THE REPUBLIC OF UGANDA

PLAN FOR

NATIONAL STATISTICAL DEVELOPMENT

(2006/7 – 2010/11)

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ACRONYMS

ABI	Annual Business Inquiry
AfDB	African Development Bank
AIS	Agricultural Information System
APIR	Annual PEAP Implementation Review
BoU	Bank of Uganda
CIS	Community Information System
COBE	Census of Business Establishments
CPI	Consumer Price Index
CSO(s)	Civil Society Organisation(s)
DENIVA	Development Network of Indigenous Voluntary Associations
DfID	Department for International Development (of the UK)
DQAF	Data Quality Assessment Framework
ECA	Economic Commission for Africa
EMIS	Education Management Information System
EPRC	Economic Policy Research Centre
FDI	Foreign Direct Investment
FPOS	Fundamental Principles of Official Statistics (of the UN)
GDDS	General Data Dissemination System
GDP	Gross Domestic Product
GFS	Government Finance Statistics
GIS	Geographical Information System
HBS	Household Budget Survey
HMIS	Health Management Information System
HMN	Health Metrics Network
IAC	Inter Agency Committee
ICT	Information and Communication Technology
IFMIS	Integrated Financial Management Information System
IHS	Integrated Household Survey
ISAE	Institute of Statistics and Applied Economics
IT	Information Technology
LG	Local Government
LoGICS	Local Government Information Communication System
M&E	Monitoring & Evaluation
MAPS	Marrakech Action Plan for Statistics
MDAs	Ministries, Departments and Agencies
MDG(s)	Millennium Development Goal(s)
MFPED	Ministry of Finance Planning and Economic Development
MIS	Management Information System

MISR	Makerere Institute of Social Research
MoU	Memorandum of Understanding
MTEF	Medium Term Expenditure Framework
MTR	Mid-Term Review
NAADS	National Agricultural Advisory Services
NEMA	National Environment Management Authority
NGO(s)	Non Governmental Organisation(s)
NIMES	National Integrated Monitoring and Evaluation Strategy
NPA	National Planning Authority
NSDS	National Strategy for the Development of Statistics
NSS	National Statistical System
OPM	Office of the Prime Minister
PARIS21	Partnerships in Statistics for Development in the 21st Century
PASS	Permanent Agricultural Statistics System
PAYE	Pay As You Earn
PCF	Private Capital Flows
PEAP	Poverty Eradication Action Plan
PHC	Population and Housing Census
PMA	Plan for Modernisation of Agriculture
PMAU	Policy Monitoring and Analysis Unit
PNSD	Plan for National Statistical Development
PSR(s)	Poverty Status Report(s)
SA	Statistical Abstract
SDDS	Special Data Dissemination Standards
SNA	System of National Accounts
SSC(s)	Sector Statistics Committee(s)
SSPS	Sector Strategic Plan for Statistics
SWOT	Strengths, Weaknesses, Opportunities and Threats
TFSCB	Trust Fund for Statistical Capacity Building
TR	Terminal Review
UBOS	Uganda Bureau of Statistics
UK	United Kingdom
UN	United Nations
UNHS	Uganda National Household Survey
UPPAP	Uganda Participatory Poverty Assessment Programme
URA	Uganda Revenue Authority
VAT	Value Added Tax
VRS	Vital Registration System
WPS	Working Papers Series

FOREWORD

The Government of the Republic of Uganda is committed to the principle of Results-Oriented-Management and achievement of development results targeted towards reducing poverty, and supporting sustainable and equitable economic growth. Quality statistical information is required to better define and measure development outcomes, identify development issues, inform policy design and debate, and facilitate planning, implementation, monitoring and measuring of the impact of development interventions. Managing for results has brought to the fore critical inter-related challenges facing the National Statistical System. These challenges include, but are not limited to: capacity for collecting and managing adequate data; analysing and transforming the data; and ensuring the systematic flow and usage of the resulting information for evidence-based policy formulation and decision-making.

The challenges are critical and are best dealt with in a holistic way, taking into account key stakeholder and sectoral concerns. This Plan for National Statistical Development (PNSD) has been designed in a consultative and inclusive manner to provide a unified framework for addressing these challenges. It is important to note that this Plan which is anchored in the PEAP, MDGs and other development initiatives uses Sector Strategic Plans for Statistics (SSPS) which were developed in the context of this Plan as building blocks. Indeed the implementation of the Plan must go hand in hand with the implementation of the sector plans. The uniqueness of the Uganda Plan for National Statistical Development is that it mainstreams sector and cross-sectoral issues and concerns in statistical development.

As is the case with any development activity many resources are required. Concerted effort is required to ensure that the PNSD and the initiatives that it will support are fully and appropriately implemented.

I would like to thank all those who have participated in producing this document, and hope that they will continue to show the same vision and enthusiasm during the implementation of the Plan.

