The Republic of Uganda

PLAN FOR NATIONAL STATISTICAL DEVELOPMENT 2013/14-2017/18

Theme: Enhancing Data Quality and Use

July 2014

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STATEMENT FROM THE CHAIRMAN

Dr. Robin Kibuuka,
Chairman, Board of Directors

Good statistics are essential for monitoring progress and achievement of development results; highlighting emerging policy issues and providing objective basis for evidence-based policy, planning, accountability and good governance.

Notably, the Government of Uganda has unveiled the national vision, **Vision 2040**, to *"transform the Ugandan society from a peasant to a modern and prosperous state within 30 years",* and, its corresponding Medium-term National Development Plan. To ensure availability of quality statistics, a good inclusive statistical plan is needed to guide statistical production, coordination, capacity building, and infrastructure development for providing statistics now and in future.

UBOS, a government agency responsible for the development and maintenance of the National Statistical System (NSS), is mandated to *partner* with other Ministries, Departments, and Agencies (MDAs) and Higher Local Governments (HLGs) to produce and improve the quality of statistics. The MDAs and LGs are an important source of data used for planning, decision-making, monitoring and evaluation of performance of the different sectors.

The Plan for National Statistical Development (PNSD-2013/14/2017/18) is envisaged to increase statistical capacity[1] at UBOS, MDAs and HLGs. It will also broaden and deepen statistical reforms which include structures for coordination and mainstreaming statistics in the NSS.

The theme focus of the PNSD II is *"Enhancing quality and usability of Statistics"*. The theme reflects what should be done about statistics, their use in planning, decision making, monitoring and evaluation all aimed at improving the lives of the Uganda's population. Not any data will do; only good data will make the difference and which can only come about with improved statistical capacity and expanded statistical.

I commend UBOS for using the sectoral mainstreaming approach which is now accepted internationally as "best practice" and actively promoted by the African Development Bank (AfDB), the UN Economic Commission for Africa (UNECA), the Partnership in Statistics in the 21st Century (PARIS21) and other Partners. The second PNSD employed the same approach and involved MDAs and HLGs.

Given the importance of statistics to 21st century organizations, my plea to MDAs and HLGs is to take statistical production as a core activity; plan and budget for statistics in the respective annual budgets. This data once produced will be the eyes of the policy maker including government actors and non-state actors in the private sector, Civil Society sector, academia, regional and international organisations and development partners.

I, therefore, specifically register appreciation for the technical and financial support by DFID, and the valuable input of MDAs and HLGs that actively participated in the production of this PNSD II and the UBOS for spearheading this activity.

Chairman
Board of Directors, UBOS

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[1] Statistical capacity will include ability to collect, manage, archive, analyse and disseminate data and statistical information.

STATEMENT OF THE EXECUTIVE DIRECTOR

Ben Paul Mungyereza,
EXECUTIVE DIRECTOR, UBOS

This second Five - year Strategic Plan (2013-2018) for National Statistical Development has been informed by the experiences generated from the design and implementation of the first PNSD (2006-2012). It has been designed in a participatory manner using a sectoral mainstreaming approach bringing the total of Statistics Strategic Plans (SSPs) to 35; with 21 from Government MDAs, 13 from Higher Local Governments (HLGs) and one Non-Governmental Organisation (NGO). The SSPs constitute building blocks for the PNSD. The PNSD I evaluation report showed that a lot had been achieved by the National Statistical System (NSS), including: mainstreaming of sectors into national statistical planning and development processes; enhancement of stakeholder awareness about statistics; strengthened statistical capacity; improved the coordination of the NSS; improvement of the quantity and quality of statistics produced across the NSS, and contribution to the body of knowledge on statistical planning[2]. The report also revealed the gaps namely; limited appreciation and use of statistics, weak statistical planning and implementation in some MDAs, and inadequate quality of administrative data.

To this end, key actors in the NSS resolved to maintain the PNSD I **vision,** *"A world class National Statistical System",* but agreed to a mission that emphasises quality and usability of statistics as "*To provide quality and demand driven statistics and services that support evidence-based policy, planning, decision-making, good governance, research, and development initiatives".* The PNSD II is focused on five strategic goals namely; Data development and management, Coordination and management of the NSS; Quality assurance of statistics; Dissemination and usability of statistics; Human resource development and management.

The PNSD II design coincided with the call by the UN High Level Panel of Eminent Persons on the Post-2015 International Development Agenda for a "data revolution" and the need to make data quality a cornerstone of statistical work in countries. This PNSD II will deliver such a revolution where, there will be greater awareness of the importance of data to society. The data revolution ensures that good data are produced and used across society and that a culture of evidence-based policy, planning, decision-making, accountability, monitoring, evaluation and reporting on development results is entrenched in society. The PNSD II aims at improving data quality and use, hence its theme **– ''Enhancing Data Quality and Use''**.

Special appreciation goes to all those organisations and individuals that participated in the PNSD design process specifically, Ministries, Departments and Agencies, Higher Local Governments, Civil Society Organisations, as well as academia and development partners particularly, the Department for international Development (DFID) for the financial and technical support; the UBOS Board of Directors, for its oversight and guidance; Management for the leadership, and staff for participation and; the consultants headed by Prof. Ben Kiregyera and Mr. Silverius Ssewanyana and the PNSD design team headed by Ms. Norah Madaya for their dedication to this important activity.

Finally, I appeal to the government and all stakeholders to fully support the implementation of this PNSD II. Together, we can "improve lives of our people with quality statistics". Let us embrace statistics and support the development of statistics.

Ben Paul Mungyereza
EXECUTIVE DIRECTOR

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[2] *Sectoral mainstreaming has since been recognised internationally as best practice, and a guide has been written on it by the African Development Bank, PARIS21 and Intersect*

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ACRONYMS

ABI	Annual Business Inquiry
AfDB	African Development Bank
AIHI	Africa Information Highway Initiative
ASSD	Africa Symposium on Statistical Development
BOU	Bank of Uganda
CODI	Committee on Information
COMESA	Common for Eastern and Southern Africa
CSOs	Civil Society Organisations
DCIC	Departments of Immigration and Citizenship Control
DENIVA	Development Network for Indigenous Voluntary Associations
DFID	Department for International Development
DPCs	District Police Commanders
DSCS	Directorate of Statistical Coordination Services
EMIS	Education Management Information System
EPRC	Economic Policy Research Centre
GIS	Geographic Information System
HLGs	Higher Local Governments
HMIS	Health Management Information System
IAC	Inter Agency Committee
ICT	Information Communications Technology These
IMF	International Monetary Fund
IYASA	ISIbalo Young African Statisticians Association
IYASA-UG	ISIbalo Young African Statisticians Association-Uganda Chapter
KCCA	Kampala Capital City Authority
HLGs	Local Governments
LGAs	Local Government Authorities
MAAIF	Ministry of Agriculture, Animal Industry and Fisheries
MAPS	Marrakesh Plan for Statistics
MDAs	Ministries, Departments and Agencies
MDGs	Millennium Development Goals
MEMD	Ministry of Energy and Mineral Development
MoES	Ministry of Education and Sports
M&E	Monitoring & Evaluation
MoFPED	Ministry of Finance, Planning and Economic Development
MGLSD	Ministry of Gender, Labour and Social Development
MoH	Ministry of Health
MICT	Ministry of Information and Communication Technology
MIS	Management Information System
MLHUD	Ministry of Lands, Housing and Urban Development
MoU	Memorandum of Understanding
MTEF	Medium Term Expenditure Framework
MTR	Mid-Term Review
MTWA	Ministry of Tourism, Wild Life and Antiquities
MWE	Ministry of Water and Environment
MoWT	Ministry Works and Transport

NADA	National Data Archive
NDPs	National Development Plans
NIITA-U	National Information Technology Authority-Uganda
NEPAD	New Partnership for African Development
NPIS	Non-Profit Institutions Survey
NSAs	National Statistical Associations
NSDS	National Strategy for Development of Statistics
NSDS	National Service Delivery Survey
NSS	National Statistical System
NSSF	National Social Security Fund
OPM	Office of the Prime Minister
PARIS21	Partnership in Statistics in the 21st Century
PNSD	Plan for National Statistical Development
PRSs	Poverty Reduction Strategies
R&D	Research and Development
RPCs	Police Commanders
RRSF	Reference Regional Strategic Framework
SHaSa	Strategy for the Harmonization of Statistics in Africa
SSC	Sector Statistics Committees
SSPS	Sector Strategic Plan for Statistics
SWOT	Strengths, Weaknesses, Opportunities and Threats
TTP	Total Tax Person
UBI	Uganda Business Inquiry
UBOS	Uganda Bureau of Statistics
UCC	Uganda Communications Commission
UDHS	Uganda Demographic and Health Survey
UIA	Uganda Investment Authority
UNCST	Uganda National Council for Science and Technology
UNECA	United Nations Economic Commission for Africa
UNHS	Uganda National Household Survey
UNICEF	United Nations Children's Fund
UNPS	Uganda National Panel Survey
UNSC	United Nations Statistical Commission
UPF	Uganda Police Force
UPS	Uganda Prisons Service
URA	Uganda Revenue Authority
USS	Uganda Statistical Society

1   BACKGROUND

1.1   THE COUNTRY

1.1.1   Geography

Uganda is a landlocked country located on the East African plateau. It lies at an average of 1,100 meters (3,609 ft) above sea level, stretching between latitudes 4°N and 2°S (a small area is north of 4°), and longitudes 29° and 35°E but sloping gently towards the north. Uganda is bordered in the east by Kenya, in the north by South Sudan, in the west by the Democratic Republic of the Congo, in the southwest by Rwanda, and in the south by Tanzania. The southern part of the country includes a substantial portion of Lake Victoria, shared with Kenya and Tanzania.

The country covers a total surface area of 241,550.7 km^2. Of this, the total land area is 199,807 km^2, while the area under water and swamps is 41,743 km^2. Temperatures range between 16 and 31°C, while rainfall ranges between 700 and 2,000 mm/year[3]. Uganda's elevation, soil types and predominantly warm and wet climate impact favourably on the country's agricultural potential. The topographic and climatic factors also explain the country's large variety of forests, grasslands and wildlife reserves.

1.1.2   Population

The 2013 mid-year population is estimated at 35.36 million giving a population density of 123 persons per km^2. Of this population, 14.7 per cent live in urban areas. Kampala, the capital city, has a population of 1.72 million (2012 mid-year). The sex ratio of the total population (2002 census) was 95 males per 100 females. Infant mortality rate (2002 census) was 76 per 1000 live births, while life expectancy at birth (2002 census) was 50.4 years (48.8 years for males and 52.0 years for females).

1.1.3   The economy

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[3] 2012 Statistical Abstract, Uganda Bureau of Statistics, June 2012

Uganda is endowed with significant natural resources, including ample fertile land, regular rainfall and mineral deposits. Uganda's economy has great potential and appeared poised for rapid economic growth and development at independence from British colonial rule in 1962. However, chronic political instability and erratic economic management soon after produced a record of persistent economic decline that left the country in a poor state. Starting from 1986, though, government took important and far reaching steps toward economic rehabilitation, reform and development.

The economy of Uganda, measured at 2002 market prices, registered an average growth rate of 6 percent for the Financial Years (FY) 2008/09 through to FY2012/13. In FY2012/13 the Gross Domestic Product (GDP), grew by 5.1 percent compared to the 3.4 percent growth registered in FY2011/12. Sectoral performance showed that in FY 2012/13, Industry grew by 6.8 percent followed by Services with 4.8 percent and Agriculture with 1.4 percent.

With respect to inflation, the country experienced a high inflation in FY 2011/12 which averaged 23.5 percent compared to 6.5 percent registered in FY 2010/11. The country also experienced reduction in poverty levels from 24.5 percent in 2009/10 to 19.7 percent in 2012/13.

1.1.4 Governance

Uganda is a Sovereign State and a Republic. It is a member of the East African Community and the Commonwealth. Uganda's government is a democracy made up of the Executive, the Judiciary and the Legislature. The roles and powers of each of the Government arms are enshrined in the Uganda Constitution of 1995. There is a decentralised system of governance that has devolved broad powers of administration, planning and implementation to districts, leaving the centre with responsibility for matters of defence, and law and order. Uganda currently has a hybrid local government structure comprising 111 districts and the Kampala Capital City Authority.

1.2 NEED FOR DATA

1.2.1 Increasing role of data

Statistics has become ubiquitous and there is no aspect of modern life upon which it does not impinge. Michael Scholar, the Chairperson of the U.K Statistics Board had this to say about statistics, "*Good statistics are absolutely vital to sensible, sound economic management, to good social policy and are as necessary to the nation as sound money and clean water*". That is why statistics is no longer perceived as just a technical issue but has been elevated to the high ground of development issues; statistics is now on the front burner of development discourse and processes. Indeed, there is now broad consensus internationally that good statistics are a necessary part of the enabling environment for development. The World Bank's *2004 World*

Development Report places strong emphasis on the role better statistical systems can play in improving the quality of services – as a stimulant to public action, a catalyst for change, and an input into making reforms work.

The demand for good statistics has increased tremendously in the last decade or so because governments and development partners have put new focus on **managing for development results or results agenda,** which is about achieving development outcomes and impact for sustained improvement in people's lives: more children educated, fewer infants dying, more families lifted out of poverty, etc.[4]. The results agenda which is data intensive includes sectoral programmes, Poverty Reduction Strategies (PRSs), National Development Plans (NDPs), Millennium Development Goals (MDGs), etc. Demand for data has been increasing in context of the results agenda manifested both at national level (use of data within the country) and at international level (use of data outside the country). Evidence suggests that national demand for data may be rather different from that of the international community[5], although many data needs overlap, particularly those for monitoring PRSs and the MDGs. Therefore, the issue of ownership and setting priorities for statistical production is paramount and should be addressed.

1.2.2   National data demand

Within the country data are demanded by the state, viz. policy and decision-makers, planners, programme managers and politicians at national and sub-national levels for evidence-based public policy, planning, decision-making, governance, accountability and reporting on development progress. Non-state data users include the private sector, civil society, academia, researchers and analysts, the media, development partners and the general public. The importance of data to national development has been well recognised and underscored by the inclusion of a separate chapter on statistics in the National Development Plan (2010/11-2014/15), where statistics are recognized as an enabling sector in national development alongside chapters on the legislature, public service, environment, etc.

1.2.3   International data demand

At regional level, data are demanded by the East African Community (EAC) to support regional integration and development initiatives. In particular, good data are required to monitor

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[4] www.MfDR.org - Managing for Development Resources

[5] Evaluation of the Implementation of the Paris Declaration: Thematic Study of Support to Statistical Capacity Building, Synthesis Report, Oxford Policy Management (OPM), U.K, 2009.

macroeconomic integration convergence criteria and it is the bedrock of the EAC Monetary Union. The Heads of State of the EAC partner states signed the monetary union protocol at the end of November 2013. At continental level, good data are needed to support the African integration agenda as outlined in treaties and protocols signed by African Heads of State and Government, addressing three main areas - political integration, economic integration, and social and cultural integration. At global level statistics are required to assess the requirements for assistance and/or participation in development initiatives, evaluate the effectiveness of the assistance and monitor implementation of global development programmes and initiatives, including the MDGs. As assistance to countries has increased, so too has the demand for statistics.

1.2.4 Traditional demand versus new demand

In the past, demand for statistics was in the traditional areas of sectoral programmes and macroeconomic management. However, there are now new policy and development areas that require statistical information. These include human rights and freedoms, good governance, gender, bottom-up planning, climate change and global warming, biofuels versus food, energy, environment, etc. In addition, there is high demand for disaggregated data and geo-information to support decentralised planning and governance, target interventions and monitoring of service delivery at sub national levels (district, sub county, Parish and community level). This calls for development of new indicators, methodologies and capacity. The increasing demand for micro-data and access to databases by intermediate data users, analysts and academia to facilitate their data analysis (e.g. policy-related data analysis) and modelling. Meeting this type of demand requires enhanced micro-data management standards, tools and practices.

1.3 NATIONAL STATISTICAL SYSTEM (NSS)

To ensure that there is a continuous flow of high quality and accessible official statistical data and information and its use especially for public policy, planning and decision-making at every level, NSS needs to be better planned for and strengthened. The NSS comprises of - data users, data producers, data suppliers and researchers and training institutions - as well as a legal framework underpinning the collection, management, dissemination and use of official statistics.

1.3.1 Components of the NSS

a) Data users and their roles

Data users are the most important component of the NSS. Statistical data and information are produced because users demand and use them. Indeed, there cannot be a sustainable NSS without good data users. In a sense, therefore, the NSS will be sustained to the extent that it is user-focused and demand-driven. Data users are diverse and their number is large and ever increasing. The key categories of data users and uses of data are summarised in table 1.

