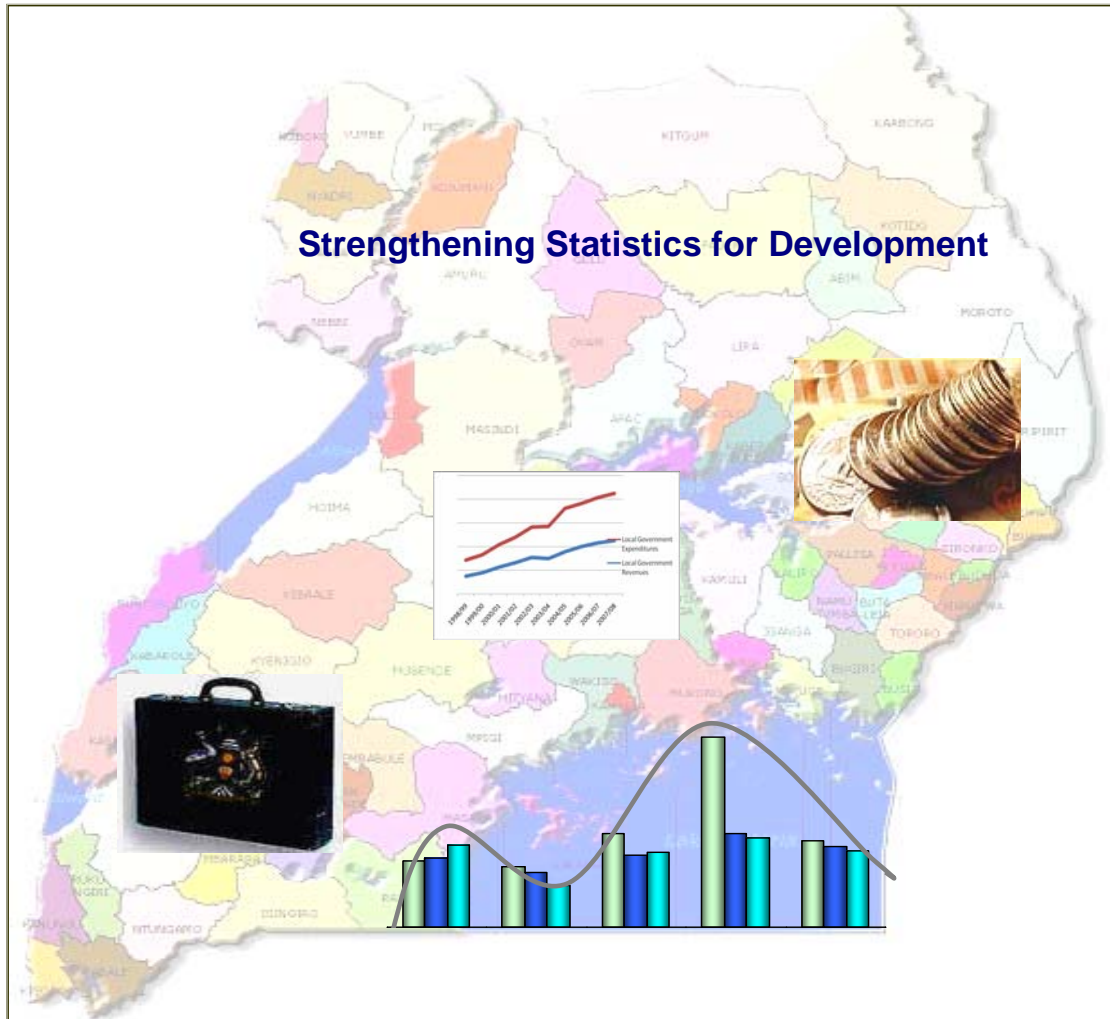




THE REPUBLIC OF UGANDA



MINISTRY OF FINANCE, PLANNING AND ECONOMIC DEVELOPMENT

SECTOR STRATEGIC PLAN FOR STATISTICS

2007/2008-2011/12

MINISTRY OF FINANCE, PLANNING AND ECONOMIC DEVELOPMENT

**Sector Strategic Plan for Statistics
2008/09-2011/12**

Ministry of Finance, Planning and Economic Development

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ACRONYMS

ADB	African Development Bank
ALD	Aid Liaison Department
BOU	Bank of Uganda
BPED	Budget Policy and Evaluation Department
CGE	Computable General Equilibrium
DFID	Department for International Development
EDPRD	Economic Development Policy and Research Department
EPRC	Economic Policy Research Center
EU	European Union
F&A	Finance and Administration
FMSD	Financial Management Services Department
GFS	Government Finance Statistics
I&IAD	Inspectorate and Internal Audit Department
IMF	International Monetary Fund
IPSD	Investment and Private Sector Development
ISSD	Infrastructure and Social Services Department
IT	Information Technology
M&E	Monitoring and Evaluation
MDAs	Ministries, Departments and Agencies
MEPD	Macro Economic Policy Department
MFD	Micro Finance Department
MFPED	Minister for Finance, Planning and Economic Development
MoFPED	Ministry of Finance, Planning and Economic Development
MSFPED	Minister of State for Finance, Planning and Economic Development
MTEF	Medium Term Expenditure Framework
NDP	National Development Plan

NGOs	Non Governmental Organizations
PAD	Public Administration Department
PNSD	Plan for National Statistical Development
SO	Strategic Objective
SSPS	Sector Strategic Plan for Statistics
SWOT	Strengths, Weaknesses, Opportunities & Threats
TASD	Technical Advisory Services Department
TPD	Tax Policy Department
TSD	Treasury Services Department
UBOS	Uganda Bureau of Statistics
UCS	Uganda Computer Services
WB	World Bank
Yr	Year

FOREWORD

The Ministry of Finance Planning and Economic Development (MoFPED) is mandated to formulate sound economic policies, maximize revenue mobilization, and ensure efficient allocation and accountability for public resources so as to achieve the most rapid and sustainable economic growth and development. One of the key prerequisites to achieving the ministry's mandate is through utilization of credible economic statistics to facilitate effective and efficient policy formulation, planning and implementation. It is therefore of paramount importance that the statistics are of high quality.