John Mitala

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Government of Uganda

PREFACE

The Government of the Republic of Uganda has always looked forward to the establishment of an integrated National Statistical System (NSS) in which all key stakeholders are brought together in the production, dissemination and use of statistics. The ever-increasing demand for comprehensive, accurate, reliable, and timely statistics has made collaboration among data producers and users more critical now than ever before. The NSS has to produce statistics that respond to the priority needs of the country and are in line with the government's development programmes.

The Plan for National Statistical Development (PNSD) presents an assessment of the NSS status, and the strategic issues to be addressed during a 5-year implementation period. It provides a framework for development and ownership of statistics in the country. Implementation of the Plan will require: revising the legal framework governing statistical production; developing organizational structures and coordination mechanisms; raising general awareness about statistics; embracing change and knowledge management; improving staff motivation; promoting team work, developing business plans; reviewing and implementing IT policies and strategies; developing dissemination policies; creating quality consciousness; and mobilizing financial resources at all levels.

The plan is organised in six chapters. Chapter one briefly describes the national economy and development frameworks. Chapter two presents the framework under which the PNSD was developed while Chapter three looks at the current status of the NSS with a detailed description of the NSS concept. In chapter four, the vision, mission and the strategic objectives of the plan are presented followed by the strategic goals in chapter five. Chapter six outlines the implementation strategy including monitoring, evaluation and reporting mechanisms, and, the budget and financing plan, sector specific challenges and the PNSD Logical Framework are found in chapter seven and Appendix respectively.

John B. Male-Mukasa
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EXECUTIVE SUMMARY

1. Introduction and Background

The Uganda Bureau of Statistics (UBOS) was created as a semi-autonomous agency of government under the UBOS Act 1998. This reform was intended to ensure more impartial and credible collection, analysis and publication of integrated, relevant, reliable and timely official statistics, and to constitute a coordinating, monitoring and supervisory body for the National Statistical System (NSS).

Despite the reform, Uganda's NSS is still fragile and vulnerable due to a number of challenges including: organizational and institutional weaknesses; unpredictable and insufficient funding; data gaps on key indicators; inadequate infrastructure; unsatisfactory data flows; and under utilization of existing data. The Plan for National Statistical Development (PNSD) is designed to address these shortcomings in the next five years. In particular, the PNSD aims at:

- strengthening the production of quality statistics based on international best practice and guidelines,

- improving coordination and promoting synergy among and between data producers and users,

- strengthening national capacity to produce, analyze and use reliable statistics through an integrated NSS, and

- ensuring the long term sustainability of the NSS by securing funding for priority data production, analysis and dissemination.

2. The Plan for National Statistical Development (PNSD)

The PNSD covers 5 years (2006/7 – 2010/11) and provides a framework and mechanisms for further reform of the NSS and acceleration of statistical development in Uganda. The purpose is to develop an integrated, harmonised, coordinated and coherent NSS which ensures unified data production processes. It covers the entire National Statistical System and draws together all data producing sectors and users. These include among others line Ministries, Departments and Agencies (MDAs) which produce data from censuses, surveys and administrative systems. While the PNSD has been designed to strengthen the NSS to effectively address and meet the national, regional and international data needs, it emphasises production of quality data to inform national development priorities. Accordingly, the PNSD is anchored in the PEAP, which is Uganda's national development framework, and the MDGs. To ensure ownership and effective implementation the Plan was designed in a participatory and consultative manner with key data producers, data users, researchers, training institutions and development partners.

One important step in the PNSD process was the comprehensive assessment of the current status of the NSS including its challenges. The challenges identified related to:

- organizational and institutional framework (including statistical legislation) for production of official statistics;

- linkages and co-ordination arrangements among producers and between producers and users of statistics;

- current and future user needs;

- existing capacity (institutional, infrastructural, technical and resources) to meet these needs and fill existing capacity gaps;

- how statistics are collected, processed and analysed;

- methods and procedures, adherence to international standards, etc.; and

- how statistical data are disseminated and archived (IT policies, standards and databases).

Based on the challenges identified, strategies were developed to strengthen the NSS.

3. Challenges and Strategies

3.1 Statistical awareness

There is limited statistical awareness and inadequate attention to appreciation of statistics by policy makers and decision makers at different levels and across society. In order to address this challenge, UBOS will extensively and consistently improve numeracy in society (creating a knowledge-based information society), and make a general case for statistics as a necessary requirement for policy formulation and decision-making at all levels.

3.2 Organisational and institutional development

The current organisational and institutional framework does not allow the NSS to operate efficiently and meet user data requirements. The existing legal framework is focused on UBOS but does not provide mechanisms for it to effectively discharge its responsibility of coordinating and supervising the NSS. There is also limited coordination within and across agencies. This has made it difficult to comprehensively assess user data requirements and to uniformly develop capacity and standards for generation and use of statistics. Within the framework of the PNSD, formulation of new legislation and institutional re-engineering to improve coordination and synergy will be undertaken. Key among institutional re-organisation strategies will be the possibility of re-establishing a Common Statistical Service and setting up a NSS Resource Centre.