Table 1:   Main users and uses of statistics

USERS	USES
Government Ministries, Departments and Agencies (MDAs) and Higher Local Governments.	Policy, planning, decision-making, and administration, monitoring, governance and accountability.
Economic agents (*business enterprises, associations, trade unions, etc.*).	Assessing business opportunities, risks and prospects; planning, decision-making, monitoring, evaluation; reporting on business activities.
Civil Society Organisations (CSOs) *Non-Governmental Organisations – NGOs.*	Plan, implement, monitor and evaluate their activities. Monitor and inform government policy, lobby, hold governments to account and report to their key stakeholders.
The media, etc.	Inform, analyze and report on various development issues and events, and to call organisations and governments to account.
Research and training organisations (e.g. *Universities*).	Undertake research, conduct socio-economic-demographic analyses and for teaching.
Regional Organisations (*e.g. East African Community (EAC), Common for Eastern and Southern Africa (COMESA*).	Foster regional integration and development.
International organisations.	Assess requirements for assistance and/or participation in development initiatives. Evaluate the effectiveness of their development assistance.
The wider public.	Make individual decisions and to assess the performance of government, and for a variety of other purposes including public debate.

b)   Data producers and their roles

The role of data producers is to ensure that there is a continuous flow of high quality and accessible statistical data and information over an extended range of social, demographic, environmental and, economic subject matter required by users. There are three groups of producers of official statistics namely: The Uganda Bureau of Statistics (UBOS); other government Ministries, Departments and Agencies (MDAs); and Higher Local Government (HLGs).

Uganda Bureau of Statistics

The Uganda Bureau of Statistics (UBOS), established in 1998 by an Act of Parliament, is the nodal and autonomous government agency responsible for coordinating, monitoring and supervising the National Statistical System. The Bureau's diverse responsibilities include:

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

UBOS collects data from primary sources using periodic **socio-economic censuses and surveys**. In addition, it collects secondary data from other data producers, and combines data from the different sources to produce statistical indicators and information. The information is published and disseminated using different media.

The main driving force for household and economic survey-based data is the National Development Plan (NDP) and now the Vision 2040, as well as the support to the monitoring efforts of both national and international monitoring systems. The NDP provides a framework for monitoring and providing guidance for public action to improve welfare by increasing household incomes and employment creation. The economic data provides information for monitoring government economic reforms such as privatisation and the growth or stagnation of the different sectors of the economy. This information is needed by all stakeholders who contribute to the development process in Uganda.

The table in Annex 3 illustrates the Census and Survey programme (2012_2017). The Census programme is included because it is the foundation for all household and economic surveys

that UBOS undertakes. Censuses provide sample frames that are critical in any survey undertaking and are an important component of the census and surveys programme.

Government Ministries, Departments and Agencies (MDAs)

In addition to UBOS, there are many other producers of official statistics that include government Ministries, Departments and Agencies, included but not limited to; Health (MoH), Education and Sports (MoES), Agriculture, Animal Industry and Fisheries (MAAIF), Water and Environment (MoWE); Lands, Housing and Urban Development (MoLHUD), Energy and Mineral Development (MEMD), Gender, Labour and Social Development (MoGLSD), Works and Transport, Local Government, Tourism, Wildlife and Antiquities (MTWA), Trade, Industry and Cooperatives (MTIC); **Departments** include; Immigration and Citizenship Control (DCIC), Uganda Police Force (UPF), Uganda Prisons Service (UPS), etc.; **Agencies** such as; the Central Bank, Uganda Revenue Authority (URA), Uganda National Council for Science and Technology (UNCST), Uganda Communications Commission etc.

The MDAs generate a lot of administrative data. The data are usually but not exclusively a by-product of their general operations or statutory administrative returns. Due to the importance of administrative data, their collection and management is lately being systematised and improved in many sectors. For example, the Ministries of Health, Education and Labour where the establishment of information management systems like the Health Management Information System (HMIS), Education Management Information System (EMIS), Labour Management Information Systems (LMIS) are established etc. The MISs are a rich source of statistical data and information for sector-specific policies, programmes and for compiling national accounts. Where administrative sources present data gaps, UBOS fills some of them through undertaking censuses and surveys.

Higher Local Governments

The decentralization policy in Uganda devolved powers for planning and administration to local governments (HLGs). The HLGs need a lot of socio-economic data to discharge their mandates. At district level, the District Planning Unit is responsible for planning and implementing development programmes and reporting on progress. This makes it the natural focal point for data requirements in the district. A lot of data are routinely generated within HLGs, mainly from social facilities – schools, health units, water installations, agriculture, works etc. These are used within the LGs and some of the data sent to the centre.

Civil Society Organisations

Civil Society Organisations (CSOs) such as the Development Network for Indigenous Voluntary Associations (DENIVA) undertake specialized programmes and generate both quantitative and qualitative information in communities.

c)   Data suppliers and their roles

Data suppliers form a very important component of the NSS and include;
- Households.
- Individuals and groups within specified organisations.
- Business Establishments/Enterprises.

The role of data suppliers is to cooperate with data collecting agencies in supplying accurate information when requested, in the required form and time frame.

d)   Research and training institutions and their roles

Researchers*:* A lot of data collected by data producers are usually insufficiently analyzed. In order to add value to these data and to conduct definitive and especially policy-related analyses, researchers, academicians, policy-analysts and specialists (e.g. poverty and gender specialists) who bring their subject-matter knowledge to bear on the process of data analysis. These intermediate data users essentially turn data into usable information.

Training institutions: Training institutions have a major role to play in meeting the training needs of the NSS. They use live data from the NSS for teaching, illustration and research purposes. Training institutions also play an important role of developing and promoting appropriate data collection and management methodologies.

e)   Legal framework

It is generally agreed internationally that a strong statistical legislation is a fundamental prerequisite for an effective NSS. Statistical work in Uganda is underpinned by the Statistics Act (1998) which established UBOS as an autonomous agency with the mandate to produce, co-ordinate, supervise, and disseminate official statistics.

This Act, however, has a number of shortcomings. For instance, it is about UBOS and not the NSS. Current practice requires national statistical regulations that operationalize the Act to embrace all beneficiaries of the Act in the NSS. The Act also does not provide mechanisms for

coordinating the NSS. There are current practices in data dissemination which are not provided for in the Act.

1.4 STRATEGIC PLANNING

There is consensus internationally about the need for a holistic, strategic approach to improving national statistical systems and building statistical capacity in developing countries to provide the statistical information needed for poverty-focused development programmes. In this connection, all developing countries were urged in 2004 by the Marrakech Action Plan for Statistics (MAPS)[6] to design and implement a National Strategy for the Development of Statistics (NSDS). Consistent with provisions of MAPS, Uganda designed and launched a five-year Plan for National Statistical Development (PNSD), Uganda's version of NSDS, in 2006.

The PNSD is not a corporate plan specifically for UBOS but a broader plan for the entire National Statistical System. It was designed using a bottom-up or sectoral approach that entailed first designing Sector Statistics Plans (SSPSs) and then using them as building blocks for the PNSD. This approach has since been declared best practice in statistical planning and was elaborated in "Mainstreaming sectoral statistical systems: a guide to planning a coordinated national statistical system" produced in 2007 by African Development Bank (AfDB), PARIS21 and Intersect. The original PNSD expired in 2012 and government agreed to design a follow-up PNSD covering the period 2013-2018 with the aim of:

- Consolidating achievements attained during the first PNSD;
- Completing the activities (especially permanent activities) that were started under the first PNSD;
- Bringing on board new sectors and Higher Local Governments into the PNSD;
- Bringing on board new perspectives, issues and practices in statistical organisation and management, such as **open access to data**;
- Broadening and deepening the statistical reforms that were started in 1990s; and
- Establishing a truly integrated National Statistical System.

The new PNSD has been designed under the theme, "*Enhancing Quality and Usability of Statistics*". This theme aims to address the broad consensus in the international statistical community that data quality: (a) enhances their credibility, (b) increases their potential use and benefits, and (c) is a multi-dimensional concept that goes beyond the traditional view that equates quality with accuracy. At international level, all countries of the world were urged by

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[6]The Marrakech Action Plan for Statistics (MAPS) was endorsed by the Second Roundtable on Managing for Results held in Marrakech, Morocco in 2004 as a time-bound and costed action plan for improving national and international statistics in support of MDG monitoring.

the UN Statistical Commission[7] in 2012 to design and implement **National Data Quality Assurance Frameworks**. At continental level, the concern about data quality is reflected in the theme adopted for 2013 Africa Statistics Day Celebrations - "*Quality Data to Support African Progress*". In addition to data quality, the PNSD aims to promote greater use of data especially for policy, planning and decision-making at all levels. The new PNSD is also expected to usher into the country a **data revolution** which has been called for by the UN Eminent Persons Panel on the Post-2015 Development Agenda[8].

More importantly, the PNSD is being designed in the context of a number of initiatives on statistical development in the African continent and the world generally. In Africa, these initiatives include the Regional Statistics Development Plans for the East African Community (EAC) and the Common Market for East and Southern Africa (COMESA); Reference Regional Strategic Framework for Statistical Capacity Building in Africa (RRSF); Strategy for the Harmonisation of Statistics in Africa (SHaSA); Africa Information Highway Initiative (AIHI); and various sectoral initiatives (gender, agriculture, infrastructure, etc.). At international level, the Busan Action Plan for Statistics which updates the Marrakech Action Plan for Statistics provides direction for statistical development in the decade ahead.

1.5   STRUCTURE OF THE REPORT

This strategic document is organised in five chapters**. *Chapter one* provides an overview of Uganda – geography, population, economy and governance - and the need for data to support development processes. *Chapter two* presents an assessment of the current state of the NSS. *Chapter three* provides the strategic direction for further development and reform of the NSS. It states the Plan's vision, mission and strategic goals and initiatives. *Chapter four* outlines the arrangements for the Plan's implementation, monitoring, evaluation and reporting. Finally, *Chapter five* presents the budget and funding arrangements.

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[7]The UN Statistical Commission is the highest inter-governmental decision-making body for international statistical activities, especially setting of statistical standards and the development of concepts, methods and classifications, and their implementation at national and international level.
[8]The Report of the High-Level Panel of Eminent Persons on the Post-2015 Development Agenda, The United Nations, 2013

2   ASSESSMENT OF THE NATIONAL STATISTICAL SYSTEM

2.1   NEED FOR THE ASSESSMENT

This section provides insights into the Strengths, Weaknesses, Opportunities and Threats (SWOT) faced by Uganda's National Statistical System as derived from an assessment of the status of statistics in sectors - MDAs and HHLGs[9]. Aspects of this analysis were collated and translated into issues that formed the basis for the development of this holistic and integrated Plan for National statistical Development (PNSD).

The Government of Uganda is aware of the increasing demand for statistics, especially with respect to its commitment to deliver evidence-based policy and decision making. Yet, often there are a number of actors in the private and public sectors that independently produce and disseminate statistics of poor quality without any centralised coordination framework. The increasing demand for statistics amidst limited resources, therefore, requires that the country's statistical activities should be logically identified, and holistically appraised, formulated and implemented in a coordinated manner.

The aim of the PNSD 2013-2018 is to strengthen the NSS giving particular attention to institutional and legal reforms, capacity development, user satisfaction and resource mobilisation under the following specific objectives:

1. Providing a strategic, prioritised and realistic direction in the development and implementation of statistical initiatives in the country;
2. Providing an instrument for coordination, supervision, harmonisation and management of statistical activities in the country;
3. Raising the profile of the statistical function at a national, organisational and local government level;
4. **Putting in place a system for performance management, measuring and monitoring progress in achieving indicators of the country's development frameworks such as Vision 2040, the national Development Plan (NDP), MDGs (and the post 2015 Agenda), etc.; and**
5. Providing an objective basis for resource mobilisation and allocation of funds for statistical activities at the national level in the next five (5) years.

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[9]UBOS is treated as a special sector

2.2   THE PROCESS AND METHODOLOGY

The PNSD 2013-2018 was developed following a meticulous participatory process that brought together a broad range of stakeholders drawn from a number of MDAs, HLGs and CSOs. The stakeholders were consulted and actively participated in the development of SSPS on which the PNSD was subsequently built. The development of the SSPS and the PNSD update process were undertaken concurrently through several mutually reinforcing phases.

2.2.1   Launching of the SSPS/PNSD Update Process

PNSD consultations were officially launched on the 18th February 2013 at UBOS offices. The launch aimed at creating awareness about the SSPS/PNSD update process and methodology and was attended by representatives of the respective MDAs and HLGs who constitute the Inter-Agency Committee (IAC).

The planning exercise began with the development of UBOS Sector Strategic Plan for Statistics (UBOS-SSPS) and was shortly followed by the MDA and HLGs SPS and eventually the entire PNSD. The overall process was coordinated by the UBOS Directorate of Statistical Coordination Services (DSCS) with support from a team of international and national consultants. At agency level, the exercise was coordinated by the Sector Statistics Committees (SSC) of the respective MDAs/HLGs.

2.2.2   Structures and Tools to Support the Process

The PNSD update process built on what was already in place by reviewing the previous SSPSs to identify achievements, challenges and outstanding issues for consideration in the updated plans for MDAs that already had Statistics Strategic Plans for Statistics. The new entrants undertook a systems, stakeholder and SWOT analysis.

In MDAs and HLGs, SSCs were oriented into the PNSD update or design process i.e. approach, review of data collection self-assessment tools, and reflection on the new theme "Enhancing Data Quality and Use", and more specifically the goal on Usability, and Dissemination and Quality of statistics. The process also covered the development of the proposed structure of the plan, costing and timelines for completion of the exercise.

2.2.3   Consultations during the Assessment

Consultations and assessment of the status of the statistical systems in the sectors and HLGs was spearheaded by the specific Sector Statistics Committees with guidance from the

consultants and UBOS. The Statistics Committees were composed of representatives of the respective departments in the MDA or HLG.

Data was collected using two types of specially designed tools: Tool "A" was completed by the officer in charge of statistics at agency level, while Tool "B" was completed by other staff in a focus group discussion setting. The consultations focused on identifying challenges and outstanding issues in the previous plan, SWOT analysis, data gaps and priority interventions for the next 5 years, and modalities for implementing, monitoring and evaluating the plan.

2.2.4 Finalisation Draft MDAs/HHLGs SSPS

The draft SSPSs were peer-reviewed at a planning retreat for further refinement and were subjected to internal approval mechanisms by the responsible organs in the MDAs and HLGs to make them official SPSs. All the plans were reviewed to identify cross-cutting issues for integration into the PNSD.

2.2.5 Document Review

The following documents were reviewed: the UBOS Act; the Statistics Bill 2012; the previous PNSD; the Draft EAC Statistical Plan; the statistical systems in partner states; and international frameworks and guidelines for developing quality statistics, like the PARIS21 Guidelines on the design of NSDS, the International Monetary Fund (IMF) framework for assessing data quality and the UN Fundamental Principles of Official Statistics.

2.3 STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS (SWOT) ANALYSIS

The analysis of Uganda's statistical system's Strengths, Weaknesses, Opportunities and Threats provides an understanding of the current internal and external environment in which the system. It also reveals gaps and priority areas for development, maintenance and improvement. The results of the SWOT analysis are presented below:

NSS - STRENGTH, WEAKNESSES, OPPORTUNITIES AND THREATS

Strengths	Weaknesses
- A favourable and supportive legal framework - Commitment from policy makers and government to promote the use of statistics. - The robust infrastructure and leadership in UBOS. - Institutional framework for statistics in several MDAs and HLGs and elevation of the statistics function in some of them - UBOS is a national competent authority whose leadership is committed to improved production, coordination and supervision of statistics in the country. - Existence of quality human resources for statistics - Existence of training institutions in the country. - A relatively robust information and communications technology ministry, policy and infra-structure in the country. - Up to-date facilities including resource centre, vehicles, and a robust ICT in UBOS provides a great opportunity that can be utilised in building the NSS. - A strong legal framework that provides for independence of the statistical systems and promotes coordination of the NSS.	- Weak coordination and management of surveys in the NSS. - Absence of regulation for the UBOS Act. - Limited funding for statistics at national, sector and HLG levels. - Inadequate human resources for the statistics function across the NSS. - Weak institutional and organisational framework in most MDAs and HLGs - Poor Information Communications Technology (ICT) infrastructure in MDAs and HLGs - Inadequate training for officials handling statistical activities, and lack of capacity building plans for statistics across MDAs and HLGs. - Inadequate quality of statistics produced by some agencies in the NSS. Inadequate statistical infrastructure across most agencies in the NSS. - Lack of data needs assessment and dissemination policy across most agencies. - Poor infrastructure (e.g. roads), unreliable electricity and water supply, etc. in HLGs. - Poor documentation, archiving and institutional memory. - Absence of risk management and contingency strategies. - Over-reliance on donor funds. - Inadequate appreciation of statistics by accounting officers and middle managers in MDAs and LGs. - Limited advocacy.
Opportunities	**Threats**
- Increased awareness of the need for statistics to support evidence-based policy making, planning, monitoring and evaluation. - Active and interested CSOs and media in accessing and using statistics. - Good reputation and working relationship with other National Statistical Offices and international organisations. - Increasing support and funding opportunities from donors Children's Fund (UNICEF), Department for International Development	- Rapidly changing and expensive information technology and infrastructure. - Disasters leading to destruction or loss of data due to inadequate back-up and recovery arrangements. - Over-reliance on donors for funding of statistical activities. - Poor infrastructure especially at sub-national level e.g. Lack of electricity at some districts. - Unpredictable changes in local administrative

(DFID), etc. for strengthening statistics functions in the world. • Existence of international frameworks for guiding and supporting statistical development. • Support and leadership from MoFPED and Parliament. • EAC development of a Statistical Centre; • International and regional collaborations. • Training opportunities.	and political units, structures and boundaries (e.g. districts, counties, parishes), affecting data analysis and dissemination. • Inadequate funding from government. • Better employment opportunities in the market for skilled staff may lead to high staff turnover. • Competition from private sector providers with ability to offer statistical information and services.