The Uganda Bureau of Statistics has formulated the Plan for National statistical Development (PNSD) which aims at improving the quality of statistics produced within the National Statistical System (NSS). Under this Plan, MoFPED has developed a Sector Strategic Plan for Statistics (SSPS) with the objective of improving the quality of statistics produced within the Ministry. The MoFPED SSPS aims at setting strategic objectives as well as strategies to achieve the desired objectives. It is the blue print for statistics development within the Ministry. It provides a basis for improving macro, micro and socio economic statistics production by identifying the different data requirements from each individual department and critically looking at the data produced and disseminated to the prospective users. The SSPS will ensure consistency in the methodology used to gather statistics, hence resulting into more data harmonization and credibility.

I thank Uganda Bureau of Statistics (UBOS) for initiating the Plan for National Statistical Development (PNSD), with the aim of strengthening the production of statistics in Uganda. This will surely improve the quality of data produced in terms of relevance, accuracy, reliability, timeliness and coherence.

For God and my country.



C.M. Kassami

PERMANENT SECRETARY/ SECRETARY TO THE TREASURY

EXECUTIVE SUMMARY

The mandate of the Ministry of Finance, Planning and Economic Development (MoFPED) is to mobilize resources locally and externally for public expenditure; manage and control public finances in a prudent and efficient manner; ensure the effectiveness of all spending and oversee the National planning and strategic development initiatives for economic growth, efficiency, stability, eradication of poverty and enhancement of overall development. The Ministry aims at strengthening the capacity of its statistical production to provide policy-makers and analysts with a wide range of key macro, micro and socio economic indicators to support their work. In particular, it aims at anticipating emerging needs and producing outputs that satisfy those needs. By ensuring that statistical outputs are relevant and of good quality, the Ministry will serve a vital role in supporting decision-making in Uganda

The MoFPED has developed a five year Sector Strategic Plan for Statistics (SSPS) (2007/8 – 2011/12) that provides a framework for further reform and acceleration of statistical development in the sector statistical system. The SSPS aims at improving the sector statistics production, coverage and reliability in terms of completeness, accuracy, and timeliness. In order to successfully implement this plan, establishing mechanisms for effective coordination, data production and management are critical to ensure production of accurate and reliable statistics at all levels. It is also fundamental to build the capacity of the existing human resource engaged in data production in the sector.

Budget

This plan has been costed at 1, 2 billion Uganda shillings, equivalent to USD\$ 604,000 at the ruling market rate over a five year period as summarized in the table below:

Table 1: MoFPED SSPS Summary Budget (Uganda Shillings “000”)

Strategic Area	Yr 7/8	Yr 8/9	Yr 9/10	Yr 10/11	Yr 11/12	5 yr TT
Coordination and Management	26,600	33,800	52,600	124,300	88,500	325,800
Human resource development and management	30,000	38,600	64,400	173,000	192,000	498,000
Statistical Development Programs	10,000	19,000	59,000	73,600	229,000	385,000
Total (Ug.sh)	66,600	91,400	176,000	370,900	509,500	1,208,800
US\$ “000”	20.8	30.45	79.75	179.7	251.5	604.1

US\$=2000 Uganda Shillings

1. BACKGROUND

1.1 Mandate and structure

The Ministry of Finance, Planning and Economic Development derives its mandate and functions from the 1995 Constitution of the Republic of Uganda, and other related subordinate laws, including; the Budget Act (2001), the Public Finance and Accountability Act (2003) and acts establishing agencies and auxiliary organizations. Accordingly, the Ministry plays a pivotal role in the co-ordination of development planning, mobilization of public resources and ensuring effective accountability for the use of such resources for the benefit of all Ugandans.

The mandate of the MoFPED is to mobilize resources locally and externally for public expenditure; manage and control public finances in a prudent and efficient manner; ensure the effectiveness of all spending and oversee the National planning and strategic development initiatives for economic growth, efficiency, stability, eradication of poverty and enhancement of overall development.

The Ministry is headed by the Minister of Finance Planning and Economic Development assisted by five Ministers of State. These include the ministers for General Duties, Planning, Investment, Privatization, and Micro Finance. The technical team is led by the Permanent Secretary/Secretary to the Treasury (PS/ST) as the Chief Executive, assisted by the Deputy Secretary to the Treasury.

The functioning of the Ministry is executed through three specialized Directorates namely, Budget Directorate, Directorate of Economic Affairs and Accountant General's office. These Directorates comprise of various departments as shown in Annex F. The Finance & Administration Department provides logistical and support services.

MoFPED takes a lead role in providing public finance for growth and development. Accordingly, the Ministry is supposed to collect, analyse and appropriately manage data from the different sources in both Government and Non-Government Institutions. Top Management in the Ministry should be able to discuss issues and make decisions basing on "current information". This plan seeks to recognise that timeliness, quality and cost of collecting and managing information/statistics are related variables that must be balanced by the value that is associated with each.

1.2 Significance of MoFPED Statistics

Sound decision-making relies on the range and quality of economic and social statistics available. Without good quality statistics, effective economic, social, and environmental policies cannot be researched and formulated, nor can the impact of policy decisions be valuably measured. Therefore, improving the quality of data in the sector is paramount for fulfillment of the mandate of MoFPED.

1.3 Process of Developing the SSPS

The plan has been developed through a consultative process with major stakeholders. The Uganda Bureau of Statistics (UBOS) requested the Ministry to nominate a contact person to coordinate the process. The person was strategically drawn from the Macro-Economic Policy Department since it coordinates information management in other Departments. The contact person in consultation with the immediate supervisors constituted a Sector Statistics Committee (SSC) with specific Terms of Reference (TORs). The committee comprised of representatives from all departments of the Ministry. The MFPE top management was sensitized to support the process. Each of the committee members was requested to identify their data needs and present the status of data and information produced within the respective Departments. Finally UBOS engaged a strategic management consultant to support the development of the Sector Strategic Plan.

1.4 Structure of the Plan

The Plan is divided into six sections. The first section covers the background information, the second provides a situational analysis of the sector, the third and fourth sections address strategic issues for statistics including the Vision, Mission and strategy for improving statistics production. Section five presents the implementation plan, while the last section covers the appendices.

2. SITUATIONAL ANALYSIS

2.1 Stakeholders Analysis

The MoFPED as a producer and user of statistics has various stakeholders. Information on Public Finance is required by various stakeholders in their respective fields for analysis and policy making decisions.