3.3 Human resource development and management

Skills gaps in a number of areas as well as lack of motivation among professional staff in the sectoral ministries widely exist. The following strategic actions, among others, will be undertaken:

- design a human resource management and development strategy for all categories of practitioners and users of statistics.

- enhance collaboration between data producers and research and training institutions.

- support the Uganda Statistical Society (USS) to promote professional development and ethical standards among statisticians, and to facilitate information sharing among its members.

3.4 Infrastructure development

Most MDAs have inadequate statistical and supportive infrastructure. The PNSD will facilitate the identification and acquisition of the infrastructure required for each sector for effective production of quality statistics.

3.5   Data Development

There is inadequate capacity for identifying and responding to emerging data needs and difficulty in linking statistics to policy processes. Insufficient coordination is leading to extensive duplication of effort and lack of synergy among data producers. Inadequate information flow and sharing within and across sectors, and between central and local government levels limits the usefulness of data and statistics.

The strategy under PNSD is to ensure continuous dialogue between data users and producers, link and sequence surveys, censuses and administrative data collection to policy processes, and to strengthen collaboration among key players in data systems.

In addition, periodic statistical audits of all key data systems in the country will be undertaken; and standards and guidelines for official statistics and products will be developed and harmonised to ensure they meet the quality requirements.

3.6   Data dissemination policy and plans/data accessibility

A lot of data in sectors is not disseminated for general use and is not readily accessible. Strategies aim at increasing access to statistical data and information as a "public good", and empowering existing and potential data users to access and effectively utilise data.

4.   Implementation, Monitoring, Reporting and Evaluation

The PNSD implementation will involve revising the legal framework and promoting joint action and sharing/pooling of resources. An NSS Steering Committee and an Inter-Agency Committee will be created. The statistics units in MDAs will be re-organised and where they do not exist, will be created. System-wide and specific monitorable indicators will be developed to track progress of statistical production and strengthening of the statistical system across the NSS.

Quarterly progress reports relating to the implementation of SSPSs, and annual, joint mid-term, and terminal reviews will be conducted. The reviews will involve all key stakeholders and report on the overall PNSD implementation status.

5.   Budget and Financing

The estimated cost for implementing the PNSD is UGShs. 56.9 billion or US$ 28.4 million in the first three years. The budget will be annually reviewed and revised in line with the MTEF planning and budgeting process. The PNSD is expected to be financed by the government with contributions from development agencies.

1. BACKGROUND

1.1 Economic and Social Setting

Uganda has attained good progress in economic growth and development since the 1990's. Programmes such as the Poverty Eradication Action Plan, Universal Primary Education, Plan for Modernisation of Agriculture, the Basic Minimum Health Package and "Wealth for All", plus reforms such as decentralisation and economic liberalisation have been instrumental in bringing about positive socio-economic change. This progress is manifested in the improvements in many of the development indicators, including *per capita* GDP growth and poverty reduction.

On average, the economy has grown at a rate of 5.9% per annum over the last 15 years. Nevertheless, the economy remains characterized by low levels of income as shown by per capita income of about US$ 300 and the revenue/GDP ratio of about 11.3%.   Agriculture still engages 80% of the labour force and most industries and services are agro based.   The contribution of agriculture to total GDP decreased from 37.4% in 2000/01 to 33.0% in 2004/05. The key social indicators as at 2002 (Population and Housing Census) were as follows; Infant Mortality Rate of 87 deaths per 1000 live births; literacy rate of 70% (for persons aged 10 years and above); and 61% of the households had access to safe water supply.

The Poverty Eradication Action Plan (PEAP) is Uganda's national development framework. It guides public action towards eradication of poverty. Poverty in Uganda is characterised by limited human development as expressed in terms of low incomes; lack of basic needs and services such as food, clothing, bedding, shelter, basic healthcare and education; powerlessness and the inability to influence one's own condition and social exclusion. The PEAP provides the framework within which sectors develop detailed plans for addressing these and other dimensions of poverty.

1.2 The Case for Statistics in the National Planning Framework

National development is most effective if the macro planning process is integrated through alignment of supply and demand for goods, services and intellectual capital. For this to happen there must be a framework for coordinating, streamlining and harmonizing the activities of government, business, labour and civil society to work in partnership towards a common purpose.

In Uganda, the National Planning Authority (NPA) is responsible for integrated national planning. The long-term vision that is guiding all planning frameworks is to transform Uganda into a modern industrialised and knowledge-based society, by the year 2035.