2.4 STATUS OF STATISTICS IN SECTORS

The issues outlined below cut across that have been singled out from all sector and HHLGs strategic plans:

- Inadequate statistical personnel.
- Poor statistical infrastructure.
- Low profile of statistics.
- Poor funding of statistical activities.
- Improper placement/formalisation of statistical function in most MDAs.
- Poor statistical engagements and linkages between central and local authorities.
- Inadequate skills and capacity for statistics.
- Poor coordination of statistical programmes and activities.
- Limited adherence to standard concepts, terminologies, methodologies etc.
- Poor ICT infrastructure and connectivity.
- Limited appreciation of statistics and its role in economic and social development especially in HLGs and general public.
- Fragile infrastructure e.g. unreliable or fluctuating power supply, poor roads, water supply, etc.
- Unfavorable institutional reforms by the Ministry of Public Service, manifested by its inability to appreciate the need for more statisticians and to approve their recruitment.

The sector and HLG specific issues are presented in their respective statistics plans.

2.5 STRATEGIC PLANNING FOR STATISTICAL DEVELOPMENT IN UGANDA (1ST PNSD, NEED FOR 2ND PNSD)

Planning for the PNSD was undertaken over two strategic planning phases. The first PNSD sectoral mainstreaming involved UBOS and 15 MDAs, and provided the impetus for the second strategic planning phase in which the number of MDAs increased to (21) and HLGs (13).

2.6 STAKEHOLDER ANALYSIS

There are potentially many stakeholders within the NSS that may be categorized as data suppliers, data users, data producers and training institutions. A stakeholder analysis was undertaken to identify and map out their interests in order to structure and consolidate essential engagements for implementation of this plan.

Table 2 presents categories of stakeholders and their interest in the NSS.

Table 2: Stakeholder analysis

Stakeholder	Category	Interest/influence
Academia and Researchers	General statistical data that can be utilised for research, curriculum development and teaching purposes.	Academicians are interested in good quality data, and how they are collected and managed. Demanding for micro-data for their own analyses and modeling. Influence how data are collected and managed.
Training Institutions	They train statisticians and require *statistic*s that can enhance learning as well as open new areas for research or academic pursuit.	Provide the theoretical basis designing and formulating statistical systems, and train the personnel that are in charge of statistics generation, analysis and dissemination.
International Community	The overall statistical status of the country in comparison to other countries.	Assessing and monitoring the Uganda's responsiveness to global statistics commitments and standards.
Regional Economic Communities (RECs)	Uganda is a key actor in the regional integration of social, economic and political processes.	Regional bodies such as EAC, UNECA, AU, AfDB, COMESA, IGAD, etc. are interested in statistics that will support regional integration and guide regional policy and decision-making. They can prevail on Uganda to provide such statistical data based on the regional protocols that Uganda has signed up to.
Business community	Statistics that can inform business and investment decision-making.	The main interest of the business community lies in economic and financial related data. The business community can also influence national statistical systems by financing their areas of interest.

Stakeholder	Category	Interest/influence
Civil Society Organisations	Statistics related to government programmes and funding.	Major user of statistics, especially poverty trends and related data, to both guide own programming and policy advocacy. Civil Society Organisations (CSOs) also generate plenty of statistical data through their day to day operations, including research.
Government Ministries, Departments and Agencies (MDAs).	A whole range of data to guide policy making, planning, decision-making, monitoring and evaluation.	MDAs are both data users and producers. As users, MDAs are interested in good quality and comprehensive data. As producers, they are interested in building infrastructure and sustainable systems for data collection and management.
Higher Local Governments.	Administrative data and statistics related to sub national sectoral issues such as health, agriculture, population, school enrolments, rain patterns, government investments and allocations of funds.	Local governments generate administrative data for their own use, and share primary data with other levels of government.
Researchers	Statistics that can be relied upon to validate research findings and / or information that presents researchable dimensions.	Researchers can validate the authenticity of statistical data and are interested in statistical information.
Media	Statistics information that is news worthy but also informative and educative.	The media is a major channel for statistical data dissemination. It influences stakeholder opinions and perceptions about the quality and reliability of data that is provided.
Households	Inform households on expenditure and savings	Provide primary data.

3 PLAN FOR NATIONAL STATISTICAL DEVELOPMENT

3.1 INTRODUCTION

The PNSD 2013-2018 builds on the gains and achievements of the preceding PNSD 2006-2012 and carries forward the purpose of **"developing an integrated, harmonised, coordinated and coherent NSS which ensures unified data production processes"**. The new PNSD supports government of Uganda's efforts towards realisation of Vision 2040 of, **"A transformed Ugandan society from a peasant to a modern and prosperous country within 30 years";** and the National Development Plan 2010 (NDP) - 2015, whose theme is **"Growth, Employment and Social Economic Transformation for Prosperity".**

The second PNSD covers the entire NSS, and brings together all key data producers and users. The PNSD further recognizes that national flagship policies, plans and programs such as Vision 2040, the NDP 2010-2015, the Plan for Modernisation of Agriculture (PMA), Industry competitiveness and comparative advantage, must be based on comprehensive and quality statistics that meet user needs. The design of the new PNSD used a problem-objectives analysis technique. This PNSD shall pursue the goals and objectives that are outlined in Table 3.

Table 3: PNSD Goals and Objectives

Goal	Objectives
Goal 1: Increase demand for and usability of statistics.	1. Scale up statistical advocacy. 2. Improve data analysis and interpretation. 3. Improve data dissemination.
Goal 2: Improve data production and management.	4. Undertake surveys and censuses. 5. Improve assessment and prioritisation of user needs. 6. Improve budgeting and resource mobilisation for statistical activities. 7. Enhance coordination among data producers. 8. Provide enabling infrastructure for data production and management. 9. Develop and implement architectures, practices and procedures for managing information life cycle needs. 10. Improve administrative data production and management. 11 Improve registration systems.
Goal 3: Enhance data quality assurance.	12. Foster a culture of quality consciousness in statistical production.
Goal 4: Improve statistical coordination and management.	13.Strengthen the statistical function in MDAs and HLGs 14. Broaden and deepen the legal framework that

	underpins the NSS. 15. Improve inter and intra-institutional coordination and collaboration in the NSS.
Goal 5: Strengthen human resource management and development in statistical production and dissemination.	16. Attract and retain competent staff in the NSS. 17. Enhance capacity to deliver quality statistics. 18. Promote professionalism among statistical human resources.

3.2   VISION, MISSION AND CORE VALUES

3.2.1   Vision

The PNSD Vision for the NSS is to be *"a world class National Statistical System" capable of meeting user needs*.

3.2.2   Mission of the NSS

The mission of the NSS is ***"To provide quality and demand driven statistics and services that support evidence-based policy, planning, decision-making, good governance, research, and development initiatives"***

3.2.3   Core Values and Principles

The following values and principles shall be cherished by all stakeholders in the NSS:
1. User-orientation
2. Quality
3. Efficiency
4. Sustainability.
5. Professionalism

3.3   STRATEGIC DIRECTION

Goal 1:   Increase demand for and usability of statistics

Overview

Consultations with the selected MDAs and HLGs showed that limited statistical awareness continues to be a major challenge among policy, decision makers and implementers in Uganda. The MDAs revealed a persistent phobia for numbers by the general public which has often reduced usability of data. This PNSD will address i) the scaling up of statistical advocacy, ii) data interpretation and analysis, and, iii) data dissemination. It will also address **Initiatives that will**

promote statistical awareness[10] and investment in statistical production. This initiative is expected to stimulate demand for and use of statistics across the country. It involves, among other things:[11]

- Making a general case for statistics as a necessary part of the enabling environment for improving development outcomes,
- Demonstrating the use of statistical data for decision-making at sectoral level by presenting examples of how policy-makers can use available data from a range of sources to improve both policy and day-to-day management,
- Emphasizing the role of statistics in supporting private sector investment and in promoting the development of effective and efficient markets,
- Making a case for specific statistical activities e.g. the Population and Housing Census, drawing attention to the range of uses census data could be put to and highlighting the costs and benefits of the census compared to other information sources,
- Mobilizing and properly using national and international resources for statistics, and
- Promoting coordinated investment in developing statistical capacity.

The nature and complexity of statistical advocacy suggests that it should be carried out in an inter-disciplinary manner and in partnership. It should involve statisticians, policy-makers and development partners. In particular, the advocacy materials which have been developed by PARIS21 (Partnerships for Statistical Development in the 21st Century) should as much as possible be used for this purpose. PARIS21 advocacy materials propose the target audiences and messages outlined in table 4.

Table 4: PARIS21 target audiences and advocacy messages

Target audience	Key messages
Policy-makers, senior managers and funders in developing countries.	**Aim**: Make better use of statistics and provide appropriate allocation in national budgets. **Key messages**: • Role and importance of statistics in improving development outcomes. • Desirability of developing a culture of evidence-based policy and decision-making. • Integration of statistics into policy frameworks (e.g. Sector-wide Approaches).

10In the PNSD 2006/07-2010/11 statistical awareness was presented as having a feel for numbers, an appreciation of appropriate levels of accuracy, making of sensible estimates, a common sense approach to the use of data in supporting an argument, the awareness of a variety of interpretations of figures, and a judicious understanding of widely used common concepts such as means and percentages.

11A Case and Some Actions for Improving Statistical Advocacy in Poor Developing Countries by B. Kiregyera, African Statistical Journal 1: 70-84, Vol. 1, 2005

Target audience	Key messages
	• Need for better statistics and better use of statistics to improve use of resources, including aid effectiveness. • NSDSs as a coherent framework for organizing the development of their statistical system. • Appropriate and sustained financing for statistics from the national budget.
Statisticians and analysts in developing countries.	**Aim**: Make best use of available resources to produce quality statistics in support of national policy frameworks. **Key messages**: • Role of statistics to under-pin development progress and to address the key priorities for statistics. • The PNSD serves as a coherence framework for all national and official statistics and statistical programmes.

Source: PARIS21 Draft Advocacy Strategy, Paris, 2005

In order to effectively advocate for statistics, those undertaking advocacy activities need appropriate training. The training should cover critical areas for statistical advocacy including legislative advocacy, administrative advocacy and community level advocacy. Legislative advocacy should focus on identification of key national and local government legislation relating to statistics (or lacunas in existing legislation) that require attention or amendment. It also involves changing the attitudes, opinions and practices of civil servants and politicians that often impact on statistical development at national and local government levels. Administrative advocacy is usually intended to generate "buy in" and involves organizing focused meetings with top political leaders in the country and top executives of MDAs and HHLGs. Community level advocacy will focus on empowering the public, groups and associations to link statistics to service delivery and development processes, thereby creating greater statistical awareness in society.

Under the PNSD, the Uganda Statistical Society and ISIbalo Young African Statisticians Association-Uganda Chapter will be supported to play their rightful role in statistical development in the country, and in particular, in advocating for statistics as follows:

Uganda Statistical Society

National Statistical Associations (NSAs) all over the world can and often foster national statistical development by nurturing and promoting the discipline of statistics. There are many ways in which this is done including the following:

- Promoting the discipline of statistics. The associations play a big role in creating statistical awareness in society - among policy makers in and out of government, communities, schools, colleges and Universities; Promoting the use of statistics for informed decision-making in all walks of life especially in evidence-based policy and decision-making;
- Nurturing the statistics profession through promoting the professional independence of national statistics offices, promoting statistical standards and professional ethics, stimulating and promoting research in statistics and guarding against bad practices or abuse of statistics; and
- Lobbying for reforming national statistical systems and in resourcing them appropriately.

Under the PNSD, the USS will continue to be assisted with office space in UBOS. In addition, the Society and the UBOS will jointly organize activities including professional workshops, seminars and conferences on topical issues.

ISIbalo Young African Statisticians Association-Uganda Chapter (IYASA-UG)

ISIbalo Young African Statisticians Association (IYASA) was formed in 2008 more here as a continental legacy programme to facilitate the participation of young statisticians at the 58th International Statistical Institute Congress in Durban, South Africa, in 2009, and to build the capacity of statisticians on the continent. During the 3rd ISIbalo Young African Statisticians Conference (YASC) that was held in Pretoria, South Africa, from 2nd-6th July 2012, a resolution was made to form IYASA country chapters. Uganda has established the IYASA-Uganda Chapter which was launched officially on 18th November 2013 during the Africa Statistics Day celebrations at Makerere Business School, Kampala, Uganda.

The main objective of IYASA-Uganda chapter is to build the capacity of all young statisticians to generate quality statistics. This objective was re-affirmed at the 9th Africa Symposium on Statistical Development (ASSD) that was held in Botswana in February 2014. The mission of IYASA-Uganda is to build a pool of young professionals, nurtured and equipped with practical skills in statistics as well as in demographic, social and economic research. The IYASA-Uganda chapter seeks to promote life-long learning by creating platforms for networking and mentorship for its members.

IYASA-Uganda has formulated a two-year programme that includes the following goals:
- Supporting secondary schools to enhance the teaching and use of statistics (statistical advocacy),

- Building the capacity of young statisticians in the use and interpretation of national statistics,
- Supporting young statisticians to make meaningful contribution to national statistical development by participating in MDA statistical activities.

It is clear that these goals are in line with the PNSD. The PNSD will, therefore, support the work of IYASA-Uganda as follows:
- Contributing to office rent for the Chapter;
- Joint organisation of workshops and meetings by the Chapter, UBOS and other data producing agencies in the country;
- Contracting the Chapter to undertake some activities on behalf of UBOS;
- Involving young statisticians in MDA statistical activities, including censuses and surveys; and,
- Reviewing the programme in order to have it extended beyond two years.

Strategic objective 1.1: Scaling up statistical advocacy

Strategic Initiative

- Undertake general statistical advocacy.
- Support Uganda Statistical Society and ISIbalo Young African Statisticians-Uganda Chapter.

Outcomes

- Improved evidence based policy, planning, decision making and public debate.
- Greater awareness of the importance of statistics across society.
- Statistics is embraced in MDAs and HLGs as a necessary part of the enabling environment for development processes.
- Increased investment by state and non-state actors in statistics.
- A strong statistical profession.

Table 5: Statistical advocacy

Outputs	Performance indicators	Activities	Milestones/ Targets
Statistical advocacy plan.	Number of advocacy tools & materials developed and utilised. Number of activities undertaken by MDAs and HLGs during the celebration of African Statistical Day. Statistical committees taking an active role in creating statistical awareness in MDAs and HLGs.	Design a statistical advocacy plan. Prepare an operational framework for creating statistical awareness among Government ministers, Parliament, Permanent Secretaries and top executives of MDAs and HLGs, and the private sector. Undertake high level advocacy meetings with top political leaders and executives of MDAs, HLGs, research and academic institutions, and the private sector. Identify statistics Champions at national and local levels and train them in statistical advocacy. Engage the media in promoting the use of statistics.	• Advocacy plan developed by end of 2014. • At least two workshops for journalists held each year. At least two meetings for top political leaders and executives of MDAs, HLGs, research and academic institutions, and the private sector held each year.
Training programs, especially for front line staff among MDAs and HLGs.	Training manuals and programs developed and implemented.	Provide statistical training to MDAs and HLGs.	Statistical training programme for MDAs and HLGs commenced by the end of 2014.
Improved formats for data collection and recording.	Appropriate formats for collection of key data by sectors developed.	Review existing formats used by MDAs and HLGs in collection and recording key data. Provide technical support to MDAs and HLGs to review and design formats for data collection.	Appropriate formats for data collection and recording for use by MDAs developed by end of 2015.

Outputs	Performance indicators	Activities	Milestones/ Targets
Reports on the nature and extent of support to the Uganda Statistical Society and ISIbalo Young African Statisticians-Uganda Chapter.	Discipline of statistics promoted and the profession nurtured.	Support the Uganda Statistical Society (USS) and ISIbalo Young African Statisticians-Uganda Chapter, to promote professional development and ethical standards among statisticians. Involve members of the Uganda Statistical Society (USS) and ISIbalo Young African Statisticians-Uganda Chapter in implementation of key statistical activities, like censuses. Facilitate information sharing among members of the Uganda Statistical Society and other relevant associations.	Mechanism for peer review for members is working, and professional development is being promoted by 2018. Annual research agenda for informing government strategy and policy is designed.