The Ministry collaborates with different stakeholders who provide primary and secondary data. The major sources of data for the Ministry include the following:

- Line Ministries, Departments and Agencies;
- Bank of Uganda (BOU);
- Commercial Banks;
- Non-Bank Financial Institutions like insurance, mortgage and pension companies;
- Uganda Bureau of Statistics (UBOS);
- Development Partners;
- Regulatory Authorities;
- Local Governments;
- Civil Society Organisations

Major data users include;

- All the above data providers.
- Academic and research institutions e.g. Makerere University, Economic Policy Research Centre (EPRC), Uganda Management Institute (UMI) etc
- International Organizations e.g. International Monetary Fund, The World Bank, Macro-Economic and Financial Management Institute, African Development Bank
- Regional and other Central Banks
- Businesses Organisations such as the Uganda Manufacturers Association.
- General Public

2.2 Status of Data Production

A lot of internally produced data for other departments' usage comes from the Macro Economic Policy Department (MEPD). Although the Ministry lacks an official data storage centre, the Macro Economic Policy Department is considered the Central statistics unit for the Ministry. Other departments such as the Budget Policy and Evaluation Department (BPED), Aid liaison (ALD), Tax Policy (TPD) and Treasury Services Department (TSD) also have key data generating responsibilities.

Most of the projects that collect data used by the Ministry largely depend on administrative records. The capacity to meet all the respective statistical needs of the Ministry and its stakeholders varies significantly from department to department, depending on their capacity to generate the information required.

2.3 Quality of Data

Table 2 below summarizes the assessment of the quality of statistical products by Ministry of Finance, Planning and Economic Development. The quality dimensions of relevance, accuracy, completeness, consistency, and timeliness were analyzed using scores on the scale of 1 to 5, (where one is lowest and five is highest).

Table 2: Quality assessment of data produced by the Ministry.

	Quality Dimension	Score	Reasons for Score
A	Macro Economic Policy Management		
1	Relevance to Stakeholders	5	Data is highly demanded for formulation of effective & efficient economic policies to enhance rapid economic growth and development & to ensure macroeconomic stability.
2	Accuracy and reliability	3	Lack of proper data generation methods and different data sources makes this data less reliable
3	Timeliness	3	Delays in submission of outturns and work plans by donors and sectors for budgeting purposes affects the timelines of the data.
4	Accessibility	2	Numbers have to be verified by different stakeholders that generate similar data hence challenging to access
5	Interpretability	2	Macro Economic Indicators are quite technical and can only be explained with Metadata
6	Coherence	3	Data is regular but comes with a lag
B	Budget Preparation, Execution and Monitoring		
1	Relevance to Stake holders	5	Data is used for planning, identification of priorities and for budgeting

	Quality Dimension	Score	Reasons for Score
2	Accuracy and reliability	3	Revenue estimates may not be consistent with actual revenues and expenditures due to several factors that affect financing of the budget. Reliability of this data also depends on how organized sectors and agencies are.
3	Timeliness	4	Data is produced in line with the budget preparation cycle
4	Accessibility	4	Data is available in a number of publications including the estimates manual for each financial year. It is however not available on the web.
5	Interpretability	4	The data is easy to understand
6	Coherence	4	Data is quite regular and consistent
	Vote Function	Score	Reasons for the Score
C Public Finance Management			
	Relevance to Stakeholders	5	Data is used for debt management
	Accuracy and reliability	5	Data is subjected to annual audits from Auditor General's office, hence accurate
	Timeliness	5	Data is readily available
	Accessibility	4	Data is accessible on request
	Interpretability	4	Data is well categorized and therefore easy to interpret
	Coherence	5	There is regular reconciliation of data among the various offices charged with public financial management. This makes the data consistent.
D Investment and Private Sector Promotion			
	Relevance to Stake holders	5	Data is used for decision making
	Accuracy and reliability	1	Data on investors is almost nonexistent. In other cases, the data is not credible
	Timeliness	1	Data is almost non existent
	Accessibility	1	Data is in a raw state.
	Interpretability	3	Data is very simple to understand.
	Coherence	2	The data is irregular and inconsistent
E Micro Finance			
	Relevance to Stake holders	5	Data is used in formation of SACCOs and Micro Finance Institutions all over the country
	Accuracy and reliability	4	Data is reliable since it is obtained through direct correspondence (direct interviews)
	Timeliness	1	Data is not timely. There are delays in its production
	Accessibility	3	Data is available on request
	Interpretability	4	Data is easy to interpret
	Coherence	4	Data is coherent since it is produced by one institution (UBOS)

2.4 Challenges

Ministry of Finance, Planning and Economic Development faces a number of challenges in the process of producing their data. These include:

1. Lack of coordination and increased overhead costs resulting from departments which produce similar or related statistics.
2. Limited appreciation of statistics production and use within the Ministry.
3. Limited funding for statistics within the Ministry due to lack of a budget line in the current budgeting and financing framework.
4. Limited knowledge and experience on Statistical analysis due to limited training in statistical production.

2.5 SWOT Analysis

An analysis of the Strengths, Weaknesses, Opportunities and Threats affecting statistical production was carried out. The following observations were made:

The Strengths

- The Ministry is recognised as an authority in Government Finance Statistics at both national and international levels. MoFPED is supported by the Public Finance and Accountability Act (2003) and the Budget Act (2001) to carry out its mandate
- There is an established network with local and foreign training and placement institutions which helps staff gain local as well as international expertise.
- MoFPED produces many publications with statistics.
- The Ministry has the capacity to develop an effective management system based on accountable decision-making, priority and time-frame setting, and implement the Sector Strategic Plan for Statistics.
- There is adequate IT infrastructure to effectively support production of statistics within the Ministry.
- MoFPED has a functional resource centre that is accessible to its stakeholders.

Weaknesses

- Staffing constraints and limited skilled human resource capacity to collect, analyse and disseminate quality data on a timely and regular basis.
- Lack of a one-stop centre for Ministry generated statistics. Currently, different departments produce, manage and store their data independently and in different formats.
- Some local data providers whose input is a requirement for data aggregation by the Ministry submit late information. This affects timely production and dissemination of information to users.
- Limited facilitation for collection & monitoring of data from the various sources.
- Limited resource allocation towards regular website with statistical products and services of the Ministry.

Opportunities

- Government's aim to transform the country into an industry-based economy will increase the demand for Government Finance Statistics and provide scope for the statistics operations.
- Under the revived and expanded East African Community, there is a high level of regional co-operation which gives opportunities for statistical skills sharing with experts in the region.
- International commitments especially with the World Bank, IMF, EU, ADB and Bi-lateral Development Partners which provide avenues for improving finance statistics.