The national policies and plans, such as the PEAP, must be based on good statistics (i.e. statistics that are comprehensive, accurate, informative and meet the needs of their users) if Uganda is to address its development challenges effectively. Good statistics provide a sound basis for making choices over competing demands and for deciding over allocation of scarce resources. They provide sub-national, national level planners and managers with critical insights into macro and micro development patterns and trends, without which they cannot develop effective and realistic policies and plans or take corrective action in time. They are important for the implementation of national and sub-national plans and programmes.   Statistics support measurement of inputs, outputs, outcomes and impact. They also provide reliable assessments of key economic and social indicators, and cover all aspects of development ranging from measures of economic output and price inflation, to the well-being of individuals. [1]

Uganda's development frameworks and sectoral strategies have to be monitored to ensure that: inputs are of the right quality; the procedures and operational mechanisms are appropriate to deliver the intended outputs; and the intended outputs are of the right quantity and quality to deliver development outcomes. Other than the outcome and impact indicators which require information from census and survey data, the inputs, process and output indicators rely on

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[1] Paris 21 Secretariat, National Strategy for the Development of Statistics (NSDS) Documentation (2004
  Version), p.2.

information administratively generated by MDAs and their partners. The whole essence of the PNSD is to have all these processes well coordinated and synchronised.

Presently, MDAs and other significant players in the economy produce and use statistics. The efforts of all these players are not sufficiently coordinated and harmonised to ensure data consistency, quality and effective use. Consequently, this has led to duplication of effort, wastage or misallocation of resources, thus costly and unsustainable development policies and programmes. Monitoring and evaluation has also been difficult due to inconsistent and incomparable data sets.

2.   THE PNSD PLANNING PROCESS

The PNSD is being developed as a framework for strengthening statistical capacity across the entire NSS for results-based management. It will provide an integrated framework within which different stakeholders will generate, disseminate and use statistics that are credible, meet their individual needs and provide a sound basis for national planning and development. In particular the PNSD will:

(i)   strengthen the production of quality statistics based on international best practice and guidelines to support national development initiatives and programmes

(ii) improve coordination and promote synergy among and between data producers and users

(iii) strengthen national capacity to produce, analyze and use reliable statistics through an integrated NSS.

(iv) ensure long term sustainability of the NSS by securing funding for priority data production, analysis and dissemination.

The Uganda PNSD has its roots in the Second International Roundtable on Managing for Development Results, held in Marrakech, Morocco, in February 2004. The Marrakech Action Plan for Statistics (MAPS) set a target for all low-income countries to have designed NSDS by 2006 and to have started to implement them by 2007 in order to have high quality, locally produced data for the next major review of the MDGs in 2010.

The Uganda Bureau of Statistics (UBOS), with support of development partners, coordinated the preparation of the statistical development strategy for the entire National Statistical System which has culminated in this document – the Plan for National Statistical Development.

The PNSD design was phased with the initial phase covering the Ministries of: Health; Education and Sports; Agriculture, Animal Industry and Fisheries; Labour, Gender and Social Development; Local Government; Trade, Tourism and Industry, as well as the Bank of Uganda and the Uganda Police Force and UBOS. The second phase covers the Ministry of Water and Environment (MoWE); Ministry of Energy and Mineral Development (MEMD); Ministry of Justice and Constitutional Affairs (MoJCA); Ministry of Works and Transport (MoWT); Ministry of Finance, Planning and Economic Development (MFPED); Ministry of Lands, Housing and Urban Development (MLH&UD) as well as the Uganda National Council for Science and Technology (UNCST), the Uganda Revenue Authority (URA); the Civil Aviation Authority (CAA); Development Network for Indigenous Voluntary Associations (DENIVA) and the Department of Meteorology.

Each participating MDA prepared a sector-specific statistical strategy which identified priority data needs as well as the challenges faced in current data production and ways to address these challenges.   Sector strategies also include an implementation strategy for improving statistics through a time bound plan, a financing strategy and a monitoring and evaluation framework (including indicators) to assess implementation progress. The following steps were taken in designing the Sector Strategic Plans for Statistics (SSPSs):

Step 1 – Sensitisation of Key Stakeholders

This step preceded the design process to create awareness of the PNSD concept and generate initial commitment from managers, policy makers and staff.

Step 2 – Launching of the PNSD Concept

The PNSD concept was officially launched to kick start the process. Similarly, a PNSD Bulletin was established as a medium for updating stakeholders about progress and planned activities.

Step 3 – The Road Map

The Road Map outlining the tasks, key activities, timelines and responsible actors was developed.

Step 4 – Sector Statistics Committees (SSCs)

SSCs were initiated and constituted within MDAs to facilitate internal coordination of the sub-sectors during the design of the SSPSs. In addition, an Inter Agency Committee (IAC) was formed and provided a facilitated platform for sharing lessons and experiences among MDA representatives in addition to enhancing skills.