Strategic Objective 1.2: Improve data analysis and interpretation

Evidence from assessment of the implementation of the previous PNSD shows that, MDAs and HLGs continue to experience inadequate capacity for data analysis and interpretation. This is primarily caused by: i) lack of subject matter knowledge, ii) inadequate data analysis software, especially in sectors, iii) inadequate collaboration between data producers and data analysts and institutions endowed with capacity for data analysis e.g. the Economic Policy Research Centre (EPRC) based at Makerere University, iv) inadequate emphasis on data analysis and interpretation during training, v) inadequate data use in promoting private investment and competitiveness, and vi) inadequate use of data for decision-making at central and local government levels.

The PNSD shall promote initiatives that enable data producers to increase their analytical and interpretative capabilities when handling and reporting data and statistics. The focus shall be placed on conducting training programs, e.g. in the use of Geographic Spatial Information

Systems (GIS) and computer analysis packages, modeling, to enhance analytical skills and expertise among MDAs and HLGs, especially for policy related analysis and interpretation. The PNSD shall also provide MDAs and HLGs with standard templates for statistical reports. In addition, the PNSD shall encourage identification and collaboration with subject matter specialists and researchers in further analyses and preparation of thematic reports. To that end, a roster of specialized institutions and individuals should be prepared and updated on annual basis.

Strategic initiatives
- Support the provision of training with emphasis on data analysis and interpretation.
- Increase collaboration between data producers and data analysts and institutions.

Outcomes
- Improved data usability.
- Evidence based policy and decision making.

Table 6: Data analysis and interpretation

Outputs	Performance indicators	Activities	Milestones/ Targets
Revised training curricula that emphasize data analysis and interpretation.	Statistical training programmes developed. Detailed analysis and interpretation done to meet specific needs.	Engage stakeholders in curriculum development. Train MDA and HLGs staff in use of computer analysis packages and GIS harnessing.	Schools and institutions have a statistics curriculum by the end of 2016. Guidelines on data analysis and interpretation designed by end of 2015.
Programme for private sector empowerment in use of statistics for investment and competitiveness.	Increased data use in promoting private investment and competitiveness.	Train the private sector in use of statistics for investment and competitiveness.	Training programme for the private sector in use of statistics for investment and competitiveness designed by mid- 2015.
General training for statisticians in specific development areas e.g. gender, environment, oil, waste management, and agriculture.	Enhanced subject matter knowledge e.g. in gender, environment, oil, waste management and agriculture.	Train statisticians in specialist areas such as gender, environment, oil, waste management and agriculture.	Design a specific programme for training statisticians in MDAs and HLGs in gender, environment, oil, waste management and agriculture by mid- 2016.

Outputs	Performance indicators	Activities	Milestones/ Targets
Procurement and training on data analysis software.	Increased data analysis skills in MDAs and HLGs.	Procure key software packages for MDAs and HLGs Train MDA and HLG staff in use of key software.	Deign training programme for statisticians in MDAs and HLGs.
Training plan and programme for policy and decision makers at sectoral and local government levels on use of statistical data in decision-making.	Increased use of data in policy and decision-making processes at MDA and local government level.	Train decision makers at sectoral and local government levels on data use in decision making.	Start training policy and decision makers at MDA and local government levels by mid-2015.
Memoranda of Understanding (MoUs) between data producers and individuals or institutions with analytical capacity.	Increased collaboration between data producers and data analysts and institutions with data analysis capacity e.g. EPRC.	Develop MoUs between data producers and individuals or institutions with analytical capacity.	Collaborative framework with individuals and institutions with analytical capacities designed by mid-2015.

Strategic Objective 1.3: Improve data dissemination

The PNSD recognizes the importance of disseminating data and information once they have been processed and analyzed. The PNSD shall support actions that ensure timeliness in data release as well as provision of data in user friendly formats with corresponding metadata. Other critical areas of focus shall include; a) improvements in dissemination media (CDs, websites, newspapers, etc.); b) improved data accessibility (data revolution /data architecture, open development data, etc.).

Strategic Initiatives
- Support improvements in data packaging and dissemination media among sectors (CDs, websites, newspapers, etc.).
- Improve information sharing at national, regional and international levels.

Outcomes
- Improved data accessibility (data revolution/data architecture, open development data, etc.).
- Better understanding of data.

Table 7: Improve data dissemination

Outputs	Performance indicators	Activities	Milestones/ Targets
Data dissemination policy.	Improved data access by users. High level commitments arising from annual high level meetings on statistics and top management visits.	Develop a data dissemination policy Conduct data user-producer-user fora. Facilitate the development and implementation of the user feedback system.	Start implementing a data dissemination policy by end of 2015. Develop and implement a data user feedback system by 2015.
Data packaging guidelines.	Improved data packaging among MDAs and HLGs.	Train MDAs and HLGs in data packaging.	Data packaging guidelines and procedures designed by end of 2017.
Information sharing strategy for meeting user needs at national, regional and international levels.	Improved information sharing at national (MDAs/HLGs), regional (EAC Community) and international levels.	Design an information strategy targeting national, regional and international levels.	Information sharing strategy designed by the end of 2015.

Goal 2:   Improve data Production and Management

Data collection in the NSS is conducted through censuses, sample surveys and administrative data sources. The Bureau, MDAs and LGs have maintained production of relevant statistics and related indicators to inform policy, planning and other development initiative of government and the private sector. However, user satisfaction is infinite and dynamic. There exist a number of data that are required but not largely produced due to financial challenges, capacity gaps, and methodological constraints. The PNSD recognises that inadequate data production and management continue to be major challenges across MDAs and HLGs. Consultations with MDAs and HLGs revealed the major causes of this problem as:

i)   inadequate data needs assessments,
ii) poor coordination among data producers,
iii) inadequate funding for statistical activities,
iv) inadequate infrastructure for data production and management,
v)   inadequate administrative data, and
vi) poor registration systems.

The PNSD recognises the significance of administrative data from MDAs and HLGs in the monitoring process of the NDP and realisation of the country's Vision 2040. Administrative data are a source of information on inputs and outputs as well as outcome indicators of various government interventions. In spite of this crucial role played by administrative data, they are not well generated, co-ordinated and managed. The plan shall promote initiatives and actions for improving and increasing data production and flow (including administrative data) across the NSS. The major key indicators in the NSS by the Bureau include;

Table 8: Regularly Produced Indicators by UBOS

Indicator/Statistics	Periodicity	Dissemination/Publication
Economic Statistics		
Consumer Price Index	Monthly	CPI press release
Inflation Rates	Monthly	CPI press release
Petroleum Statistics	Monthly	Statistical Abstract
Imports (values and volumes)	Monthly	Statistical Abstract
Exports (values and volumes)	Monthly	Statistical Abstract
Construction Sector Index (CSI)	Quarterly	Quarterly CSI press release
Index of Production (IoP)	Quarterly	Quarterly IoP press release
Producer Price Index Manufacturing (PPI-M)	Quarterly	Quarterly PPI press release
Producer Price Index Hotels & Restaurants (PPI-H&R)	Quarterly	Quarterly PPI press release
Import Price Index	Quarterly	Quarterly Trade Bulletin
Export Price Index	Quarterly	Quarterly Trade Bulletin
Quarterly Gross Domestic Product (QGDP)	Quarterly	Key Economic Indicators, Background to the Budget
Distributive Trade Index	Quarterly	Distributive Trade Reports
Value Added Tax (VAT) Statistics	Quarterly	VAT Report
Electricity Statistics	Quarterly	Abstract
Government Expenditure	Annually	Background to the Budget
Government Revenue	Annually	Background to the Budget
Annual Gross Domestic Product (AGDP)	Annually	Background to the Budget
Value Added	Annually	Statistical Abstract
Gross Output	Annually	Statistical Abstract
Annual Business Inquiries (ABI)	Annually	ABI Report
Capacity Utilization	Annually	Statistical Abstract
Production data	Annually	Statistical Abstract
Transport Statistics	Annually	Statistical Abstract
Business Register Data	Re-current	Annual Publication

Indicator/Statistics	Periodicity	Dissemination/Publication
Social Statistics		
Immigration Statistics	Annually	Statistical Abstract
Emigration Statistics	Annually	Statistical Abstract

The plan shall also strengthen and better coordinate the existing data systems, including Management Information Systems (MIS), surveys and censuses. Emphasis shall also be given to the disaggregation of data at sub-national level, and by other important domains such as gender and economic activity. Eight strategic objectives shall be pursued under this goal, viz: i) undertake surveys and censuses, ii) improve assessment and prioritisation of user needs, iii) improve budgeting and resource mobilisation for statistical activities, iv) enhance coordination among data producers, v) provide enabling infrastructure for data production and management, vi) develop and implement architectures, practices and procedures to manage information life cycle needs, vii) improve administrative data production and management, and viii) improve registration systems.

Strategic Objective 2.1:   Improve assessment and prioritisation of user needs.

Strategic initiatives
- Empower data producers to better dialogue with users.
- Design a framework for assessing and prioritizing user needs.

Outcomes
- Effectively assessed and prioritised data needs.
- Availability of more relevant statistical data and information.

Table 9: Assessment and prioritisation of user needs

Outputs	Performance indicators	Activities	Milestones/ Targets
Formalised fora for data producers and users.	Improved co-ordination of data production processes.	Institutionalize assessment of user needs Hold regular data user-producer meetings. Compile and register key data producers. Hold regular meetings of data producers.	Framework for co-ordination among data producers and users established by mid- 2015.
Empowerment programmes for assessing user needs	User needs adequately ascertained.	Support dialogue between data producers and users.	Empowerment programmes on assessing user needs to commence

Outputs	Performance indicators	Activities	Milestones/ Targets
Up to date reports on data users' needs.		Annually document data users' needs at national and local government levels Launch sectoral data producers and users fora.	by end of 2014.
User satisfaction surveys Appropriate instruments designed to document data users' needs.	Improved assessment of user needs.	Conduct regular user satisfaction surveys Design instruments to document data users' needs.	Schedule for conducting user satisfaction surveys prepared by end of 2014.

Strategic Objective 2.2: Undertake censuses and surveys

Strategic initiative
- Undertake training in survey design and data management.
- Implement the long term census and survey programme.
- Undertake training in census and survey data analysis and report writing.

Outcomes
- Availability of improved quality and quantity of data.
- Harmonised data.

Table 10: Censuses and Surveys

Outputs	Performance indicators	Activities	Milestones/ Targets
Training program on different tasks in survey design and implementation i.e. analysis, report writing and survey management.	Improved skills in survey design and implementation.	Train sectors in survey design and implementation. Design survey guidelines, field operation guidelines and manuals on questionnaire development. Design guidelines on census and survey data management.	Training programme for sectors in survey design and implementation designed by end of 2015. Survey guidelines and manuals on questionnaire development designed by end of 2015. Guidelines on census and survey data management by end of 2015.

Outputs	Performance indicators	Activities	Milestones/ Targets
Survey guidelines and field operation manuals on questionnaire development.	Survey guidelines, field operation and manuals utilised by sectors.	Design survey guidelines and manuals.	Survey guidelines and manuals designed by end of 2015.
Long-term integrated census and survey programme. e.g. Population & Housing Census, Census of Business Establishments, Census of Agriculture etc.	Increased coordination among MDAs and HLGs in implementation of an integrated census and surveys programme (See Annex 2) Reduced duplication of effort in surveys and censuses.	Design and implement a long term integrated census and survey programme. Disseminate the integrated census and surveys programme. Undertake data collection and management.	Long-term integrated census and survey census programme designed by end of 2014.
Quality satisfaction and use of standard practice.	Increased use of standard methodologies and practices.	Promote use of standard methodologies and best practices.	National Quality Assurance Framework designed and operational by 2015.

Strategic Objective 2.3: Improve budgeting and resource mobilisation for statistical activities

Strategic initiatives

- Raise awareness among policy decision-makers as well as development partners- on the critical role of statistics in development processes.
- Strengthen planning and programming for statistics among MDAs and HLGs.

Outcome
- Improved funding for statistical activities in MDAs and HLGs.
- Increased availability of data for use in policy and decision making processes.

Table 11: Budgeting and resource mobilisation for statistical activities

Outputs	Performance indicators	Activities	Milestones/ Targets
Resource mobilisation strategy for statistics.	Increased appreciation among policy, decision makers, as well as development partners on the need to invest in statistical production and development.	Assess current (base year 2013/14) investment in statistical processes among MDAs and HLGs. Design a resource mobilisation strategy for the PNSD implementation. Create a PNSD basket fund. Promote co-ordination of investment in statistical development.	Resource mobilisation strategy for PNSD implementation developed by end of 2014.
Statistical plans and programmes for MDAs and HLGs.	Improved planning and programming for statistics among MDAs and HLGs.	Support the development and implementation of Sector Strategic Plans for Statistics in MDAs and HLGs.	Commence supporting MDAs and HLGs in the design and implementation of Sector Strategic Plans for Statistics by 2014.
Acceptable budgets for statistical activities for MDAs and HLGs.	Improved budgeting for statistical activities among MDAs and HLGs.	Conduct training for statistical units in MDAs and HLGs in budgeting for statistics.	Training program for statistical units in MDAs and HLGs designed by end of 2014.

Strategic Objective 2.4: Enhance coordination among data producers

Strategic initiatives
- Improve general coordination among data producers.
- Improve technical coordination among data producers.

Outcomes
- Harmonised data production.
- Better data quality produced.

Table 12: Enhance coordination among data producers

Outputs	Performance indicators	Activities	Milestones/ Targets
Enabling legal framework that provides for coordination mechanisms.	Increased compliance by MDAs and HLGs with the legal requirements for coordination of statistical activities.	Review and establish gaps in the existing legal framework for statistical activities in the country.	Lobby for appropriate amendments in the existing legal framework to provide for better statistical coordination by the end of 2014.
Change management training programme.	Improved coordination among data producers.	Undertake change management training for statistical units in MDAs and HLGs.	Change management training programme for MDAs and HLGs designed by the end of 2014.
Framework for technical coordination in statistical production.	Improved technical coordination among data producers.	Update the Compendium of Statistical Concepts and Definitions.

Promote use of national and international standards in data production. | Update the Compendium of Statistical Concepts and Definitions by 2017.
Promote use of national and international standards in data production on on-going basis. |
| Integrate censuses and surveys. | Improved census and survey programming. | Design and implement an integrated census and survey programme. | Integrated census and survey programme designed and disseminated by the end of 2014.

Coordinate survey programmes by 2016. |

Strategic Objective 2.5:   Create enabling infrastructure for data production and management in MDAs/HLGs

Strategic Initiatives

- Support procurement of appropriate equipment for statistical production.

- Adequate office space for statistical units/departments in MDAs/HLGS provided.

Outcome

Enabling infrastructure for statistical production and management.

Table 13: Provide enabling infrastructure for data production and management

Outputs	Performance indicators	Activities	Milestones/targets
Appropriate equipment for statistical production.	Well-equipped MDAs and HLGs for statistical production.	Plan for and procure transport, computers, networking equipment, IT accessories for Statistical Units and departments in MDAs and HLGs. Procure alternative power supply for statistical production and management (i.e. generators and solar panels) for MDAs and HLGs not on the grid. Procure up to date data collection, capture systems and computer applications.	Transport and equipment for statistical work in MDAs and HLGs procured by end of 2016. All MDAs/HLGs not on the grid have alternative power sources by 2018. Up to-date data collection, capture systems and computer applications procured by 2016.
A culture of equipment maintenance.	Enhanced maintenance of infrastructure for statistical production and management.	Design an operational maintenance policy and plan for statistical production and management in MDAs and HLGs.	Operational maintenance policy and plan for statistical production and management in MDAs and HLGs designed by end of 2015.
Adequate office space for statistical units in MDAs and HLGs.	Improved physical work environment in MDAs and HLGs for statistical production and management.	Provide adequate office space for statistical units in MDAs and HLGs.	Adequate office space for statistical units in MDAs and HLGs provided by 2017.

Strategic objective 2.6: **Develop and implement architectures, practices and procedures to manage information life cycle**

Strategic Initiatives
- Design an IT policy and strategy.
- Produce IT standards and guidelines for data production and management.
- Design IT training programmes for data production and management.

Outcome
- Improved IT capacity for data production and management.
- Improved IT uptake in data production and management.
- Harmonised databases in all MDAs and HLGs.