Threats

- Lengthy procedures for recruitment and promotion are a threat to the development of the statistical operations within the ministry.
- Proliferation of private organisations, Community Based Organisations, NGOs, and Development Partners which are involved in similar surveys which yield varying outputs compared to those provided by the MoFPED sanctioned studies.
- Erroneous interpretation of the statistics produced which limits the credibility of the statistics produced by the Ministry.
- Technological changes pose a challenge of updating statistical packages and manpower training.

3. STRATEGIC FRAMEWORK FOR THE SSPS

3.1 Vision

“To be a coherent, reliable, efficient and demand-driven FPED Statistical System.”

3.2 Mission

“To produce good quality statistics that support evidence based decision making, planning and management to enhance the economic well-being of all Ugandans”.

3.3 Strategic Objectives

In order to address the challenges and weaknesses identified under the SWOT analysis, the following three Strategic objectives will be pursued:

- SO1:** To develop a coherent, reliable, efficient and demand-driven FPED statistical system that supports management and development initiatives through effective **"Coordination and Management"**.
- SO2:** To strengthen **Human Resource Development and Management** capacity for collection, analysis, dissemination and utilisation of FPED statistics.
- SO3:** To strengthen **Statistical Development Programs** through generating and disseminating demand-driven statistics.

3.4 Values and Principles

Quality: MoFPED will strive to produce quality products with no compromise on the relevance, timeliness, reliability, coherence, accessibility and completeness.

Best practices: MoFPED statistics are produced according to professional and ethical standards. Objective statistics are produced and published in accordance to international best practice methods.

Relevance: MoFPED is committed to producing demand-driven statistics that offer practical utility to users.

Timeliness: MoFPED promotes informed decision through the provision of timely and high quality statistics to the community.

Confidentiality: As stipulated in the UBOS Act, MoFPED ensures that the data provided is strictly protected. All staff members at the MoFPED are by law required to take an oath of secrecy. The Ministry also ensures that in publishing data, identifiable information is not released.

Trust in our people: The Ministry's ability to fulfil its mission depends on the public, in addition to legislation or institutional processes.

4. STRATEGY FOR IMPROVING STATISTICS PRODUCTION

In order to realize the stated vision and mission, the following strategies and specific actions will be implemented over the next five years (2007/8 – 2011/12).

4.1 SO1: Coordination and Management

The Issue

Limited coordination among statistics producers and users within MoFPED, and their external stakeholders is a challenge resulting from lack of a comprehensive statistics management system. This has led to limited sharing of information and duplication in the generation of MFPEP statistics.

Main Strategies

In order to address the above issue, the following strategies will be pursued;

- Establishing a robust and effective coordination and data management structure for data collection, processing and dissemination
- Developing and maintaining key strategic partnerships and alliances with stakeholders involved in data production
- Collaborating with UBOS in implementing the SSPS and Plan for National Statistics Development.

Specific Actions

The above strategies will be achieved through the following specific actions

- | | |
|--------|--|
| SO 1.1 | Streamline internal information management linkages and coordination of sector statistics within the Ministry |
| SO 1.2 | Conduct inter-departmental meetings to review progress of the SSPS implementation. |
| SO 1.3 | Sensitize MoFPED staff on the harmonized approach to statistical production and management |
| SO 1.4 | Establish internal reporting procedures and operationalise institutional structures to support the development of MFPEP statistics |
| SO 1.5 | Procure, install and maintain physical, IT infrastructure/equipment and statistical data management software. |

- SO 1.6 Establish and strengthen collaboration linkages with key stake holders.
- SO 1.7 Align MFPED data production processes to government planning and development processes
- SO 1.8 Develop a monitoring and evaluation framework to support statistical development
- SO 1.9 Strengthen the technical discussions for specific issues under SESTAC

4.2 SO2: Human Resource Development and Management

The Issue

There is inadequate technical capacity to handle statistical production and management in the Ministry. There is therefore an urgent need for well trained, motivated and equipped staff.

Main Strategies

In order to address the above issue, the following strategies will be pursued;

- Developing and strengthening the human resource capacity for the sector to manage a sound data production and management system that will provide accurate and timely statistics for evidence based decision making and planning in MoFPED.
- Collaborating and building capacity for statistics production and utilization across the entire Ministry.

Specific Actions

To achieve the above strategies, the following actions have been identified for implementation.

- SO 2.1 Train and support relevant staff in research methodologies through work-in-progress seminars.
- SO 2.2 Support training opportunities for data analysts in different departments and key data users in GFS data interpretation and usage.
- SO 2.3 Organize expert training for staff in econometric analysis and report writing.
- SO 2.4 Organize and support on-going attachment programs for researchers, interns and officers with other national, regional, and international institutions.

- SO 2.5 Provide professional services and technical support to stakeholders in the production of reports and database management.
- SO 2.6 Participate in study tours and conferences to build technical capacity, knowledge and experience for Ministry staff in the generation of statistics from other countries.
- SO 2.7 Conduct training in statistical compilation, Eviews, Stata and Epi info.

4.3 SO3: Statistical Development Programs

The Issue

Common constraining factors which include; limited analysis and comparability of data, inconsistent access to and use of data, lack of consistent standards (concepts, codes, and methodologies) need redress, in order to have a unified statistical system with harmonized data production processes for both primary and administrative data in the Ministry.

Main Strategies

In order to address the above issue, the following strategies will be pursued;

- Improving data production and management for timely reporting and dissemination of MFPED statistics to inform the sector initiatives and processes.
- Harmonizing the data production processes of MoFPED statistics to ensure coherence and comparability within the sector.
- Updating and maintaining the Sector database

Specific Actions

The above strategies will be achieved through the following specific actions;

- SO3.1 Undertake high quality, theoretical and applied economic analysis with particular emphasis on formulating practical solutions to problems
- SO 3.2 Run the first CGE model testing
- SO 3.3 Publish and disseminate reports, discussion papers, occasional papers, and consultancy reports produced by the Ministry or related agencies.
- SO 3.4 Review and standardise mechanisms and tools for collection, processing and dissemination of MoFPED statistics.

- SO 3.5 Collect and maintain statistical data at Ministerial, Directorate, and department levels in relation to Government Finance Statistics
- SO 3.6 Undertake demand driven surveys to facilitate effective policy making.
- SO 3.7 Conduct short seminars, workshops, and forums to disseminate statistical outputs
- SO 3.8 Establish, maintain, and regularly update important socio-economic statistics used by government and other stakeholders (through reliable and meaningful reports)
- SO.3.9 Develop and operationalise MoFPED data management and dissemination policies.