Step 5 – Assessment of the Current Status of Statistics

User needs were assessed through discussions with key data users in various user consultative workshops and review sessions. These fora enabled MDAs and their respective data users to agree on the modalities of prioritising needs and corresponding data supply. Furthermore, statistics production processes were reviewed using data production and quality assessment formats. In addition, a SWOT Analysis was conducted to assess the capacity of MDAs to produce adequate, complete, timely and accessible statistics.

Step 6 – Drafting MDA Sector Strategic Plans for Statistics

A report outline was developed and discussed with MDA statistical committees. The Committees undertook a visioning exercise and generated plans covering 5 years with a 3 year implementation plan in line with the Medium Term Expenditure Framework (MTEF) and a 1 year detailed costed action plan to kick start the implementation process. MDAs costed their plans – which were eventually consolidated into a budget for the PNSD. A budgeting seminar was held to empower MDA representatives and accounting officers with skills in preparing realistic budgets and financing plans.

Step 7 – Stakeholder approval and finalisation of PNSD and SSPS

A stakeholders' workshop was convened to discuss the key features of SSPS. This provided a platform for interactive discussions and synthesis of emerging issues, strategies and recommendations. A high level seminar was attended by MDAs accounting officers, policy makers, technical managers and development partners in which the emerging issues and strategies were discussed and an action plan agreed on. The final PNSD was peer reviewed, refined, published and launched.

3. THE NATIONAL STATISTICAL SYSTEM

3.1 The Concept of a National Statistical System

Section 2 of the UBOS Act 1998 defines the NSS as including all agencies in Uganda, whether government or not, responsible, whether under any enactment or otherwise, for gathering statistical data directly through surveys or through administrative action. This statement does not mention the users of statistics as part of the NSS. However, the Act defines an "Agency" as including a Ministry, Department or any other organ of government, a local authority or an agency of a local authority and generally, any other user or provider of statistics.

Statistical production including dissemination and usage of statistical products is a venture that requires collaborative effort (teamwork) with a broad spectrum of the population (the society) being involved in different functions. The team consists of producers, users and suppliers/providers of data/statistics, who compile, use and supply the raw materials (data) respectively. It should be noted however, that each group is involved to varying degrees in the functions of the others. The significant entities within these broad categories and their inter-related functions constitute the National Statistical System (NSS) of a country. The NSS is steered and coordinated by a national statistical agency, which, in Uganda's case, is the Uganda Bureau of Statistics.

The players in the National Statistical System are defined more specifically as follows:

Producers: These include data production agencies in the Public Sector – Central (National) statistical agency, the statistical units in line Ministries, Departments and Executive Agencies (MDAs), and public institutions such as the central bank. There are other producers of statistics in the private sector, NGOs, civil society organizations and training and research institutions.

Users: These cover policy formulation/ decision-making institutions and development framework designers across government in the Ministries, Departments, Agencies, Parastatals and other Public Institutions as well as Private Sector Companies, NGOs and CSOs, Researchers, Development Partners and International Organizations, Regional Organizations and Individuals in the Society. Other users of statistics and data within the NSS include the Media due to its involvement in advocacy and information dissemination through the publication of press releases and briefings.

Suppliers/Providers: These include establishments/institutions in the public sector, business establishments in the private sector, NGOs, informal sector establishments, private households, persons/individuals within the society.

Statistical training institutions/centres: These contribute to skills development of the producers and users of data.

The essence of establishing a National Statistical System is to bring all players in the data production industry together, working as a team. This consequently results in the generation of coherent, reliable and demand-driven data products in an efficient manner to support management and development initiatives including policy formation and critical decision-making. The Central Statistical Agency of the NSS has the responsibility to coordinate all key players institutionally, technically and with respect to their programmes and budgets in order to organize an integrated system of socio-economic statistics for the country.

3.2   Characteristics of a Good National Statistical System

A good NSS has relatively uniform capacity for generation and use of statistics in its constituent parts. The system operates with impartiality in data collection and releases, ensures confidentiality of supplied data, and acts with objectivity, transparency, integrity and independence in all its operations.   The elements of the system produce relevant data (through users and producer interaction), turn data into information through policy/research analysis and ensure timeliness of data release as a result of good cooperation between, and responsiveness of, suppliers to the producers.

Extensive statistical advocacy about the importance of statistics to the society and wide spread dissemination of data to the public are roles carried out by the media while training institutions ensure that there is effective and relevant capacity building. The entire NSS players are quality conscious in that, data being generated in the system pass the assessment tests across all the quality dimensions – relevance, accuracy, completeness, consistency, timeliness, accessibility and appropriate levels of disaggregation.

In the context of these characteristics, a SWOT analysis of the Uganda NSS was carried out. The results of this analysis are summarised in Box 1.