Table 14: Develop and implement architectures, practices and procedures to manage information life cycle

Outputs	Performance indicators	Activities	Milestones/targets
IT data production and management strategy for the NSS.	Increased use of IT in data production and management.	Design, develop and implement an IT data production and management strategy.	IT data production and management strategy designed by 2015.
IT policies, standards and guidelines for data production in MDAs and HLGs.	Greater IT integration in data production and management in MDAs and HLGs.	Design and promote IT polices and standards for data production in MDAs and HLGs. Produce guidelines on IT for statistical production in MDAs and HLGs.	Produce IT policies, standards and guidelines for data production and management by mid-2015.
IT practical training programmes in data production and management.	Improved IT uptake for statistical work.	Design and implement a regular, relevant and practical IT training programme for data production and management.	IT training programme for data production and management designed by the end of 2015.
Programme for UBOS to provide technical support to MDAs and HLGs.	Improved technical support by UBOS to MDAs/HLGs in data production and management.	Develop an IT technical support programme for MDAs/HLGs.	IT technical support programme for MDAs and HLGs developed by 2015.

Outputs	Performance indicators	Activities	Milestones/targets
Training programme on documentation and datasets that adhere to international best practices and which can be loaded to the National Data Archive (NADA). Documented Datasets.	Improved data documentation and metadata.	Conduct periodic training of MDAs and HLGs in data documentation and data sets.	Produce guidelines on documentation and datasets by end of 2015/2016. Conduct periodic training for staff of MDAs and HLGs on documentation and datasets throughout the plan period.
Procedures for storage, archiving access, and data management.	Improved data storage, archiving, access and management.	Develop and implement data management systems.	Data management systems developed and implemented by 2016.
Internet connectivity Programme.	Improved Internet connectivity (LAN, WAN).	Design and roll out an internet connectivity programme for MDA and HLGs.	Internet connectivity programme for MDA and HLGs designed by the end 2015.
Harmonised IT platforms among MDAs and HLGs.	Improved data access and sharing among MDAs and HLGs.	Design a programme for development of harmonised IT platforms among MDAs and HLGs. Sensitise MDAs and HLGs on the harmonised IT platform and the benefits of *cloud computing.* Procure infrastructure (hardware and software) for operationalization of the harmonised IT platform in MDAs and HLGs.	Harmonized IT platforms operational by 2016.

Strategic Objective 2.7: Improve administrative data production and management

Strategic initiatives
- Equip MDAs and HLGs with knowledge on methodologies and standards for production and management of administrative data.
- Improve consistency and completeness of administrative data.

Outcomes
- Adequate and usable administrative data that meet user needs.
- Increased awareness of the importance of administrative data in decision-making.
- Standardized reporting mechanisms for different sectors and institutions.

Table 15: Improve administrative data production systems

Outputs	Performance indicators	Activities	Milestones/targets
Awareness programme on acceptable methodologies and standards for compilation of administrative data.	Improved knowledge of methodologies and standards in compilation of administrative data.	Identify the types of data that exist in various MDAs and HLGs and the form in which they are kept. Train responsible staff MDAs and HLGs in methodologies and standards for compilation of administrative data. Standardize data collection instruments for collection of administrative data.	Training programme for MDAs and HLGs staff developed by 2015.
Training programme in use of administrative data.	Improved utilisation of administrative data in, policy, planning, and decision-making.	Build capacity of MDAs and HLGs staff in statistics interpretation in policy, planning and decision-making. Train professional bodies (e.g. medical, legal and finance professionals, etc.) in statistics interpretation relating to their	Training programme for MDAs/HLGs and professional bodies developed by 2016. Specific modules for professional bodies developed by 2016.

Outputs	Performance indicators	Activities	Milestones/targets
		professional work and judgement. Sensitise policy makers on uses of administrative data.	
Structures and programs for statistics.	Functional statistical structures (statistics unit, division) and programs in MDAs and HLGs.	Incorporate statistical structures in overall organisational structures of MDAs and HLGS.	Statistical structures incorporated in organisational structures of MDAs and HLGS by 2017.
Skills enhancement programme for administrative data production and management.	Enhanced skills for administrative data production and management in MDAs and HLGs.	Train MDA and HLG staff in administrative data production and management skills.	MDA and HLG skills enhancement programme for administrative data production and management designed and its implementation started by 2015.

Strategic Objective 2.8: Improve registration systems

Strategic initiatives
- Sensitise the Ugandan public and organisations on registration systems.
- Advocate for political will for registration systems.

Outcomes
- Functional registration systems.

Table 16: Improve administrative data production systems

Outputs	Performance indicators	Activities	Milestones/targets
Sensitization programs across society.	Increased awareness of the legal frameworks underpinning registration systems.	Sensitise the general public and organisations on vital registration system. Sensitize Ugandans on other registration systems.	Sensitization programme developed by 2015.

Outputs	Performance indicators	Activities	Milestones/targets
Sensitization programs at political level.	Increased support of policy makers and top decision-makers in MDAs and HLGs for registration.	Sensitise policy and decision-makers on the importance of registration.	Sensitization program for policy and decision-makers on the importance of registration designed by the end of 2014.
Systems to formalize the informal economy.	Increased compliance with and commitment of the public and institutions to formalization of the informal economy.	Identify a lead agency for promoting formalization of the informal economy Design a strategy and action plan with milestones to reduce the informal economy.	Inter-agency strategy and action plan to reduce the informal economy designed by mid-2015.
Infrastructure and resources for registration.	Improved capacity for registration.	Design a phased approach for building the capacity of MDAs for registration. Train MDAs and HLGs for registration.	Capacity building plan for registration for MDAs and HLGs designed by 2016.

Goal 3:   Enhance Data Quality Assurance

Overview

There is broad consensus in the international statistical community that data quality: (a) enhances their credibility; (b) increases their potential use and benefits; and (c) is a multi-dimensional concept that goes beyond the traditional view that equates quality with accuracy. Evidence gathered through consultations with MDAs and HLGs shows that the NSS experiences inadequate data quality, caused, *inter alia*, by non-adherence to data quality standards, methodologies and classifications; inadequate enforcement of standards; and lack of a culture of quality consciousness. In response to this challenge, the PNSD shall promote initiatives that enable MDAs and HLGs to promote a culture of quality consciousness in the production, management and dissemination of data. This will enable the NSS to preside over data that meet the quality attributes of integrity, methodological soundness, accuracy and reliability, serviceability and accessibility.

Strategic Objective 3.1: Foster a culture of quality in statistical production across MDAs and HLGs

Strategic Initiatives
- Promote a culture of quality consciousness.
- Promote the use of acceptable standards, methodologies and classifications for quality statistical production.

Outcome
- A culture of quality awareness.
- Quality statistics across the NSS.

Table 17: Foster a culture of quality in statistical production

Outputs	Performance indicators	Activities	Milestones/Targets
User satisfaction reports. Analytical research reports.	Data produced by MDAs and HLGs meeting user needs.	Conduct annual user satisfaction surveys. Conduct research on how to improve data quality.	User satisfaction surveys conducted every two years. Analytical research on data quality conducted every two years.
Guidelines on international and national standards, codes and classifications. Procedures for monitoring compliance.	Increased adherence to international and national standards, methodologies and classifications. Harmonised code-lists for similar variables in the NSS.	Disseminate guidelines on international and national standards, and classifications. Design procedures for monitoring compliance with above guidelines.	Programme for dissemination of guidelines on international and national standards and classifications designed and implemented by the end of 2014. Procedures for monitoring compliance with above guidelines designed by the end of 2014.
National data quality assurance framework.		Design and promote a national data quality assurance framework across MDAs and HLGs.	Design and promote a National Data Quality Assurance Framework across MDAs and HLGs by end of 2015. Promote the national data quality assurance framework beginning in 2015.

Outputs	Performance indicators	Activities	Milestones/Targets
Sustained programme for building a culture of data quality.	A culture of quality consciousness among MDAs and HLGs.	Design and implement quality assessment and certification frameworks. Conduct training on data quality in MDAs and HLGs. Conduct statistical quality assessments and audits in the NSS.	Programme for building a culture of data quality among MDAs and HLGs designed by 2015.
Standards Profile.	Effective enforcement of standards and methodologies. Standards and methodological research reports.	Train MDAs and HLGs on the Code of Practice for production of official statistics. Produce standards profile. Conduct research on adoption of available standards.	Compliance with national and international standards, methodologies and classifications ensured by 2017. Standards profile produced every two years. Standards and methodological research produced reports every two years.
Training programme on specific statistical quality areas and issues. MDA and HLG-QA staff quality training reports.	Improved understanding at MDA and HLG level of the dimensions of data quality.	Undertake training of staff in MDAs and HLGs on data quality assurance. Advocate for emphasis of quality aspects in statistical training programmes at all levels.	Training programme on quality assurance for staff of MDAs and HLGs designed by the end of 2014. Training on quality assurance for staff of MDAs and HLGs conducted every year. Advocacy for emphasis of quality aspects in statistical training programmes at all levels started by 2016.
Policy and strategies for data quality.	Reports of stakeholder review meetings held.	Design a policy and strategies for promoting data quality.	Policy and strategies for quality assurance designed by 2016.
Audited and certified statistics.	Adherence by MDAs and HLGs to international and nationally adopted	Conduct statistical quality audit for key statistical indicators	Guidelines to international and national standards, methodologies and

Outputs	Performance indicators	Activities	Milestones/Targets
	standards, classifications and guidelines.	in the NSS.	classifications produced and disseminated to MDAs and HLGs by the end of 2014. Audit guidelines and certification guidelines by 2015. All surveys and Censuses subjected to the process.
Quality certificates by UBOS.	Periodic statistical audit of units at MDAs and HLGs established. Data producers use standard methodologies and classifications.	Coordinate and conduct statistical audits Certify indicators from MDAs and HLGs. Promote among MDAs and HLGS the use of internationally recommended standards, classifications, guidelines and methodologies, including their adaptation to national conditions.	Programme for awareness creation among MDAs and HLGS on the use of internationally recommended standards, classifications, guidelines and methodologies designed by end of 2014. Statistical audits and certification of statistics conducted in MDAs and HLGs every two years.

Goal 4:   Improved Statistical Coordination and Management

Overview

Lessons arising from implementing the previous PNSD show that the NSS is still affected by weak institutional and organisational arrangements. The statistical structures in MDAs and HLGs are not institutionalised due to inadequate appreciation of the importance of statistics by some policy and decision-makers. The legal framework institutionalising statistical structures in MDAs and HLGS as well as guiding the production, dissemination and use of official statistics in the NSS is inadequate.

Some MDAs continue to pursue a "silo mentality" with; a) inadequate commitment to factors driving coordination such as harmonised IT platforms, linking existing Management Information Systems to the overall strategic planning framework for statistics at sector and national level,

b) resistance to undertaking joint surveys and limited disclosure of anticipated surveys, c) inadequate appreciation of common audiences and d) inadequate attention to publications requiring synchronized outputs.

Implementation of this PNSD shall strengthen the statistical function in MDAs and HLGs, broaden and deepen the legal framework that underpins the NSS and improve inter and intra-institutional coordination and collaboration in the NSS. The PNSD also prioritises the vital link between the statistical activities undertaken by MDAs and HLGs to the overall monitoring and evaluation work undertaken by the National Integrated Monitoring and Evaluation System (NIMES)[12] under the auspices of the Office of the Prime Minister.

Strategic objective 4.1: Strengthen Statistical function in MDAs and HLGs

Strategic Initiatives:

- Strengthen institutional and organisational frameworks for statistical development in MDAs and HLGs.
- Design and implement Sector Statistics Plans in MDAs and HLGs.

Outcomes
- Functional statistical structures in MDAs and HLGs.
- Enhanced use of statistics in MDAs and HLGs.

Table 18: Strengthening the statistical function in MDAs and HLGs

Outputs	Performance indicators	Activities	Milestones/ Targets
Reports on statistical advocacy.	Statistical advocacy action plans and reports produced by MDAs and HLGs.	Undertake intra-MDA and HLGs statistical advocacy work.	Statistical advocacy action plans by statistical structures designed by the end of 2014.
Legal framework institutionalizing statistical structures in MDAs and HLGS.	Increased appreciation by policy and decision-makers in MDAs and HLGs of the importance of statistics.	Review institutional functionality of Statistical structures in MDAs and HLGs. Design enabling	Institutional functionality of statistical structures in MDAs and HLGs reviewed by the end

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[12] NIMES was established as a coordinating framework providing the link between policy makers and different government sector ministries, departments and agencies with regard to dissemination and use of statistics on performance, as inputs, outputs, outcomes and impacts. NIMES aims to ensure a smooth flow of information between the various stakeholders and to coordinate the M&E functions in MDAs. The NIMES framework strengthens the information sharing network and increases the visibility and utility of the monitoring and evaluation function across MDAs. The PNSD plays an important function for NIMES by providing a framework for the production of data across the NSS.

Outputs	Performance indicators	Activities	Milestones/ Targets
		statistical legislation that strengthens statistical structures in MDAs and HLGs.	of 2014. Legal framework institutionalizing statistical structures in MDAs and HLGs operational by 2015.

Strategic Objective 4.2: Broaden and deepen the legal framework that underpins the NSS

Strategic initiatives:

- Broaden the scope of the current legislation.
- Develop regulations for the development and maintenance of the NSS.

Outcomes:
- Broad statistical legislation covering the entire NSS.
- Increased appreciation of the importance of statistics in policy and decision-making processes.

Table 19: Broaden and deepen legal framework for the NSS

Outputs	Performance indicators	Activities	Milestones/ Targets
Sensitization programmes on the statistics legal framework covering the NSS.	Increased awareness among MDAs and HLGs of the legal framework for statistics.	- Sensitize MDAs and HLGs on the statistics legal framework.	• Sensitization programme for MDAs and HLGs on the legal framework designed by end of 2014.
Research report on the Statistics Bill.	Statistics responsive legislation.	Undertake research to establish gaps in the UBOS Act Coordinate the revision of the UBOS Act. Align all existing laws of other agencies with the UBOS Act.	Coordination framework for the revision of the UBOS Act prepared by the end of 2014. Research on the UBOS Act commissioned in 2015.

Strategic Objective 4.3: Harmonised statistical programmes, processes and systems.

Strategic Initiatives:

- Initiate programmes that promote inter and intra institutional statistical coordination and collaboration in the NSS.
- Strengthen the monitoring and evaluation system for PNSD programmes.

Outcomes

- Coordinated statistical system.
- Improved internal coordination arrangements in each sector (MDA and HLG).
- Increased collaborations across the NSS on administrative data, survey and census programmes.

Table 20: Improved Institutional coordination and collaboration

Outputs	Performance indicators	Activities	Milestones/ Targets
Coordination reports from MDAs and HLGs.	Increased willingness among MDAs and HLGs to be coordinated.	Conduct regular orientation meetings on coordination for MDAs and HLGs.\n\nDevelop coordination proposals for PNSD funding and lobby donors for support and funding.	PNSD implementation guidelines on coordination and collaboration developed by 2014.
Programme for strengthening statistical coordination.	Effective coordination arrangements and structures.	Initiate programmes for promoting effective coordination of statistical structures.\nDevelop and implement a synchronized long-term integrated census and survey programme to provide the required information for addressing all stakeholders' needs, and anchor it on the national development framework.	Programme for strengthening statistical coordination designed by the end of 2014.\nLong-term census and survey programme designed by the end of 2014.\nM&E framework for PNSD implementation designed by 2015.
PNSD M&E framework and monitoring reports. National Statistics policy.	Effectively monitored and evaluated NSS.\n\nHarmonised annual statistical programmes	Design an M&E framework for the PNSD.\n\nMonitor and review PNSD implementation.	PNSD M&E framework designed by mid-2015.\n\nNational Statistics policy designed by mid-

NSS coordination strategy. Programme for strengthening statistical coordination.	implemented.	Design the NSS Coordination Strategy Design a programme for strengthening statistical coordination.	2015. NSS coordination strategy designed by mid-2015. NSS Annual statistical programme developed by June each year

Goal 5:   Strengthen Human Resource Management and Development

Overview

The NSS continues to experience weak and inadequate human resource management and development systems and practices, which in turn affect data production and management. Consultations with MDAs and HLGs during the design of this plan revealed that this challenge is caused by inadequate human resource capacity in MDAs and HLGs. This is often due to inability to attract and retain competent staff, and also due to lack of professionalisation of the statistical units in those MDAs and HLGs.

Under the human resource management and development goal, the PNSD will focus on promoting manpower strengthening, attracting and retaining competent staff in the NSS, enhancing their capacity to deliver quality statistics, and promotion of professionalism and enhancement of career growth for statistical personnel. Throughout the planning period, the PNSD shall guide MDAs and HLGs to maintain a working environment that attracts, develops and maintains competent staff. This will enable the NSS to maintain a caliber of well-qualified staff with requisite knowledge and skills to produce quality statistics in a rationalised manner.