5. IMPLEMENTATION PLAN

5.1 Mechanisms

Implementation will be phased over a period of five years. The priorities for the implementation of this plan during the first and subsequent years will be based on the need for strengthening the state of statistical production and usage, putting into consideration basic strategies of statistical advocacy, organizational and institutional development, physical and statistical infrastructure, human resource development, data development, data dissemination and monitoring and evaluation. Furthermore, the established Sector Statistics Committee (SSC) in collaboration with the Macro-Economic Policy Department will serve as the steering committee for the implementation of this Plan. Detailed activities are highlighted in the logical framework and activity schedule.

5.2 Monitoring and Evaluation

Monitoring and evaluation is a crucial component for measuring performance. It facilitates the assessment of existing deficiencies in a system, determines needs and priorities, and enables appropriate allocation of program resources. Monitoring and evaluation of this Strategic Plan will be carried out regularly to track progress during implementation. This will be done to ensure that the resources allocated towards the implementation of this plan are converted into outputs which translate into long-term impact in the sector. The Macro-Economic Policy department of the Ministry will coordinate the M&E activities. The SSC will meet once every month to review progress of the SSPS implementation.

A set of performance indicators will be designed to measure progress towards achievement of the objectives envisaged in this Plan. These indicators are presented in the appended Logical Framework (Annex B). At the end of the implementation period, there will be an evaluation to assess the most significant constraints, the most successful activities and to generally assess how well the strategies in the Plan will have met the set objectives. The evaluation process will involve the Macro-Economic Policy department, other data producing departments in the Ministry, representatives other line Ministries, NGOs, the private sector, and Donor community.

5.3 Risk Analysis

A key assumption made is that the Macro-Economic Policy Department will be the executing centre. General budget and Donor support is critical to the execution of the strategic plan outlined in this document. The next critical step would be to ensure that all Ministry departments and top management assume ownership of the SSPS, and later identify the optimal approach for financing. The risk analysis is summarized in the table below:

Table 3: Risk analysis Table

Risk	Risk type	Existing risk controls
1) Lack of adequate, complete, timely and correct data in the Ministry	Reputation Legal Operational	<ul style="list-style-type: none"> • Heads of Department required to ensure that consistency checks before the information is used or disseminated • Double check figures that appear to deviate from the norm with the source. • Periodic data reconciliation • Filing of hard copies for future reference and ease of follow-up • Continuous sensitization of the importance to submit timely and correct data.
2) Loss of data or limited access to the various reports, databases, and tables as a result of technical problems with the Ministry LAN and the personal computers as well as power disruptions due to electricity load shedding.	Operational continuity Reputational	<ul style="list-style-type: none"> • Availability of a backup server offsite which is used to retrieve loss • Existence of a IT unit in the Ministry which gives support to all departments • Existence of a standby power generator which reduces the interruption. • The IT unit of the Ministry usually informs staff ahead of such events so that interim arrangements are made <ol style="list-style-type: none"> 1. The Ministry undertakes periodic maintenance of all Ministry computers.
3) Distortion or changes made to the various databases after they have been updated. This is because access to these databases is open to anyone who has access to the Common drive of the departments and the Ministry	Operational	<ul style="list-style-type: none"> • Sensitization of staff formally and informally on the proper use of these databases • Sensitive files are not saved on the common drives available to all users in the respective Departments and the Ministry
4) Delays in dissemination of information to all stakeholders and the general public	Reputation Operational Legal	<ul style="list-style-type: none"> • Following up the relevant legal requirements in the Public finance and Accountability Act as well as the Budget Act ensures that delays are minimized • Frequent reminders are always sent out to the relevant officers concerning the deadlines for each report required
5) Breach of the quarterly and Fiscal Program targets as a challenges to the conduct of Fiscal policy	Reputation Market Legal	<ul style="list-style-type: none"> • Realistic and revised programming through mid-term reviews and consultations and coordination with Bank of Uganda • Close follow up of the fiscal program performance.
6) Delayed posting of information on budget	Reputation	<ul style="list-style-type: none"> • Weekly meetings on budget execution in the Budget Directorate minimizes the risk of delays

Risk	Risk type	Existing risk controls
releases and execution	Operational	
7) Late submission of quarterly budget performance reports from Ministries, Departments and Agencies (MDA).	Reputation	<ul style="list-style-type: none"> • Established deadlines for submission. • The annual budget call circular to all accounting officers sets reporting guidelines • MDAs are penalized for not observing the guidelines • Calling concerned staff and reminding them of reporting deadlines
9) Frequent data changes by data providers	Reputation Operational	<ul style="list-style-type: none"> • Coordination with key data providers • Regular reconciliation of data • Harmonizing reporting framework with major data providers like UBOS.
10) Delay in publication of the necessary reports. These reports include: Annual performance of the economy report, Annual and Quarterly Budget Performance reports, Public Investment Plan, Poverty Monitoring Reports and the Annual Budget Estimates	Reputation Legal	<ul style="list-style-type: none"> • Time frames for completion of each type of report are set • The drafts are circulated at various stages to the key persons • Printing of reports is subject to public procurement guidelines
11 Misinterpretation and misreporting by the press and the stakeholders in general.	Reputation	<ul style="list-style-type: none"> • Public sensitization through responses to queries and clarifications, whenever necessary • The Minister clarifies information in Parliament • Posting of information on the website

5.4 Financing Plan

The Ministry of Finance Sector Strategic Plan for Statistics will be financed by Government and contributions from development agencies over the next five years. However, it is expected that the donor contribution will progressively go down with time as government contributions increase. Due to the MTEF allocation and the sector wide approach to budget allocation, it is expected to take up to 3 years for the SSPS budget to be integrated into the mainstream Ministry budget.