3.3   Regulatory Framework for Statistics

An effective NSS is underpinned by an appropriate statistical legislation. Such legislation should provide for an enabling institutional and regulatory framework for production and management of official statistics; and ensure professional independence of a national statistical agency and other agencies within the NSS to enhance the integrity, and impartiality and credibility of official statistics as well as data confidentiality.

The demand for statistics has grown tremendously in response to the social, economic and political developments in the country especially since the 1990s. In order for the NSS to meet this demand in an efficient and effective manner, the Uganda Bureau of Statistics was established by an Act of Parliament in 1998 as a semi-autonomous body.   However, the Act does not appropriately empower UBOS to perform the supervisory role. This is largely due to the following reasons:

- Other players in the NSS have regulations from which they derive their mandate. The current UBOS Act does not state in explicit terms which Act prevails over the other with respect to statistical production. This is especially the case for Local Governments and Line Ministries.

- The current Statistical Act is essentially a UBOS Act and not for the entire NSS. Although the NSS is alluded to in the Act, it is not sufficiently articulated in its current form. In particular, it does not mention the users of statistics – instead it emphasizes those involved in gathering statistical data directly through surveys or through administrative action.

Box 1:   Strengths, Weaknesses, Opportunities and Threats of the NSS

Strengths

- Semi-autonomous status of UBOS (a relatively strong, well-managed and resourced institution at the centre of the NSS) enhances the impartiality and credibility of official statistics and creates opportunities for hiring and retaining highly trained and skilled personnel.

- Stakeholders of the NSS are known and they recognize the various synergies across the different MDAs. The Sectors/Institutions also acknowledge the need for a strong NSS.

- Competencies or unique capabilities give some institutions comparative advantage over others in performing certain statistical tasks (e.g. conducting large scale surveys and censuses by UBOS, undertaking school censuses by the MoES, and compiling data on disease burden by the MoH).

- Existence of the ISAE at Makerere University that guarantees high quality training for the NSS,

- Existence of specialized research and analysis centres [e.g. EPRC, PMAU, MISR] that make great contribution in policy-related analysis of existing data.

Weaknesses

- Limited coordination and collaboration among MDAs because of largely informal institutional linkages.

- Lack of joint programmes and comprehensive plans for data collection, analysis and dissemination which lead to duplication of efforts and wastage of scarce resources.

- Lack of awareness of the value of statistics by policy makers and the general public leading to inadequate resource allocation for collection, analysis and dissemination of statistics.

- Varying degrees of data accuracy among and within sectors due to limited training of staff in data collection and management, lack of standards, methodologies and definitions, multiple data sources and inadequate coordination of data generation processes.

- Incomplete data due to inadequate content and geographical coverage arising out of lack of resources to undertake surveys, weak standards and limited compliance, and spatial omission from data generation exercises due to civil strife.

- Inconsistency of data due to differences in methodologies and collection, analysis and interpretation of data dictated by differing objectives, mandates and resource outlay.

- Delays in submitting data and information due to limited personnel, funds and facilities, lack of release calendars, bureaucratic constraints which prevent the production of statistics in a timely manner, lack of a statistical culture and inadequate statistical advocacy, insufficient coordination of the NSS and feedback mechanisms, conflicting mandates, competing Management Information Systems e.g. LOGICS, EMIS, HMIS.

Opportunities

- Emphasis on evidence-based policy-making and results-based agenda (PEAP, MDGs, and other national and sectoral development initiatives) has increased demand for statistics both nationally and internationally in terms of quantity, type and quality.

- Existence of international frameworks, increased international cooperation and partnerships for statistical development and sharing experiences, good practice and facilities with other countries.

Threats

- Insecurity and conflict that affects the completeness and comprehensiveness of data collected across all sectors and the entire NSS

- Varying reporting requirements by donors that are not harmonized with the national reporting standards.

- Limited awareness by policy makers, decision makers and the general public about the role of statistics in national development

- Limited funding of the NSS due to low prioritization of statistical production.

3.4 Roles of Various Stakeholders in the NSS

Other than UBOS, which is the coordinator and producer of mandatory and non mandatory statistics, there are several other players in the production and use of statistics in Uganda. They include: the National Integrated Monitoring and Evaluation Strategy (NIMES) secretariat, Ministries, Departments and Executive Agencies, the Private Sector, Non-Governmental Organizations and Development Partners.

3.4.1 Uganda Bureau of Statistics (UBOS)

UBOS's mandate is to develop and maintain the NSS to ensure collection, analysis and dissemination of integrated statistical information and to act as a coordinating, monitoring and supervisory body for the entire system. The Bureau's diverse responsibilities include:

- Providing high quality central statistical information services on social, 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 rationalization among users and providers at national and local levels to avoid duplication of effort and ensure optimal utilization of scarce resources.

- Promoting and being the focal point of cooperation with statistics users and providers at regional and international levels.

