of the PAU-MTTI to meet demands of users					
<b>3.0 Statistical Development Programmes</b>					
3.1 Review data management tools and standards					
3.2 Collect administrative data					
3.3 Conduct Industrial Surveys					
3.4 Conduct Tourist Surveys					
3.5 Advocacy special retreat with other sectors and stakeholders to review generation, dissemination and use of MTTI statistics					
3.6 Develop a comprehensive data bank					
3.7 Strengthen the information sharing network in order to increase the visibility and utility of the monitoring and evaluation function within the sector					
3.8 Procure, install and maintain the electronic networking (WAN and LAN) between the ministry and districts.					

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

	Activity	Yr 06/07	Yr 07/08	Yr 08/09	Yr 09/10	Yr 10/11	5 yr TT
1	<b>Coordination and management</b>						
1.1	Sensitize heads of department on the unified approach to statistical management the Ministry	3,526,000					<b>3,526,000</b>
1.2	Conduct sectoral review of the SSPS	15,378,000	16,146,900	16,954,245	17,801,957	18,692,055	<b>84,973,157</b>
1.3	Monitor and evaluate SSPS implementation	88,000,000	92,400,000	97,020,000	101,871,000	106,964,550	<b>486,255,550</b>
1.4	Producer – User workshops to review MTTI statistics	11,545,000	12,122,250	12,728,363	13,364,781	14,033,020	<b>63,793,413</b>
	<b>Sub Total</b>	<b>118,449,000</b>	<b>120,669,150</b>	<b>126,702,608</b>	<b>133,037,738</b>	<b>139,689,625</b>	<b>638,548,120</b>
2	<b>Human Resource Development and Management</b>						
2.1	Recruit Specialized Personnel for effective operation of the statistical function (Ministry to streamline)						
2.2	Train data collectors		58,676,000	61,609,800	64,690,290	67,924,805	<b>252,900,895</b>
2.3	Train district staff on better data/statistical management	188,420,000		207,262,000			<b>395,682,000</b>
2.4	Train MTTI staff in statistical handling capacity	78,000,000		85,800,000			<b>163,800,000</b>
2.5	Improve capacity of the PAU-MTTI to meet demands of users -( <i>Purchase and maintenance of 3 vehicles to improve performance of the M &amp; E function</i> )	265,854,000	58,646,700	61,579,035	64,657,987	67,890,886	<b>518,628,608</b>
2.6	Procure, install and maintain the electronic network (WAN and LAN) between the ministry and districts	116,840,000	10,000,000	10,500,000	11,025,000	11,576,250	<b>159,941,250</b>

	<b>Activity</b>	<b>Yr 06/07</b>	<b>Yr 07/08</b>	<b>Yr 08/09</b>	<b>Yr 09/10</b>	<b>Yr 10/11</b>	<b>5 yr TT</b>
2.7	Develop a comprehensive data bank	20,500,000	21,525,000	22,601,250	23,731,313	24,917,878	<b>113,275,441</b>
	<b>Sub Total</b>	<b>669,614,000</b>	<b>148,847,700</b>	<b>449,352,085</b>	<b>164,104,590</b>	<b>172,309,819</b>	<b>1,604,228,194</b>
<b>3</b>	<b>Statistical Development Programmes</b>						
3.1	Strengthen data production, flow, and use of sector statistics between centre and within local governments	80,208,000	84,218,400	88,429,320	92,850,786	97,493,325	<b>443,199,831</b>
3.2	Develop/review policy guidelines and standards for data management		13,336,000				<b>13,336,000</b>
3.3	Review data management, tools and standards	12,336,000		13,569,600	14,248,080	14,960,484	<b>55,114,164</b>
3.4	Compile, process and analyse routine administrative data	13,510,000	14,185,500	14,894,775	15,639,514	16,421,489	<b>74,651,278</b>
3.5	Conduct Industrial survey	108,200,000	113,610,000	119,290,500	125,255,025	131,517,776	<b>597,873,301</b>
3.6	Conduct tourist survey	97,950,000	102,847,500	107,989,875	113,389,369	119,058,837	<b>541,235,581</b>
3.7	Develop a comprehensive statistics data bank for the sector	20,500,000	21,525,000	22,601,250	23,731,313	24,917,878	<b>113,275,441</b>
3.8	Strengthen the information sharing network ( <i>Print and audio-visual programmes</i> )	174,000,000	182,700,000	191,835,000	201,426,750	211,498,088	<b>961,459,838</b>
	<b>Sub Total</b>	<b>543,336,000</b>	<b>542,422,400</b>	<b>569,110,320</b>	<b>597,565,837</b>	<b>627,444,127</b>	<b>2,960,086,684</b>
	<b>Total</b>	<b>1,331,399,000</b>	<b>811,939,250</b>	<b>1,145,165,013</b>	<b>894,708,165</b>	<b>939,443,571</b>	<b>5,202,862,998</b>

**Note: 1US\$=1700 (Ug.shs)**

**783,175.88**

**477,611.32**

**673,626.48**

**526,298.92**

**552,613.87**

**3,060,507.65**

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

Challenges	Strategies	Priority Activities for the Initial years
<p><b>MINISTRY OF TRADE TOURISM AND INDUSTRY (MTTI)</b>  <b>Implementing Dept:</b> None so far, needs to be created  <b>Headed by:</b> Not identified</p>		
<ul style="list-style-type: none"> <li>• Statistics receives inadequate attention from the key policy and decision makers as such limited funds are allocated to statistical work.</li> <li>• Lack of a statistical unit in the Ministry</li> <li>• Lack of well developed standards relating to collection and release of data. Consequently, data collectors and suppliers are not quality conscious regarding the relevance, accuracy, completeness, consistency, timeliness accessibility and right levels of disaggregation</li> <li>• Inadequate human resource management and development</li> <li>• Poor infrastructural development, in particular, inadequate equipment, transport and stationary facilities to effectively carry out statistical work and disseminate information.</li> <li>• Data collected and the techniques used do not meet international standards.</li> <li>• UBOS and other MDA's undertake surveys with limited involvement of other relevant players, similarly MTTI has undertaken surveys that do not involve UBOS.</li> <li>• Poor coordination mechanisms across MDAs.</li> <li>• Due to inadequate methods of data compilation and capture, data collected from administrative sources is inconsistent with that collected through other means.</li> </ul>	<ul style="list-style-type: none"> <li>• Extensive statistical advocacy is required.</li> <li>• Establish a statistical unit in the Ministry to help enhance coordination and effectiveness</li> <li>• Strengthen coordination mechanisms for inter-agency data production processes, and to establish and implement standards and methodologies.</li> <li>• Ensure adequate skilled human resource is available in the Ministry to produce, analyse and supply statistics efficiently and effectively.</li> <li>• Sensitise and train data users in order to promote the use of data in policy formulation and decision making</li> <li>• Provide the necessary physical and statistical infrastructure for statistical work</li> <li>• Apply international standards and best practices.</li> <li>• Strengthen the corroboration between the Government and other data producing agencies to strengthen the notion of synergy and cost-effectiveness.</li> <li>• Harmonise the coordination and strengthen the linkages between the agencies.</li> <li>• Support and strengthen the production of quality administrative data.</li> </ul>	<ul style="list-style-type: none"> <li>• Establish a functional MIS.</li> <li>• Establish a unified statistics unit.</li> <li>• Establish a regular statistics programme of data collection that is not project based.</li> <li>• Determine data priorities.</li> <li>• Train staff of statistics unit in IT, production, analysis dissemination and use of statistics and other areas depending on their actual needs.</li> </ul>