ANNEX A: STATISTICAL PRODUCTION SCHEDULE

Statistics to be produced	Indicators	Design	Level of Disaggregation	Gender	Frequency of Production	Publication/ Report
Government Finance Statistics	Pre-conditioned	Administrative Records	National	No	Monthly	Annually
Local Government Finance Statistics	Pre-conditioned	Administrative Records	District level	No	Annually	Annually
Debt Stock	NDP	Administrative Records	National	No	Monthly	Annually
Tax revenues	Pre-conditioned	Administrative Records	All levels	No	Monthly	Annually
Non Tax Revenue	Pre-conditioned	Administrative Records and surveys	All levels	No	Monthly	Annually
Government expenditures by economic classifications	Pre-conditioned	Administrative Records and studies	National	No	Monthly/Annually	Annually
Government expenditures by Functions of Government	Pre-conditioned	Administrative Records and studies	National	No	Monthly/ Annually	Annually
Recurrent Expenditure	Pre-conditioned	Administrative Records	All levels	No	Monthly/ Annually	Annually
Development Expenditure	Pre-conditioned	Administrative Records and surveys	All levels	No	Monthly/ Annually	Annually
Wage Expenditure	Pre-conditioned	Administrative Records	All levels	No	Monthly/ Annually	Annually
Domestic interest costs	Pre-conditioned	Administrative Records	National	No	Monthly/ Annually	Annually
Grants	Pre-conditioned	Administrative Records	All levels	No	Monthly/ Annually	Annually
Budget support	Pre-conditioned	Administrative Records	All levels	No	Monthly/ Annually	Annually
External projects	Pre-conditioned	Administrative Records	All levels	No	Monthly/ Annually	Annually
Debt Service/Exports (% After HIPC)	NDP	Administrative Records	National	No	Monthly/ Annually	Annually
Debt Service/Revenue	NDP	Administrative Records	National	No	Monthly/ Annually	Annually
Total Debt/Exports	NDP	Administrative Records	National	No	Monthly/ Annually	Annually

Statistics to be produced	Indicators	Design	Level of Disaggregation	Gender	Frequency of Production	Publication/ Report
Total Debt/GDP	NDP	Administrative Records	National	No	Monthly/ Annually	Annually
Foreign Direct Investments (FDIs)	Pre-conditioned	Administrative Records	All levels	No	Monthly/ Annually	Annually
Commitment Fees	Pre-conditioned	Administrative Records	All levels	No	Monthly/ Annually	Annually

ANNEX B: LOGICAL FRAME WORK

Hierarchy of Objectives	Indicators (Baselines need to be established)	Means of Verification	Assumptions
Overall Objective			
To be a coherent, reliable, efficient and demand-driven MoFPED Statistical System.	<ul style="list-style-type: none"> World Bank statistical capacity indicator score improved from 73% in 2006 to 85% by 2012. All statistics produced according to internationally recognized standards and in compliance with GDDS standards by 2012. 	<ul style="list-style-type: none"> World Bank Reports IMF, UN Reports, WTO reports 	
Purpose			
To produce good quality statistics that support evidence based decision making, planning and management to enhance the economic well-being of all Ugandans.	<ul style="list-style-type: none"> % increase in Sectoral / national finance policies reviewed as a result of informed decisions aided by MFPED statistics by 2012/3. % increase in resource allocation to MFPED Statistical development in MTEF by 2011/12. % increase in MFPED basket fund resources allocated for national development as a result of evidence based planning by 2011/12. % reduction in delays in decision making, implementation and delivery of results by 2011/12. % increase in statistical utilization in monitoring and evaluation of the NDP and related sectoral strategies by 2011. % increase in utilization of Finance statistics by the public. Priority research agenda identified and implemented by 2011/12. 20% increase in user satisfaction in sectoral statistics from 2008/9 to 2011/12. 	<ul style="list-style-type: none"> Sector Review Reports Ministerial Policy Statements Budget Framework Paper Estimates of revenue and expenditure. Evaluation Reports for statistical development. User satisfaction survey reports. Research papers published 	<ul style="list-style-type: none"> MDAs adhere to the agreed standards and guidelines for data production. Statistical development prioritised in the National Budget. Statistics produced are easily accessed and utilized. Political and economic stability. Statistics users appreciate its importance.

Hierarchy of Objectives	Indicators (Baselines need to be established)	Means of Verification	Assumptions
Results/Outputs			
<p>O.P1: Coherent, reliable, efficient coordinated Finance, Planning & Economic Development sector statistical system established and functional.</p>	<p>1.1 MFPED statistical systems and infrastructure assessed by 2009/10.</p> <p>1.2. MFPED Statistical Unit revitalized, strengthened and operational by 2008/09.</p> <p>1.3 The MFPED Sector Statistics Committee established and functional by 2008/09.</p> <p>1.4 MFPED Strategic Plan for Statistics developed and operational by 2008/09.</p> <p>1.5 Internal management and coordination of statistics streamlined by the end of 2009/10.</p> <p>1.6 Stakeholder collaborative linkages established and strengthened by 2009/10.</p> <p>1.7 MFPED web page for Statistics developed, functional and linked to the NSS website by 2010/11.</p> <p>1.8 Policy guidelines and standards for statistical production and management developed and operationalized by 2009/10.</p> <p>1.9 MFPED SSPS integrated and supported within the Ministry planning and budget framework.</p> <p>1.10 Resource mobilization and allocation to development of FP&ED statistics increased by 2010/11.</p> <p>1.11 All MFPED statistics aligned to government and development processes by 2010/11.</p> <p>1.12 M&E Framework for statistical development established and</p>	<ul style="list-style-type: none"> • Progress/M&E reports • Equipment Inventory • Appointment letters to the SSC. • SSPS • M&E Reports • Minutes of the SSC and management meetings • Progress reports • Consultative meeting reports/minutes • Statistics Web page • Policy Guidelines • Standards documents • Meta Data for the sector • Budget Framework Paper • Sectoral budgets and releases • Financial reports • NSS Statistics calendar • M&E Framework • Assessment reports • M&E/progress reports • Physical Infrastructure/assets register • Activity Reports • Data production and dissemination guidelines 	<ul style="list-style-type: none"> • Management committed to the implementation of the SSPS. • Adequate resources available for implementation of the SSPS. • Technical capacity available • Internal and external cooperation in statistical development

Hierarchy of Objectives	Indicators (Baselines need to be established)	Means of Verification	Assumptions
	<p>operational by 2009/10.</p> <p>1.13 MFPED IT infrastructure developed and strengthened by 2009/10.</p> <p>1.14 Producers and users of MFPED statistics sensitized on statistical production and utilization procedures annually.</p> <p>1.15 Institutional framework for production and dissemination of Finance, Planning and Economic Development sector statistics developed and harmonized by 2009/10.</p>		
<p>O.P2: Capacity for collection, analysis, dissemination and utilisation of MFPED sector statistics strengthened.</p>	<p>2.1 Capacity to collect, analyse, and disseminate FP&ED statistics built and strengthened by 2011/12.</p> <p>2.2. Capacity of MFPED autonomous sector agencies and stakeholders to collect, analyse, and disseminate statistics strengthened.</p> <p>2.3 World Bank statistical capacity indicator score improved from 73% in 2006 to 85% by 2012.</p> <p>2.4 All statistics produced according to internationally recognized standards and in compliance with GDDS standards by 2012.</p>	<ul style="list-style-type: none"> • Capacity building reports • M&E reports • Activity reports • M&E reports 	