- Ensuring that agreed standards and methods of data collection, and analysis are adopted and maintained.

- Sharing programmes across the NSS to maximize on the synergies and supporting other key stakeholders that may not be able to participate in the NSS.

3.4.2 National Integrated Monitoring and Evaluation Strategy (NIMES)

The NIMES Secretariat is located in the Office of the Prime Minister (OPM) which is functionally responsible for coordination, monitoring and evaluation of GoU policies, programmes and projects. The NIMES is a framework for ensuring that the culture of evidence-based decision-making is entrenched in the public sector. It aims at harmonizing existing systems of data collection, reporting and review in order to encourage, facilitate and promulgate the use of Monitoring and Evaluation information in policy making and resource allocation at all levels of government in Uganda. Its key objectives are to:

- ensure that a sound evidence base is available to inform decision making in national policy frameworks such as the PEAP.

- enhance M&E capacity in Uganda.

- ensure that key stakeholders have a forum for articulating data and information needs.

- coordinate M&E initiatives in Uganda by providing mechanisms which align the existing M&E initiatives with identified data and information needs

3.4.3 Producers, Suppliers and Users of Statistics

Other producers, suppliers and users of statistics in Uganda are varied according to their mandates and responsibilities. **Government Ministries** issue policies and regulations, set standards, inspect, supervise, monitor and evaluate performance, and provide technical support and advice to local governments to enable them to execute their mandate. **Local Governments are a**

key source of statistics arising out of administrative action. **Civil Society** in performing their functions, produce and use data and statistics to monitor programmes and for advocacy and awareness purposes, thus helping raising the profile of statistics in the country. The **Private Sector** on the other hand seeks for statistics to make sound investment decisions. The private sector also produces data and is an important source of statistical information especially from surveys of establishments and enterprises.

The public service reform programme created a number of **Departments and Executive Agencies** that operate more or less independently of their parent Ministries. These generate and use statistics in the process of undertaking their work. The **Media** help in raising the profile of statistics by using data to support their reports and by publishing statistics regularly. **Training and Research Institutions** play a role in statistical capacity development through training, using statistics and by participating effectively in mining of statistics databases through policy related research and analysis. **Development Partners (Donors),** for their part, provide funding and technical assistance. They also use statistics to identify sectoral areas that need financial and technical support, and to monitor development results.

3.5   Current Coordination Arrangements

Institutionally, the NSS brings together all key stakeholders and institutions in the field of producing, supplying and using statistics. UBOS is the agency responsible for coordinating, monitoring and supervising the NSS in Uganda, and ensuring that international and national standards are adhered to. Presently, the linkages within the NSS are inconsistent, informal and relatively weak. There is no comprehensive common understanding of the actual implications of the activities of one sector with respect to others.

Nevertheless, there is consensus that coordination and collaboration among data producers and users is needed to (i) prevent duplication of effort and generation of inconsistent data, (ii) achieve cost-effectiveness in utilization of scarce resources, (iii) avoid working at cross-purposes, and (iv) produce higher quality data.

3.6   Demand for Data

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

3.7   Main Data Types

The NSS is mandated to provide statistical information on the basis of Economic, Social, and Demographic data (Table 1 and Box 2) collected from different sources. On the basis of these statistics, key social and economic indicators (Table 2) are generated by the NSS.

Table 1:   Main Data Types

Economic Statistics	Social and Demographic Statistics	Other Statistics
Macro economic statistics ▪ GDP ▪ Inflation rates ▪ Imports and exports ▪ Monetary statistics- ▪ Balance of Payments ▪ Foreign Direct Investment ▪ Domestic investment ▪ Foreign Aid statistics ▪ Microfinance statistics ▪ Insurance statistics ▪ Trade statistics ▪ Commercial Bank Borrowing ▪ Interest rates ▪ Treasury bills/bonds ▪ Government fiscal operations **Business and Revenue Statistics** ▪ Business statistics ▪ Value Added, Gross Output ▪ Capacity utilization ▪ Employment in industries ▪ Producer Prices ▪ Value Added Tax (VAT) ▪ Pay As You Earn (PAYE) ▪ Large Tax payers ▪ Foreign Tourists – arrivals and departures ▪ Accommodation in establishments ▪ Business Register **Agricultural statistics** ▪ Yield ▪ Area ▪ Inputs ▪ No. livestock by type ▪ Fish catch ▪ Availability of markets ▪ Agriculture extension services	▪ Population statistics ▪ Demographic statistics ▪ Infant Mortality, ▪ Child mortality, ▪ Teenage Fertility ▪ Maternal Mortality, ▪ Life Expectancy, ▪ Disease Prevalence, ▪ Rates of HIV/AIDS infection, ▪ Incidences of malaria. ▪ Immunisation ▪ Nutrition ▪ Drug Stock Out ▪ Poverty statistics ▪ Net and Gross Enrolment rates, ▪ Literacy level, ▪ Statistics of higher and technical education ▪ Pupil-Teacher Ratio ▪ Pupil – Classroom Ratio ▪ **Employment and un**employment, ▪ Child labour, abuse ▪ Disability statistics ▪ Economic Activity rates ▪ Occupation ▪ Gender Issues	**Environmental Statistics** ▪ Land degradation/ Erosion rates ▪ Deforestation statistics ▪ Water and sanitation ▪ Meteorology data ▪ Natural disasters ▪ Wood fuel for consumption ▪ Energy use and production ▪ Wild life population **Infrastructure Statistics** ▪ Transport and road statistics ▪ Communications ▪ Electricity Tariffs ▪ Housing statistics ▪ Construction prices