The PNSD shall also focus on the following critical issues:
  i) Promoting a common cadre for statisticians in the MDAs. This shall involve; i) lobbying Ministry of Finance, Planning and Economic Development (MoFPED) and Ministry of Public Service (MoPS) to approve the relevant policy, ii) benchmarking other statistical offices in government, region and on the continent, iv) designing the scheme of service for the common cadre so that it can be implemented in the 5th year of the plan period.

  ii) Designing a competence framework (both technical and behavioural) for statisticians in at all levels, right from the Statistical Assistant to the Commissioner. This will guide capacity building, career development and management.

iii) Supporting the establishment and implementation of the Professional Service Unit. This will be managed by UBOS to rationalise survey undertakings outside its SSPS, and serve as a platform for instilling professionalism and specialisation among staff as they participate in specific aspects of the initiative.

iv) Establishing and developing an in-house statistics training centre at UBOS. This should be managed in collaboration with statistical and management training institutions. In particular, the following will be done:
   a) Designing training programmes.
   b) Establishing physical and IT infrastructure.
   c) Conducting the training programmes.
   d) Support the USS and empower it to undertake continuous professional development (CPD) and accreditation of professional statisticians.
v) Promoting statistics to receive legal recognition as a profession and annually license practicing statisticians.
vi) Promoting a systematic approach to capacity development. This shall include the following steps:
   a. Training in policy development.
   b. Establishing management structures.
   c. Identifying capacity development needs.
   d. Designing the training programme.
   e. Implementing the training programme, and,
   f. Evaluating the programme.
vii) Supporting MDAs to come up with a structure for the Statistics Unit. The PNSD shall intensify advocacy and convince the MDAs to adopt the recommended structures.
viii) Advocate or support MDAs to adopt the recommended statistical structure.

Strategic Objective 5.1: Enhance capacity to deliver quality statistics

Strategic Initiatives:

a. Improve capacity for staff in statistical units.
b. Design partnership and collaborative arrangements with research and training institutions.
c. Implement competence based trainings.

Outcomes

a. Improved knowledge, skills and competences of the statistical personnel in MDAs and HLGs.

b. Improved performance of staff in statistical units of MDAs and HLGs.

Table 21: Enhance capacity to deliver quality statistics

Outputs	Performance indicators	Activities	Milestones/ Targets
Staff capacity needs assessment reports.	Staff capacity needs in the NSS effectively assessed.	Undertake capacity needs assessment of the statistical personnel in the NSS.	Staff capacity needs in the NSS assessed by mid-2015.
Competence based training programmes.	Enhanced competences and skills bases. Regular training undertaken according to the programme.	Develop a training policy. Design competence based training programmes for staff in statistical units of MDAs and HLGs. Develop a training programme to improve the requisite knowledge and strategic skills of statistical managers, trainers, data producers, disseminators, and IT staff.	Training programmes designed by end of 2015.
Outputs	Performance indicators	Activities	Milestones/ Targets
Partnership and collaborative arrangements with research and training institutions.	Strong linkages between MDAs, research and training institutions teaching production of more relevant statistics.	Design collaborative arrangements between MDAs, research and training institutions.	Collaborative arrangements between MDAs, research and training institutions designed by 2015.
Management skills development programmes for statisticians.	Improved management skills (negotiations, resource mobilisation, etc.) for staff in statistical units.	Train staff in management skills such as negotiations, resource mobilization. etc.	Training programme designed by 2015.

Exchange and understudy programmes with more advanced NSS both regionally and internationally.	Increased exposure of statistical staff to advanced NSS in the region and internationally.	Undertake study tours and exchange visits for statistical staff. Undertake professional seminars and workshops.	Priority exposure visits (e.g. for new statistics in new areas such as in oil) planned by 2015. Annual programme for secondment, and professional seminars designed.
Robust performance management system.	Improved performance of staff in MDA and HLG statistical units.	Design a performance management system for statistical staff of MDAs and HLGs.	Performance management system for staff in statistical units of MDAs and HLGs designed by 2016.
Professional Service Unit	Functional PSU.	Undertake a feasibility study of the PSU Institutionalise and furnish the PSU Operationalise the PSU.	Functional PSU by June 2016.

Strategic Objective 5.2: Promote professionalism among statistical human resources

Strategic Initiatives:
- Undertake programmes for professionalism of statistical staff in MDAs and HLGs.
- Undertake career mapping for the statistical human resource.
- Establish career growth path for the statistical human resource.

Outcomes
- Statistical HR professionals.
- Statistical professional growth.
- Clear career growth of staff in statistical units of MDAs and HLGs.
- Staff career needs matched with growth opportunities.
- A common cadre for statisticians in sectors.
- Clear career growth for the statistical human resource in MDAs and HLGs enhanced.

Table 22: Professionalization of statistical staff in MDAs/HLGs

Outputs	Performance indicators	Activities	Milestones/ Targets
Continuous Professional Development (CPD) programmes. Common cadre for statisticians.	Continuous Professional Development (CPD) in place. Common cadre for statisticians in place.	Design programs for Continuous Professional Development (CPD) of staff in Statistical Units. Map out critical activities required to pursue a common cadres for statisticians in the sectors.	Continuous Professional Development (CPD) implemented by 2015. Common cadre for statisticians established by 2017.
Statistical knowledge sharing mechanism and platforms.	Functional mechanisms and platforms for sharing data, statistical knowledge and information.	Design mechanisms and platforms for sharing statistical knowledge and information.	Mechanisms and platforms for sharing data, statistical knowledge and information established by 2016.
Career map for the statistical human resource in MDAs.	Career map for the statistical human resource in MDAs.	Undertake career mapping of the statistical human resource in MDAs.	Career map for the statistical human resource developed by 2016.
Career growth path established in MDAs.	Career progression path well defined for MDAs.	Determine career progression for staff in statistical units in MDAs.	Career progression for staff in statistical units in MDAs established by 2016.
Outputs	Performance indicators	Activities	Milestones/ Targets
Succession plans established.	Succession plans for staff in statistical units in place.	Undertaken succession planning for statistical units in MDAs. Establish a practical scheme of service for statistical human resource in MDAs.	A practical scheme of service for the statistical human resource defined and established by 2015. Succession plans established by 2016.

Development of a professional arm at UBOS	Professional Staff	Train personnel handling data production in MDAs and LGs Engage staff in writing research papers Offer Consulting Services.	Policy on professionalism by end of 2016 Operational PSU by 2016.

3.4   RISKS, MITIGATING MEASURES AND CRITICAL SUCCESS FACTORS

3.4.1   Risks and mitigating measures

Important risks (and corresponding risk descriptions) that could jeopardize the realisation of the PNSD outcomes, as well as their mitigation measures, were identified.   Both risks and mitigation measures are presented in Table 22.

Table 23: Risks and mitigating measures

Risk	Description/Discussion	Mitigating measures
Inadequate funding of statistical activities in sectors.	Limited commitment to the PNSD by government, and middle level managers and planners.	Undertake extensive advocacy for statistics in MDAs and HLGs and Parliament. Market Sector Strategic Plans for Statistics internally and among development partners. Mainstream statistics in sectoral policies and programmes. Organize a "Donors Coordination meetings" for statistics in support of the PNSD.
Limited appreciation of statistics	Limited advocacy and publicity of statistical products. Poor dissemination	Advocacy Policy Dissemination Policy
Data insecurity, inadequate data back-up and recovery.	Poor data archiving and back-up. Some MDAs have no sound data recovery plans.	Promote archiving, back-up and disaster recovery programmes in MDAs. Promote development of sector databases
Duplication of efforts by sectors.	Due to inadequate coordination some MDAs engage in statistical activities that are already	Establish coordination mechanisms. Strengthen coordination of data

Risk	Description/Discussion	Mitigating measures
	undertaken by others.	production and management.
Political interference.	Political leaders in MDAs and HLGs interfere in data production and release which affects the credibility and integrity of official statistics.	Promote the Statistics Act and its provisions widely in sectors and across society.
Inconsistent data from MDAs.	Inadequate, inaccurate, and incomplete data in MDAs.	Design and promote standards for data collection and management. Promote these standards across MDAs. Build capacity of MDAs in statistical production.
Ineffective plan implementation.	Failure to mobilize drivers of strategic success including delays in passing a new Statistics Act for the NSS; and failure to create strategy-supporting organisational structures, to introduce modern management systems and procedures, and to introduce and manage change.	Achieving strategic alignment (creating strategy awareness) and enlisting "buy-in". Considering the plan as a foundational activity, and not just like another project. Mobilisation of drivers of strategic success, a strategy-supportive culture and an action plan.

3.4.2 Critical success factors

The success in implementation of this PNSD shall depend on:

- A statistical legislation and appropriate regulations that empowers UBOS to supervise and effectively coordinate the NSS;
- Strong statistical advocacy among top decision-makers and political leaders, especially in the sectors;
- Effective mainstreaming of statistics in policy, planning and programming at MDA and LG levels;
- Strategic leadership in the implementation of the PNSD at UBOS, MDA and HLG levels;
- Effective coordination of statistical activities among MDAs and HLGs;
- Effective supervision and monitoring of funding towards statistical production and services;
- Resource mobilisation and creation of a resourced PNSD basket fund;
- Production of specific priority series of statistics to justify value for money by government;

- Generation of a core list of indicators consistent with the NDP, OBT, and the National Monitoring and Evaluation framework;
- Institutionalisation of the common cadre in MDAs and HLGs;
- Stakeholders view of the PNSD as a change maker, and not just one of the statistical activities;
- Effective partnerships, including with development partners, at all levels;
- Effective monitoring and evaluation of PNSD outcomes, outputs and activities based on a targeted set of indicators;
- Team work among all stakeholders;
- Visionary and foresighted teaches willing to take a risk;
- Executives assuming lead role as change agents for statistical development;
- Improved IT Infrastructure;
- Commitment and self-drive/initiative by all players in the NSS;
- Active Professional Services Unit.

4 IMPLEMENTATION, MONITORING, REPORTING AND EVALUATION

4.1 STRATEGY IMPLEMENTATION

The PNSD implementation shall be co-ordinated and supervised by the Uganda Bureau of Statistics. The Bureau shall continue to provide the secretariat and dedicated officers in charge of the PNSD implementation. As the NSS Coordinator, UBOS will be responsible for:

- Acting as a secretariat to the Inter-Agency Committee (IAC) and the NSS Steering Committee;

- Setting standards and protocols for the generation, dissemination and use of official statistics, and ensuring that they are observed within the NSS;

- Coordinating the generation, dissemination and use of official statistics within the NSS to enhance synergy, minimize duplication, and promote optimal use of resources for statistical production;

- Linking the NSS to external statistical systems;

- Guiding and supporting MDAs and HLGs on capacity building and technical issues;

- Promoting statistical research and setting research agendas for the different components of the NSS; and

- Liaising with the Office of the Prime Minister (OPM) to ensure that MDA and HLG statistical activities are captured by the NIMES.

- Undertake routine monitoring and evaluation of the PNSD and SSPS implementation.

The NSS coordination will be managed through three statutory committees as recommended by the Board of Directors to oversee PNSD implementation. These shall include:
1. The NSS Steering Committee.
2. Inter-Agency Committee on Statistics (IAC).
3. The Sector and HLG Statistics Committees.

4.1.1 NSS Steering Committee

The NSS steering Committee is constituted of selected MDA representatives under the PNSD framework. All members are at policy level and convene to address policy related matters on behalf of all MDAs and HLGs under the PNSD. Membership is based on the Plan period (5 years), however, it may be reviewed time and again to ensure effective representation.

The maiden Steering Committee was constituted of the following MDAs;

1) Uganda National Council for Science and Technology
2) Ministry of Finance, Planning and Economic Development
3) Ministry of Education and Sports
4) Ministry of Agriculture, Animal Industry and Fisheries
5) Ministry of Health
6) Ministry of Local Government
7) Bank of Uganda, and
8) Uganda Bureau of Statistics.

The NSS Steering Committee meets quarterly to deliberate on statistical development challenges, best practices, and achievements in the NSS during the quarter. It makes recommendations to the Technical Committee of the UBOS Board of Directors for policy consideration and resolution. It is chaired by the Executive Director of UBOS.

The NSS Steering Committee shall be responsible for:

- Review progress reports and endorse the ultimate deliverables of the process from the PNSD Secretariat to ensure harmony across the MDA Sector Plan design;
- Identify and recommend strategic modalities for enhancing appreciation, coordination, and funding for Statistics in MDAs;
- Steer and guide the implementation of the updated PNSD;
- Examine the statistical programmes of the various agencies on a quarterly basis in order to achieve greater co-ordination and avoid unnecessary duplication of efforts, and evolve a national statistical programme for the approval of the Board; and
- Provide strategic direction for effective adoption and adherence to uniform standards and methodologies amongst the various agencies with a view to improving on the quality, comparability and timeliness of their statistical output.

4.1.2 Inter-Agency Committee on Statistics (IAC)

The Inter Agency Committee (IAC) is composed of officers nominated by the technical heads of Statistical entities in MDAs. IAC meetings will be chaired by the Director responsible for Statistics Coordination Services at UBOS. The IAC shall be responsible for:

- Taking the NSS through change management by establishing or strengthening Statistics Units in MDAs and HLGs;
- Promoting different types of collaboration across the NSS;
- Working out details for (re) establishment of a common statistical service;
- Developing data management systems in lead MDAs;
- Harnessing ICT for statistical production;
- Developing and implementing MDA business plans;

- Creating quality consciousness among data producers and users;
- Developing and operationalizing dissemination policies; and
- Mobilising resources for statistical development.

4.1.2   Sector Statistics Committees

Each MDA and HLG that designs a strategic plan for strengthening statistical capacity is required to constitute a Sector Statistics Committee (SSC) in whose responsibilities include:

i) Coordinating and ensuring effective operation of SSC;

ii) Synchronizing own statistical generation processes to ensure coherence in data generation within their own sectors;

iii) Generating statistics and disseminating them to relevant stakeholders and the general public;

iv) Collaborating with other sectors and stakeholders in generation, dissemination and use of statistics;

v) Providing support to local governments and other stakeholders in enhancing the quality of generation, analysis, dissemination and use of statistics;

vi) Collaborating with UBOS in implementing the PNSD; and

vii) Participating actively in the activities of the Inter-Agency Committee.

4.2   MONITORING, REPORTING AND EVALUATION

The PNSD has indicators and milestones in chapter 3 under each strategic objective which will be used to monitor implementation of planned activities and outputs. The new PNSD will use the updated Monitoring and Evaluation (M&E) framework of the first PNSD.

In addition, there will be joint annual reviews of the implementation of the PNSD to assess the achievement made and the challenges faced. The annual reviews will be used to commit the MDAs to implement their SSPSs, apprise stakeholders of current developments, make adjustments to the PNSD in the light of changing circumstances, identify upcoming priorities and opportunities and adjust work plans accordingly, and provide 3-year rolling budgets for the Medium Term Expenditure Framework (MTEF).[13]

A mid-term review (MTR)/evaluation of the PNSD will be conducted in the 3rd year of implementation to assess the continued relevance of the plan and to agree on required

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[13]MTEF is a key element of Public Expenditure Management (PEM) that guides public expenditure to be driven by policy priorities and disciplined by budget realities. It solves the problem of the disconnect between policy making, planning and budgeting. (World Bank (1998) a. *Public Expenditure Management Handbook*. "Linking Policy, Planning, and Budgeting in a Medium Term Framework")

changes in strategy and work programmes. In addition, the mid-term review will re-examine the resource envelope and re-allocate the resources according to performance and priority needs. The midterm review will be undertaken by independent consultants.

At the end of the plan, there will be a Terminal Review/evaluation (TR) and an ex-post evaluation. Lessons learnt and challenges faced will be documented all along. The TR review will also be undertaken by independent consultants.

Each MDA and HLG shall produce quarterly progress reports on implementation of their SSPS and submit them to the Uganda Bureau of Statistics. The reports will be discussed to share experiences, challenges and lessons, and a consolidated report will be generated to inform the Steering Committee and subsequently the UBOS Board of Directors. An annual report will subsequently be generated to inform key stakeholders during the annual Statistics Sector Review.

As part of M&E, internal and external benchmarking will be undertaken. Benchmarking is a method of making systematic comparisons in specific areas with other relevant organisations or systems, especially those with outstanding performance record. The aim is to determine what is likely to work or not, and why; and also to identify areas where improvements can be made. Internal benchmarking for the NSS will be done by incorporating existing best practice and comparing results from different MDAs on such things as data collection operations, data analysis and reporting, timeliness, user satisfaction, etc.

Benchmarking will be done to compare the performance of the NSS with that of NSSs in other countries which are performing well, particularly within the ECA and COMESA. Countries are encouraged to be 'peer reviewed'in line with the New Partnership for African Development (NEPAD) Peer Review Mechanism and the recommendation of the United Nations Economic Commission for Africa (UNECA)-Committee on Information (CODI – III of 2001) whereby a 'peer review team'of experts is invited from a sister country or countries to review the operations of the NSS, particularly the implementation of the country's National Strategy for Development of Statistics (NSDS)[14].