Hierarchy of Objectives	Indicators (Baselines need to be established)	Means of Verification	Assumptions
<p>O.P3: Demand-driven statistics produced and disseminated.</p>	<p>3.1 Data management processes assessed by 2009.</p> <p>3.2 Mechanisms and tools for collection, processing and dissemination reviewed and standardized by 2009/10.</p> <p>3.3 Quality and timely statistics produced.</p> <p>3.4 Surveys and studies conducted according to institutional timelines.</p> <p>3.5 Comprehensive sector data bank of GFS and related indicators developed by 2011/12.</p> <p>3.6 Sector statistics disseminated in line with the NSS dissemination calendar.</p>	<ul style="list-style-type: none"> • Assessment Report • Review reports • Guidelines • Statistical Publications • Data Bank • M&E reports • Surveys and study reports • Dissemination Reports 	

Hierarchy of Objectives	Inputs	Budget	Assumptions
Activities			
<p>Coordination and Management</p> <p>1.1 Streamline internal management, information linkages and coordination of sector statistics within the Ministry.</p> <p>1.2 Conduct inter-departmental meetings to review progress of the SSPS implementation.</p> <p>1.3 Sensitize MoFPED staff on the harmonized approach to statistical production and management.</p> <p>1.4 Establish internal reporting procedures and operationalise institutional structures to support the development of MFPED statistics.</p> <p>1.5 Procure, install and maintain physical, IT infrastructure/equipment and statistical data management software.</p> <p>1.6 Establish and strengthen collaboration linkages with key stake holders.</p> <p>1.7 Align MFPED data production processes to government planning and development processes.</p> <p>1.8 Develop a monitoring and evaluation frame work for sector statistical development.</p>	<ul style="list-style-type: none"> • Equipment • Technical expertise • Office space • Stationery • M&E tools • Consumables • Furniture & fixtures • Meeting & meeting venues • Communication costs • Travel costs • Hospitality costs 	<p>215,800,000 UGX</p>	<ul style="list-style-type: none"> ▪ Timely release of funds ▪ Competent personnel ▪ Available and reliable equipment ▪ Conducive working environment ▪ Minimal bureaucratic arrangements

Hierarchy of Objectives	Inputs	Budget	Assumptions
<p>Human Resource Development and Management</p> <p>2.1 Train and support relevant staff in research methodologies through work-in-progress seminars.</p> <p>2.2 Support training opportunities for data analysts in different departments and key data users in GFS data interpretation and usage.</p> <p>2.3 Organize expert training for staff in econometric analysis and report writing.</p> <p>2.4 Organize and support on-going attachment programs for researchers, interns and officers with other national, regional, and international institutions.</p> <p>2.5 Provide professional services and technical support to stakeholders in the production of reports and database management.</p> <p>2.6 Participate in study tours and conferences to build technical capacity, knowledge and experience for Ministry staff in the generation of statistics from other countries.</p> <p>2.7 Conduct training in statistical compilation, Eviews, Stata and Epi info.</p>	<ul style="list-style-type: none"> • Training manuals & materials • Equipment & consumables • Technical expertise • Consultancy services • Stationery • Personnel • Meeting & meeting venues • Communication costs • Travel costs • Hospitality costs • Software 	<p>478,000,000 UGX</p>	<ul style="list-style-type: none"> ▪ Availability of financial resources ▪ Top management support ▪ Stakeholder cooperation and support ▪ Specified equipment is available

Hierarchy of Objectives	Inputs	Budget	Assumptions
<p>Statistical Development Programs</p> <p>3.1 Undertake high quality, theoretical and applied economic analysis with particular emphasis on formulating practical solutions to problems</p> <p>3.2 Run the first CGE model testing.</p> <p>3.3 Publish and disseminate reports, discussion papers, occasional papers, and consultancy reports produced by the Ministry or related agencies.</p> <p>3.4 Review and standardise mechanisms and tools for collection, processing and dissemination of MoFPED statistics</p> <p>3.5 Collect and maintain statistical data at Ministerial, Directorate, and department levels in relation to Government Finance Statistics.</p> <p>3.6 Undertake demand driven surveys to facilitate effective policy making</p> <p>3.7 Conduct short seminars, workshops, and forums to disseminate statistical outputs</p> <p>3.8 Establish, maintain, and regularly update important socio-economic statistics used by government and stakeholders</p>	<ul style="list-style-type: none"> • Data collection tools • Manuals & materials • Equipment & consumables • Technical expertise • Consultancy services • Stationery • Personnel • Meeting & meeting venues • Communication costs • Travel costs • Hospitality costs • Software 	<p>515,000,000 UGX</p>	<ul style="list-style-type: none"> • Potential & effective partnerships with adequate capacity for generation and use of S&T-related statistics exist ▪ Political goodwill exists ▪ Stakeholder cooperation and support ▪ Administrative data is available ▪ Financial resources are mobilized and made available

Preconditions:

1. Timely and sufficient financial, human and physical resources to support the S&T statistical system are available from government and development partners.
2. Strategic partners, with adequate capacity and skills for collecting and using S&T statistics exist.

Note:

O-Out put; P-Purpose; R-Result

For Example O.P1 stands for “Output for Purpose 1”

ANNEX C: ACTIVITY SCHEDULE

	Activity	Yr 07/08				Yr 08/09				Yr 09/10				Yr 10/11				Yr 11/12			
1	Coordination and Management																				
1.1	Streamline internal management, information linkages and coordination of sector statistics within the Ministry																				
1.2	Conduct inter-departmental meetings to review progress of the SSPS implementation																				
1.3	Sensitize MoFPED staff on the harmonized approach to statistical production and management																				
1.4	Establish internal reporting procedures and operationalise institutional structures to support the development of MFPED statistics																				
1.5	Procure, install & maintain physical, IT infrastructure/ equipment and statistical data management software																				
1.6	Establish and strengthen collaboration linkages with key stake holders																				
1.7	Align MFPED data production processes to government planning and development processes																				
1.8	Develop a monitoring and evaluation frame work sector statistical development																				
2	Human Resource Development and Management																				
2.1	Train and support relevant staff in research methodologies through work-in-progress seminars																				
2.2	Support training opportunities for data analysts in different departments & key data users in GFS data																				

	Activity	Yr 07/08				Yr 08/09				Yr 09/10				Yr 10/11				Yr 11/12			
	interpretation & usage																				
2.3	Organize expert training for staff in econometric analysis and report writing																				
2.4	Organize and support on-going attachment programs for researchers, interns and officers with other national, regional, and international institutions																				
2.5	Provide professional services and technical support to stakeholders in the production of reports and database management																				
2.6	Participate in study tours and conferences to build technical capacity, knowledge and experience for Ministry staff in the generation of statistics from other countries																				
2.7	Conduct training in statistical compilation, Eviews, Stata and Epi info.																				
3	Statistical Development Programs																				
3.1	Undertake high quality theoretical & applied economic analysis with emphasis on formulating practical solutions to problems																				
3.2	Run the first CGE model testing																				
3.3	Publish and disseminate reports, discussion papers, occasional papers, and consultancy reports produced by the Ministry or related agencies																				
3.4	Review and standardise mechanisms and tools for collection, processing and dissemination of MoFPED statistics																				
3.5	Collect & maintain statistical data at Ministerial, Directorate & department levels in relation to GFS																				

Activity		Yr 07/08				Yr 08/09				Yr 09/10				Yr 10/11				Yr 11/12			
3.6	Undertake demand driven surveys to facilitate effective policy making																				
3.7	Conduct short seminars, workshops, and forums to disseminate statistical outputs																				
3.8	Establish, maintain and regularly update important socio-economic statistics used by government and other stakeholders (<i>through reliable and meaningful reports</i>)																				
3.9	Develop and operationalise MoFPED data management and dissemination policies																				

ANNEX D: BUDGET ESTIMATES (2007/08-2011/12) (Uganda Shillings “000”)

	Activity	Yr 07/08	Yr 08/09	Yr 09/10	Yr 10/11	Yr 11/12	5 yr TT
1	Coordination and management						
1.1	Streamline internal management, information linkages and coordination of sector statistics within the Ministry	5,800	7,500	9,000	16,600	21,600	60,500
1.2	Conduct inter-departmental meetings to review progress of the SSPS implementation	5,800	5,800	11,600	11,600	11,600	46,400
1.3	Sensitise internal data analysts on the harmonized approach to statistical use and management in MFPED			9,700	18,800	18,800	47,300
1.4	Establish internal reporting procedures and operationalise institutional structures to support the development of MFPED statistics			5,800	5,800		11,600
1.5	Procure, install and maintain physical, IT infrastructure/equipment and statistical data management software				40,000	10,000	50,000
	Sub Total	11,600	13,300	36,100	92,800	62,000	215,800
2	Human Resource Development and Management						
2.1	Train and support relevant staff in research methodologies through work-in-progress seminars	20,000	20,000	30,000	38,000	42,000	150,000
2.2	Support training opportunities for data analysts in different departments and key data users in GFS data interpretation and usage			15,200	18,000	18,000	51,200
2.3	Organize expert training for staff in econometric analysis and report writing				20,000	20,000	40,000
2.4	Organize and support on-going attachment programmes for researchers, interns and officers with other national, regional, and international institutions			10,000	25,000	25,000	60,000
2.5	Provide professional services and technical support to stakeholders in the production of reports and database management		8,600	9,200	12,000	12,000	41,800
2.6	Participate in study tours and conferences to build technical capacity, knowledge and experience for Ministry staff in the generation of statistics from other countries				60,000	75,000	135,000

	Activity	Yr 07/08	Yr 08/09	Yr 09/10	Yr 10/11	Yr 11/12	5 yr TT
	Sub Total	20,000	28,600	64,400	173,000	192,000	478,000
3	Statistical Development Programs						
3.1	Undertake high quality, theoretical and applied economic analysis with particular emphasis on formulating practical solutions to problems	5,000	9,000	18,000	18,000	18,000	68,000
3.2	Run the first CGE model testing						0
3.3	Conduct training in statistical compilation, Eviews, Stata and Epi info				20,000	20,000	40,000
3.4	Publish and disseminate reports, discussion papers, occasional papers, and consultancy reports produced by the Ministry or related agencies			30,000	35,000	35,000	100,000
3.5	Review and standardise mechanisms and tools for collection, processing and dissemination of MoFPED statistics				5,600	6,000	6,000
3.6	Collect and maintain statistical data at Ministerial, Directorate, and department levels in relation to GFS	5,000	10,000	11,000	15,000	170,000	211,000
3.7	Undertake demand driven surveys to facilitate effective policy making				10,000	20,000	30,000
3.8	Conduct short seminars, workshops, and forums to disseminate statistical outputs	5,000	5,000	5,000	10,000	10,000	35,000
3.9	Establish, maintain, and regularly update important socio-economic statistics and data used by Government and other stakeholders (<i>through reliable and meaningful reports</i>)		5,500	6,500	6,500	6,500	25,000
	Sub Total	10,000	19,000	59,000	93,600	249,000	515,000
	Total	41,600	60,900	159,500	359,400	503,000	1,208,800
	Note: 1US\$=2,000 (Ug. Shs)	20.8	30.45	79.75	179.7	251.5	604.1

ANNEX E: CHALLENGES, STRATEGIES AND PRIORITY ACTIVITIES (2010)

Challenges	Strategies	Priority Activities for the Initial year
<p>MINISTRY OF FINANCE, PLANNING AND ECONOMIC DEVELOPMENT</p> <p>Implementing Dept: Macro-Economic Policy department</p> <p>Headed by: Commissioner</p>		
<ul style="list-style-type: none"> • Limited inter- departmental coordination • Limited interest in statistical production issues • Statistics funding exists for only the Macroeconomic Policy department • Limited Statistical literacy and analytical skills • Limited information sharing in the ministry 	<ul style="list-style-type: none"> • Increasing awareness of the importance of Statistics • Improving the production and dissemination of statistical information • Improve resources for statistics production 	<ul style="list-style-type: none"> • Undertake an inventory of existing and missing data • Undertake high quality, theoretical and applied economic analysis with formulating practical solutions to problems • Carry out interdepartmental analysis studies which will lead to a better understanding of particular problems or issues • Run the first CGE model testing •

ANNEX F:

MoFPED ORGANOGRAM