The detailed M&E framework for the PNSD is presented separately.

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5   BUDGET AND FUNDING ARRANGEMENTS

5.1   BUDGET

Table 23 **Estimated** PNSD 2013/14 -2017/18 **covering 35 MDAS, UBOS and 112 HLG in Ugx '000,000**

MDA (35)	YR 1	YR 2	YR 3	YR 4	YR 5	Total
Coordination and Management	5,103	27,298	23,416	19,477	16,849	92,142
Data Production and Management	38,911	39,992	128,191	110,241	119,959	437,294
Dissemination and Usability of Statistics	2,473	4,083	3,020	3,263	2,540	15,380
Quality Assurance	1,084	1,218	866	814	796	4,779
Human Resource Development	1,606	1,982	2,012	1,815	1,834	9,249
Total	**49,178**	**74,573**	**157,505**	**135,611**	**141,977**	**558,844**
UBOS	YR 1	YR 2	YR 3	YR 4	YR 5	Total
Coordination and Management	2,804	3,372	3,194	3,257	3,341	15,968
Data Production and Management	68,084	63,025	16,955	31,329	14,986	194,923
Dissemination and Usability of Statistics	3,392	3,433	12,068	3,535	4,355	26783
Quality Assurance	3,649	4,126	4,437	4,683	5,228	22,123
Human Resource Development	5,283	2,911	3,302	3,696	3,789	18,980
Support Services for Statistics Production	21,304	15,294	11,247	12,298	13,820	73,962
Total	**104,515**	**92,705**	**51,203**	**58,797**	**45,519**	**352,738**
HLGSPS (112)	YR 1	YR 2	YR 3	YR 4	YR 5	Total
Coordination and Management	9,632	5,899	8,624	6,869	8,997	40,021
Data Production and Management	8,027	9,632	8,512	10,901	9,744	46,816
Dissemination and Usability of Statistics	6,944	5,731	5,731	6,440	6,515	31,360
Quality Assurance	4,816	4,853	5,712	5,376	6,309	27,067
Human Resource Development	4,823	4,271	4,906	4,801	5,324	24,125
Total	**34,242**	**30,386**	**33,484**	**34,388**	**36,889**	**169,389**
PNSD	YR 1	YR 2	YR 3	YR 4	YR 5	Total
Coordination and Management	17,539	36,569	35,234	29,603	29,187	148,131
Data Production and Management	115,022	112,649	153,658	152,471	144,689	679,033
Dissemination and Usability of Statistics	12,809	13,247	20,819	13,238	13,410	73,523
Quality Assurance	9,549	10,197	11,015	10,873	12,333	53,969
Human Resource Development	11,712	9,164	10,220	10,312	10,947	52,354
Support Services for Statistics Production UBOS)	21,304	15,294	11,247	12,298	13,820	73,962
Total	**187,935**	**197,120**	**242,193**	**228,795**	**224,386**	**1,080,972**

*The cost of data production and management is high because of the 2014 NPHC.

5.2 FUNDING ARRANGEMENTS

Two important issues about funding for statistics need to be addressed. That is the quantity of funding and quality of funding. In respect to quantity of funding, more and better statistics are being demanded by government and other data users.   There is demand for more disaggregated data by local governments and sectors, data on emerging economic and social trends, and data that responds to the changing national and international development frameworks etc. There is also pressure to provide the data in a timely manner. It is, therefore, important for more resources to be made available to meet those demands. Secondly, there is the issue of *quality of funding* which is about timeliness, predictability and sustainability. For instance, some statistical activities are time bound and need to be undertaken at specific times. It is, therefore, important for their funding to be availed on time. Other activities have to be undertaken on a continuous basis, so there is a need for assurance that funding will be available to continue undertaking these activities.

Addressing the above issues requires greater commitment by government to statistics and statistical development. The Uganda Government is not just the only main user of official statistics but it is also the main funder of statistical development activities in the country. It is therefore important for government to commit to funding the implementation of the PNSD because statistics were identified as an *enabling sector* for national development and has been provided for in the National Development Plan.   At the very least, it is expected that government will commit to funding the *core statistical activities* at UBOS, in the sectors and HLGs.

Given that statistics are also used by development partners, it is expected that the partners will continue to support statistical development in the country by supplementing government funding.   Development partners will, therefore, be mobilised through "donors' seminars, meetings, and conferences" to support implementation of the PNSD. It is, however, important for funding from development partners to be coordinated for it to have impact. In this context, a 'basket funding modality' will be considered to ensure effective use of funding from development partners.

Finally, during the plan period UBOS will endevour to pursue strategies for raising internally generated financial resources through sale of some of its products and services across the NSS and other international agencies.

6   ANNEXES

ANNEX 1:   INTEGRATED PROGRAMME OF CENSUSES AND SURVEYS

	Policy Framework		Censuses		Household Surveys			Business Surveys		
						National Service Delivery Survey (NSDS)		Annual Business Inquiry (ABI)		
					UNPS 2			Non Profit Institutions Survey (NPIS)		
2011										2011
								Research & Development (R&D)		
		PSR			Uganda Demographic Health Survey (UDHS) 5					
2012					Uganda National Panel Survey (UNPS) 3				Tourism Survey	2012
			Census of Business Establishments (COBE)						Private Sector investment Surevsy (PSIS)	
					Uganda National Household Survey (UNHS) 5			NPIS		
2013	Revision of 5 Year Development Plan							Uganda Business Inquiry(UBI)		2013
		Poverty Status			UNPS 4				PSIS	

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Year									Year
		Report (PSR)							
							ABI	Tourism Survey	
2014							NPIS		2014
		National Population and Housing Census	UNPS	UNPS					
			UNPS				R&D	PSIS	
				National Service Delivery Survey (NSDS)					
2015							ABI		2015
			Annual Agric. Survey				NPIS		
	PSR			UNPS 6				PSIS	
2016		COBE	UDHS 6				ABI		2016
							NPIS	PSIS	
								Tourism Survey	
			UNHS 6	Sero Survey	Panel 7				2017
							ABI		
							NPIS		
2017		Uganda Census of Agriculture (UCA)							
	PSR	Census of Livestock					R&D		

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ANNEX 2:   CHALLENGES, STRATEGIES AND PRIORITY ACTIVITIES FOR MDAs

No:	MDA	Challenges	Strategies	Priority actions
0.	**Uganda Bureau of Statistics (UBOS)**	• Statistical awareness at all levels. • Pending human resource challenges within UBOS and in MDAs across the NSS. • Building professionalism within UBOS, MDAs and Local governments as well as supporting career path development. • The NSS steering and inter Agency Committees require more support, especially in areas of statistical coordination and advocacy. • Regional offices are poorly equipped, and lack supervision and focus. • Inadequate UBOS and MDA technical capacity to disseminate statistics.	• Supporting processes ad actions that increase demand for and usability of statistics. • Improving data production and development. • Improving statistical co-ordination and management. • Enhancing data quality assurance. • Strengthening human resource development and management in statistical production. • Strengthening support services for statistical production.	• Advocate for statistics • Improve data analysis and interpretation. • Improve data dissemination. • Develop and implement regular data production activities for key socio-economic indicators. • Develop and implement an integrated census and survey programme. • Improve administrative data production and registration systems. • Enable infrastructure and resources for data production. • Strengthen inter and intra-institutional coordination and collaboration in the NSS. • Strengthen statistical structures. • Foster a culture of quality in statistical production in the NSS.

No:	MDA	Challenges	Strategies	Priority actions
		• Inadequate UBOS communication and public relations capacity. • Inadequate tracking of UBOS results including causal relationships. • Inadequate UBOS capacity to meet all user data needs and demands. • Inadequate support for development of the NSS/PNSD basket fund mechanism. • Lack of small area statistics up to sub-county level.		• Attract and retaining competent staff. • Improve staff performance to effectively deliver UBOS strategy. • Professionalise UBOS human resource. • Lobby for enactment of responsive statistical legislation for the NSS. • Improve corporate processes and systems. • Develop compliant systems, infrastructure and initiatives that support statistical production, development and related services.
1.	**Ministry of Agriculture Animal Industry and Fisheries (MAAIF)**	-No regular agricultural data collection. -Poor co-ordination of data producers, users and suppliers. -Lack of a database and a one-stop centre for agricultural statistics in the country. -Lack of an ICT strategy.	-Improving governance of the agricultural statistics system through establishment of Agricultural Statistics Technical and Coordination Committees. -Re-instituting the role and linkage of MAAIF with local governments to facilitate collection of agricultural statistics. -Developing technological innovations in the dissemination of agricultural statistics. -Building confidence in the quality of data	-Establish an Agricultural Statistics Technical and Coordination Committee. -Strengthen the linkage between MAAIF and local governments to enhance collection of agricultural statistics. -Establish a reception centre for data from all directorates. -Enhance engagement of data users in determining the scope of data and

No:	MDA	Challenges	Strategies	Priority actions
		-Lack of a methodology for compiling administrative and routine data.	produced. -Improving the skills of agricultural data producers, managers and users. -Developing and continually updating a database of agricultural statistics users and their data requirements. -Publishing statistics in a user-friendly (market disaggregated) manner that users can easily understand. -Working with UBOS to implement the Action Plan for Africa of the Global Strategy for Improving Agricultural and Rural Statistics.	information requirements. -Develop a checklist and conduct self-assessment on the use of the Code of Practice for Production of Quality Official Statistics. -Train and build the capacity of staff involved in collecting and managing statistics in the ministry. Increase awareness of managers and supervisors of data producing units of the importance of producing quality statistics. -Develop and implement data visualisation concepts and guidelines.
2.	**Uganda Police Force (UPF)**	-Lack of a statistics unit to coordinate the generation and management of all statistics in the sector. -Most of the data management processes are still manual, hence compromising information timeliness, accuracy and reliability. --Stringent institutional bureaucratic procedures which hinder dissemination, access and use of information including, non-confidential data.	-Advocating for the creation of a statistics department at Police headquarters to coordinate statistics production. -Developing a database where all data in the sector can be stored analyzed and produced using a specialised computer program. -Computerizing and networking data capture for easy coordination and management. -Designing and developing criteria for the public to access data from the UPF. -Strengthening systems that ensure data quality and security.	- Hold regular sensitisation workshops with management on effective coordination and management of statistics production. -Establish a system of regular interface with data source agencies and data users. -Disseminate UPF statistical publications to stakeholders, Regional Police Commanders (RPCs), District Police Commanders (DPCs), etc. -Publicize data accessing centers. -Design and develop data accessing centers at regional level.

No:	MDA	Challenges	Strategies	Priority actions
		-Lack of an integrated database management system for compilation, analysis and dissemination of statistics. -Poor internet connectivity, especially in the districts, limits the potential for an online data interface.	-Putting in place a sustainable data development programme, including engagement of the private sector. -Review the quality of data compilation and publishing in UPF. - Equipping staff with skills in data collection, analysis, management and dissemination.	-Apply consistent standards when releasing statistics -Integrate statistics in the training curriculum for police officers.
3.	Uganda Prisons Service (UPS)	-Delays in data collection and reporting. -Critical data gaps relating to important data elements. -The manual nature of data collection and storage leading to slow and delayed retrieval of data.	-Synchronizing statistical generation processes to ensure coherence in data generation within UPS. -Collaborating with UBOS in implementing the Plan for National Statistics Development. -Establishing, maintaining, and updating important socio-economic statistics used by government and other stakeholders. -Promoting standardization in the collection, analysis and publication of statistics.	-Computerize data management at regional and station levels. -Strengthen information management. -Create a conducive environment for information gathering and sharing with stakeholders. -Create backups for electronic data. -Develop and/or review policy guidelines and standards for data management. -Train data clerks and managers on international data management standards.
4.	Bank of Uganda (BOU)	-Delayed submission of data from secondary sources affects timeliness in delivery by the Bank. - Low response from survey	-Collaborating with primary data providers within and outside the Bank to improve the accuracy, comprehensiveness and timeliness of the data produced. -Improving dissemination of statistics	-Continuously sensitize data providers on the need to submit correct data. -Enforce penalties for not observing reporting requirements as set out in the Financial Institutions Act 2004.

No:	MDA	Challenges	Strategies	Priority actions
		respondents compromises the results and statistics from such surveys. - Duplication of effort by the other sectors leads to production of the same statistics.	produced by the Bank by acting on feedback from customers. Identifying best practices in production of statistics and complying with the standards prescribed. Improving the quality of statistics through regular statistical checks and audits. Undertaking staff training in advanced statistical methods and analysis, report writing and presentation skills. Broadening and increasing the frequency of macroeconomic indicators covered.	- Conduct regular perception surveys identified by the Bank. -Organize group training on statistical methods, accounting and statistical software. -Review staff performance targets and identify any difficulties in meeting them and arrange for on-the-job training and coaching. -Conduct monthly sectoral indices (i.e. Index of Agricultural Production (IAP), Services, and Industry surveys.
5.	Uganda Revenue Authority (URA)	-No centralised data repository -Limited appreciation of statistics; - Unreliable data; -Gaps in existing data sets -Developing effective coordination mechanisms that support data production in URA. -Developing and strengthening the human resource capacity for the sector to manage a sound data production and management system.	-Establishing effective coordination mechanisms and strategic partnerships with stakeholders involved in data production and use. Improving usability of URA statistics. -Enhancing data quality through a one-stop center data warehouse for all URA data. -Strengthening the human resource capacity to manage a sound data production and management system.	-Strengthen the capacity and mandate of the URA Sector Statistical Committee. -Strengthen collaboration with key stakeholders (UBOS, BOU, MoFPED, UIA and National Social Security Fund (NSSF). -Carry out needs assessments through the data request log. -Regularly disseminate key statistics to stake holders. -Assess data management processes -Install the URA data ware house. -Lobby to have the URA data management policy approved and

No:	MDA	Challenges	Strategies	Priority actions
		-Providing technical support to stakeholders to improve quality in the generation, analysis, dissemination of sector statistics. -Developing and strengthening data management processes, procedures, tools and standard guidelines.	-Strengthening data management processes and procedures. -Developing and implementing statistical programmes for data production, and management.	enforced. -Lobby management to include a module on statistics in the Total Tax Person (TTP) introductory course. -Re-engineer the data management processes -Improve the data management policy to include updates of international best practices. -Adhere to URA data management policies, standards, manuals, tools and dissemination processes.
6.	Uganda Communications Commission (UCC)	-Weaknesses in institutional legal mandates for data gathering. -Low propensity of the operators to give data. -The operators in communications sector are oligopoly firms. -The communications/ICT sector is very dynamic, requiring regular upgrading of skills and technology. -Limited linkages with other MDAs on issues relating to data gathering.	- Easing the production and coordination of communications statistics. - Reviewing legal provisions to enforce compliance with regulatory reporting guidelines issued to the operators by UCC. -Packaging all the communications statistical output in a user oriented format. -Adopting and applying ISO certified good practices in the production of official communications statistics. -Providing relevant quality training to all staff engaged in production of communications statistics. -Expanding the statistics office into a directorate within UCC.	-Map all the agencies playing a role in production of communication statistics. Develop a Memorandum of Understanding (MoU) on information and resource sharing between UCC and other stakeholders (URA, Ministry of Information and Communication Technology (MICT), NIITA-U). -Conduct a user survey to identify user needs. -Adhere to US 943-Guidelines for production of quality statistics, and other ISO certified good practices. Carry out statistics training needs assessment and schedule training.

No:	MDA	Challenges	Strategies	Priority actions
			-Increasing the relevance, utilisation and accessibility of communications statistics.	-Develop a new secure, flexible and scalable comprehensive statistical data bank for UCC.
7.	**Ministry of Water and Environment (MWE)**	-Lack of integrated approaches in data management due to continuous creation and funding of parallel, independent and overriding data management structures. -Poor proximity - various ministry departments are Scattered in different locations. -High labor turn-over in districts and projects under the jurisdiction of the ministry. - The ministry has a number of independent, parallel data collection structures and officers operating under different titles and TORs, thereby constraining coordination and promotes duplication of activities.	**-**Streamlining and strengthening institutional frameworks for statistical production in MWE. Articulating and communicating the cost of running parallel, uncoordinated data management structures. -Articulating, defining and documenting key statistical products and data dissemination systems. -Developing and / or reviewing and agreeing on plausible data collection methods. **-**Standardizing data production processes and tools. -Developing quality assurance guidelines. -Building capacity in statistics and motivating staff in charge of statistics.	- Hold monthly and quarterly Sector Statistics Committee meetings and implement the Committee's recommendations. Establish and strengthen collaboration with internal and external stakeholders (data producers and users). Identify data needs. -Convene periodic users and producers review forums to identify and agree on strategies for better dissemination and usability of sector data. -Produce and popularize the MWE Strategic Plan for Statistics. -Conduct on spot data quality checks and mentor data producers. Train and motivate staff in data management aspects.
8.	**Development Network for Indigenous Voluntary Associations**	-Low appreciation and ownership of statistics within the NGO sector.	Strengthening institutional processes and systems to enhance capacity and innovation.	-Fast-track the implementation of DENIVA institutional dissemination and advocacy strategy.

No:	MDA	Challenges	Strategies	Priority actions
	(DENIVA)	-Limited capacity by the DENIVA Secretariat and regional SSC to monitor and coordinate the integration of statistics into NSO work and activities. -Lack of frameworks for statistics. -Lack of an ICT policy and related infrastructure. Aligning the Non-Governmental Organisations (NGO), sector SSPS activities with the UBOS team as the NGO calendar year differs from the UBOS-Government financial year.	-Assessing user needs of key ministries, NGOs, donors and research institutions. -Strengthening coordination of statistical production and dissemination. -Promoting a culture of quality consciousness in statistics across the NGO sector.	-Build a statistics unit at DENIVA responsible for statistics dissemination and sharing. - Put in place on-line statistical data bases that are easily accessible to users. -Expand the current number and structure of SSC to include national NGO umbrella organisations and sub-regional structures. -Adopt national standards and guidelines for statistical production. -Promote compliance with statistical standards and guidelines. -Assess NGO network secretariats, regional coordinating organisations' ICT infrastructure and human resource capacity gaps. - Training human resource in production of quality statistics.
9.	Ministry of Gender, Labour and Social Development (MGLSD)	-Lack of a central database and computerised data storage software; data is still stored in paper files. - There are no standard definitions; sampling frames and some data collection questionnaires are outdated.	- Computerizing data capture and management at ministry and district levels. -Setting up and ensuring effective operation of the social development sector statistical structures (committees). -Ensuring user engagement in statistics for purposes of planning and decision making.	-Computerize data management in the ministry. -Standardize and harmonize definitions, concepts, data collection methodologies and classifications. -Develop and maintain online data dissemination mechanisms.

No:	MDA	Challenges	Strategies	Priority actions
		- Lack of proper systems and procedures in the ministry, leading to poor coordination of statistical activities. - Lack of a data recovery plan for the entire ministry. - Lack of an IT unit with a substantive IT person (System Administrator) to manage the IT section. - The Statistics Unit has no budget line in the Ministry.	- Strengthening the production and management of quality statistics.	-Develop a data dissemination policy. -Conduct data needs assessment. - Provide appropriate physical infrastructure for the statistics unit (office space, computers and other equipment for data processing and storage, transport).
10.	**Ministry of Lands, Housing and Urban Development** (**MLHUD**)	-Lack of a budget line for statistical development and management. -Inability to meet the demands of the data consumers. -Lack of a database to store, retrieve and manipulate information on the land, physical planning, surveys and mapping, housing and urban development sub-sectors. -Lack of baselines, studies and evaluations.	- Establishing and strengthening collaborative linkages between producers and users of MLHUD statistics. -Ensure that the MLHUD statistics unit is equipped with adequate physical and software facilities to coordinate the development and sustainability of the lands, housing and urban development statistical system. -Strengthening and streamlining the institutional framework for effective coordination of statistical production in the ministry. -Lobby for a legal framework on the usability of statistics in the ministry, for policy formulation and planning.	-Organize regular meetings with the MLHUD Sector Statistic Committee members and producers of sector statistics. -Establish and maintain institutional structures to support statistics production e.g. SSC, inter-departmental meetings on statistical issues, and quarterly progress reporting. -Carry out massive sensitisation on the use of the ministry's statistics. -Undertake and document regular user needs assessments. -Develop standards and guidelines to

No:	MDA	Challenges	Strategies	Priority actions
		-Lack of disaggregated data (i.e. gender, location, region, and district) to measure sector performance.	-Training data suppliers in basic statistics and computer applications to ensure data quality and accuracy.	be followed in production of MLHUD statistics.
11.	**Ministry of Finance, Planning and Economic Development (MoFPED)**	-Lack of continuity and institutional memory due to frequent transfer of staff with statistics knowledge. -inadequate statistical skills. -Weak institutional framework for managing statistical outputs. - Currently data are produced in different formats according to the various user needs/demands. - Risk of possible data loss due to lack of a back-up system.	-Establishing a robust and effective coordination and data management structure - Ensuring all data is produced and published according to internationally agreed reporting formats and standards. -Increasing the accessibility and interpretability of demand driven statistics produced by the ministry. -Identifying best practice in statistics production and complying with prescribed standards. -Updating the documentation of concepts, definitions, methods, processes and classifications for all statistical indicators in the operational manuals. **-** Improving the quality of statistics through regular statistical checks and audits. -Building the capacity of the staff to produce, manage and disseminate data. **-**Increasing job satisfaction, performance and motivation.	-Collaborate with providers of primary data within and outside the ministry to improve coordination, accuracy, comprehensiveness and timeliness of the data produced. -Conduct customer satisfaction surveys. -Improve dissemination mechanisms and processes for statistics produced by the Ministry. -Implement adopted best practice in compiling macroeconomic statistics. - Carry out continuous improvement in the quality of statistical reports. -Establish feedback mechanisms from data users to check statistics quality and act on the feedback. - Train staff in basic and advanced statistical methods and analysis, report writing and presentation skills. -Organize team building workshops. -Coach and mentor staff.

No:	MDA	Challenges	Strategies	Priority actions
12.	**Department of Immigration and Citizenship Control (DCIC)**	-The department runs a largely manual system making it cumbersome to retrieve and compile accurate data. -Data collection units in the entire sector are not yet harmonised. -Statistics currently produced does not fully satisfy stakeholder demands. -Difficulty in accessing data from the department **-**Lack of an information Management System. -The Statistics Unit, being a newly created structure, lacks a reliable management information system e.g. computers and software to manage work processes (e.g. .work permits and passports).	-Ensuring effective operation of regional and departmental statistical structures. -Developing technological innovations in the dissemination of statistics, -Conducting data user surveys on a regular basis to identify user gaps. -Providing high quality statistical information. -Undertaking statistical manpower planning. -Maintaining professionalism in statistical production.	-Establish statistical committees at border posts -Procure hardware and software for data management. -Develop and implement a demand driven data collection and information release calendar that is consistent with user needs. -Benchmark international best practice in data production, management and dissemination.
13.	**Ministry of Energy and Mineral Development (MEMD)**	-The ministry's offices and data collection centres are scattered around the country without adequate facilitation to monitor their statistical activities. -Lack of a one stop centre for storing data.	- Carry out effective coordination and data management by the Ministry. -Increasing awareness and usability of energy statistics. **-**Improving the reliability and quality of energy statistics.	- Establish a data collection and management structure within the ministry. -Constitute an expert group on energy statistics representing key stakeholders to periodically address issues regarding energy statistics.

No:	MDA	Challenges	Strategies	Priority actions
		-Poor interconnectivity within and among departments. -Data that is collected is neither analysed nor stored in a user-friendly format.	-Strengthening human resource capacity for the sector to facilitate sound data production and management. -Improving data production and management for timely reporting and dissemination.	-Conduct user needs surveys to identify and prioritize demand-driven needs. - Disseminate sector statistics. -Improve the annual national energy balance by improving on the reliability and quality of data used as input, and acquiring a more robust energy balance tool. - Train and improve the capacity of the staff of the ministry statistics section to collect, analyze, and disseminate statistics. -Conduct regular energy and mineral development surveys.
14.	**Ministry of Education and Sports (MoES)**	-Lack of a centralised data collection unit with multiple data collection departments, resulting in duplication of efforts. -Lack of integrated Education Management Information System (EMIS) and other databases, like examinations, payroll and finance. -Population figures used to compute sector indicators are often contestable and	-Transforming EMIS into a one-stop-centre for all educational data and information. -Promoting the use of statistics in performance measurement in education service delivery. -Formulating a data quality assurance framework and institutionalizing the use of a Compendium of Statistical Concepts and Definitions. -Providing support to local governments and other stakeholders to enhance the quality, dissemination and use of education statistics.	-Determine the stakeholder needs to be addressed by the enhanced EMIS in order to meet sector objectives. -Empower users to interpret statistics. -Popularize education statistical products, i.e. the Statistical Abstract, Fact sheet, Fact file, Trend Analysis Reports, Head Count Reports and others. -Regularly update the education indicators in the Compendium of Statistical Concepts and Definitions. -Conduct regular training for data collectors.

No:	MDA	Challenges	Strategies	Priority actions
		estimates are unreliable.		**-**Undertake regular validation and verification of data collected. -Provide training in application of performance indicators and measures (output, outcome, impact, assessment and results) in the sector.
15.	**Ministry Works and Transport (MoWT)**	-Data is still kept in manual form. -Limited appreciation of statistics within the Ministry.	-Strengthen the ministry's planning function. -Increase access to statistical data and information. -Undertake statistics quality assessments, audits and checks within the ministry.	-Develop and review regulatory frameworks to guide statistical production in the sector. -Establish the Transport Sector Data Management System (TSDMS). -Present data in different formats that can be understood and used by all users. -Assess and monitor user needs and satisfaction through data needs assessments and user satisfaction surveys. -Implement the Sector Strategic Plan for Statistics -Strengthen stakeholder consultation processes, networks and partnerships for data production.
16.	**Ministry of Tourism, Wild Life and Antiquities (MTWA)**	-The Ministry was divided into two, MTWA and the Ministry of Trade Industry and Cooperatives and most statistical capacity that had been developed was retained in the MTIC.	-Strengthening the statistical function in the Ministry's policy and planning unit. - Establishing linkages with regional bodies under the EAC framework. - Increasing the usage of statistics in the	-Recruit the remaining four staff members for ministry's the policy and planning unit. -Brand the statistical function of the ministry (.i.e. T-shirts, brochures, office furniture, etc.).

No:	MDA	Challenges	Strategies	Priority actions
		-Expanding the Sector Statistics Committee to include representations from the different agencies that are affiliated to the ministry. - Establishing effective linkages with local governments and other stakeholders to improve data production, quality and usage.	sector. - Developing a data quality assurance Framework. -Equipping data producing centres.	-Participate in EAC Tourism Statistic Technical Committee meetings. -Integrate EAC tourism data requirements into the national statistical programmes. -Organise annual visits to regional EAC bodies to share experiences in statistical management. --Conduct user satisfaction reviews and strengthen feedback mechanisms. -Update the tourism indicators in the Compendium of Statistical Concepts and Definitions. -Conduct refresher training for all Sector Statistics Committee members. -Procure computers and software for data management in the policy analysis unit.
17.	HLGs	− Limited appreciation and investment in statistics. − Lack of policies, guidelines and regulations and agreed systems to guide data collection and dissemination. − Inadequate coordination between the district, MDAs and development	− Mainstreaming statistics production into the District Development Plans, including budget requirements. − Establishing and strengthening coordination structures to support within and outside the district collaboration for statistical development. − Streamlining data and management	− Sensitise district staff on statistics production, dissemination and use. − Develop and operationalise district data management and dissemination policies and guidelines. − Establish statistical structures including formation of district

No:	MDA	Challenges	Strategies	Priority actions
		partners in harmonising statistical information needs. − Inappropriate data storage, backup and recovery mechanisms to facilitate proper storage, dissemination and access. − Inadequate data dissemination. − Poor data quality due to application of poor methodology processing, analysis and dissemination mechanisms. − Limited human resource with inadequate technical capacity to undertake data collection, analysis and related research. − Inadequate statistical infrastructure in terms of equipment (computers, scanners, LCD projectors, and printers) and software to support production, analysis and	information systems within district departments, sections and units. − Ensuring awareness and appreciation of statistics by users. − Conducting periodic data and institutional environment quality assessment in all data production centres in the district. − Harmonising data and linking Management Information Systems. − Adopting technological innovations to enhance statistics dissemination. − Developing and strengthening the district human resource statistical capacity to manage a sound data production and management system.	statistical committees to support development of district statistics through implementation of the LGSPSs. − Review, standardise and harmonise mechanisms and tools for collection, processing and reporting district statistics Adopt and apply quality standards and guidelines for data production and use in the district. − Conduct quality self-assessments and support statistical quality audits. − Produce and publish regular departmental statistical reports, annual district statistical abstracts and profiles, and socio-economic and related outputs. − Update and maintain the district database. − Develop statistical information and regularly update the district website. − Design, publish and disseminate district statistics profiles at regular intervals to stakeholders. − Train the technical planning committee to utilise data and

No:	MDA	Challenges	Strategies	Priority actions
		management of quality data. − Limited network connectivity to facilitate data sharing and access. − Inadequate funding for statistical production and infrastructure.		statistical information to inform their discussions. − Conduct tailor made training in basic statistical data collection and management techniques for district and lower local government staff directly involved in routine data generation. − Train district staff capacity to communicate and disseminate statistics through social media platforms. − Procure, install and maintain physical, IT infrastructure/equipment and software. − Design and set up Inter and intranet systems within the district.

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Management Committee

1. Mr. Ben Paul Mungyereza, Executive Director
2. Mr. Francis Mashate, Deputy Executive Director, Corporate Service
3. Ms. Imelda Atai Musana, Deputy Executive Director, Statistical Production and Development
4. Ms. Norah Madaya, Director Statistical Coordination Services
5. Dr. Chris Mukiza, Director, Macro-Economic Statistics
6. Mr. Seth Mayinza, Director, Agriculture and Environment Statistics
9) Mr. Kasozi Kizito, Director, Information Technology
10) Mr. James Muwonge, Director, Socio-Economic Surveys
11) Mr. Johnson Kagugube, Director, District Statistics and Capacity Development
12) Mr. Andrew Mukulu, Director, Population and Social Statistics
13) Mr. Peter Opio, Director, Business and Industry statistics
14) Mr. David Ocheng, Manager, Audit
15) Mr. Paul Waiswa Mugoya, Manager, Finance
16) Mr. Edgar Mbahamiza, Manager, Administration and Human Resource
17) Mr. Bernard Muhwezi, Manager, Geo Information Services
18) Mr. Nabongo Godfrey, Manager, Communication and Public Relations
19) Mr. Henry Munaaba Dhikusooka, Head, Procurement and Disposal

Design Team

1) Ms. Norah Madaya, PNSD Coordinator
2) Ms. Grace Bulenzi-Gulere, Principal Officer, Statistical Coordination
3) Mr. Ronald Ssombwe, Principal Statistician, Quality Assurance
4) Mr. Thomas Rutaro, Senior Officer, Statistical Coordination
5) Ms. Doreen Kasozi, Senior Officer, Standards
6) Mr. Andrew Opaadi, Senior Officer, M&E

Ministries, Departments and Agencies focal persons

1. Ms. Constance Kabibi   BOU
2. Ms. Ann Grace Akwango   DENIVA
3. Mr. Sunday Godfrey   MAAIF
4. Ms. Irene Lubega Mukasa   MoES
5. Mr. Ian Kisawuzi   MEMD
6. Mr. Charles Matovu   MPFED
7. Mr. Charles Etoma   MGLSD
8. Ms. Caroline Kyozira   MoH

9.	Mr. Wilson Byamukama	MLHUD
10.	Mr. Alex Jessey Asiimwe	MTWA
11.	Mr. George Serunjogi	MTIC
12.	Mr. Watson Wakooli	MoWE
13.	Mr. Vincent Ssozi	MoWT
14.	Mr. Richard Lutalo	UNCST
15.	Mr. Benedict Byamugisha	UPF
16.	Mr. Dephas Nabaasa	UPS
17.	Mr. Ronald Nyenje Makumbi	URA
18.	Mr. Winfred Ojok	UCC
19.	Mr. Denis Okello	DCIC
20.	Mr. Andrew Musoke	MoLG
21.	Mr. James Muwonge	DSES/UBOS
22.	Ms. Norah Madaya	DSCS/UBOS
23.	Ms. Imelda Atai Musana	DED/SPD
24.	Mr. Ronald Ssombwe	QA/UBOS
25.	Ms. Grace Bulenzi-Gulere	Coordination/UBOS
26.	Ms. Diana Byanjeru	Gender/UBOS
27.	Mr. Thomas Rutaro	Coordination/UBOS
28.	Ms. Doreen Ninsiima	QA/UBOS
29.	Mr. Andrew Opaadi	Coordination/UBOS
30.	Mr. Hillary Muhanguzi	Coordination/UBOS

Consultants

1) Prof. Ben Kiregyera, International Consultant
2) Mr. Silverius Ssewanyana, Lead National Consultant
3) Dr. Wilberforce Turyasingura, Human Resource Consultant
4) Mr. Suuna Joseph, Sector Statistics Consultant
5) Mr. Moses Ssebunya, Sector Statistics Consultant

Editors

1) Dr. John Kiyaga-Nsubuga, Consultant
2) Mr. Alfred Musamali, Senior Officer, Editor

For Inquiries:

Uganda Bureau of Statistics
Plot 9 Colville Street
P.O. Box 7186
Kampala

Tel:	041 256 706000
Fax:	041-256-237553
Email:	ubos@ubos.org
Website:	www.ubos.org