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Box 2:   Key Economic Statistics Generated by the Uganda NSS

National Accounts data: UBOS currently compiles Annual GDP estimates using SNA 68. There is a progressive migration to SNA 93 and compilation of Quarterly GDP. The Producer Price Index for Manufacturing already in production will be a direct input to the QGDP and annual GDP. Construction of the supply and use tables shall be completed in FY2005/2006 for the compilation of Input-Output tables. National Accounts utilize information from several sources. Virtually all the information generated by UBOS is an input into national accounts. In addition, information is also collected from other agencies and institutions within the NSS or posted to UBOS through electronic mail. The process of establishing and producing quarterly GDP series will continue and shall become a regular series of UBOS. Progress has also been made in producing the Social Accounting Matrix (SAM) using information from the Supply and Use Tables (SUT) as well as the input-output tables, and the final SAM shall be ready by the financial year 2007/2008.

Government Finance Statistics (GFS): Government Finance statistics are collected from central government ministries and local government authorities.   The information collected is a major input to the GDP expenditure aggregates, and widely used by BOU, MFPED, IMF and the general Public. Plans to expand GFS to sub-counties (lowest level of local government that receive funds from central government) are underway.

Consumer Price Statistics (Inflation Measure): UBOS collects prices of consumer goods and services from 6 urban centers for computing inflation rates and is disseminated on the last working day of every month. Plans are underway to expand coverage to include another urban centre and at least 4 rural centres. This will provide a Consumer Price Index (CPI) that better reflects price movements for the different income levels as well as the rural and urban prices. Rebasing of the CPI from 1997/08 to 2005/2006 has commenced.

Trade statistics: Statistics on imports and exports are useful in monitoring the direction of trade among other factors. Uganda Revenue Authority (URA) compiles most trade statistics and is an administrative source for other MDAs. Plans are underway to automate customs stations with the EUROTRACE software. Other related statistics are collected through the Informal Cross Border Trade (ICBT) Survey by UBOS in collaboration with Bank of Uganda (BOU) and URA. Trade statistics are useful in computing GDP, Balance of Payments (BOP), and Current Accounts. UBOS plans to produce Import Price Index in 2007/08 for importing companies following the completion of an Enterprise survey, and plans to establish a Wholesale and Retail price index are underway.

Index of Industrial Production (IIP): UBOS collects production data from a sample of manufacturing business establishments spread out in the industrial belt of the country. Information obtained is used to compile the Major and Main Index of Industrial Production (IIP). The Major IIP is a monthly index based on the major manufactured goods while the Main index is a quarterly index covering about 200 business establishments. UBOS plans to produce an Index of Production (IoP) covering manufacturing, utilities, mining and quarrying sectors.   In addition, a new sample for IIP is to be drawn and the current IIP rebased.

Producer Price Index (PPI): UBOS collects producer prices (factory gate prices) from a sample of manufacturing establishments located in different parts of the country and undertaking manufacturing activities as classified by International Standard Industrial Classification (ISIC) Rev III. Price information obtained is used to compute the Producer Price Index for Manufacturing (PPI-M) which is used as a measure of short time inflation for different types of production, thus a great utility in informing decision making throughout the private sector. It is a quarterly index disseminated during the 10th week after the preceding quarter. There are intentions to expand the PPI to cover other sectors such as the informal Manufacturing, Agriculture, Utilities, Mining and Quarrying and Hotels and Restaurants.

Energy, Building and Construction: Energy statistics cover statistics on electricity supply and generation as well as other energy statistics mainly produced by the ministry of Energy and Mineral Resources.   The other forms of energy statistics are collected through household surveys and censuses. Statistics on building are collected from the Ministry of Works and Transport, and municipalities and UBOS plans to expand coverage to all Town Councils. Plans to establish Construction Sector Indices (CSI) are underway and it will be based on prices of the main construction materials sold at wholesale outlets in selected urban centres.

Value Added Tax (VAT) and Pay As You Earn (PAYE): The Uganda Revenue Authority (URA) collects a wide range of tax statistics. VAT data is obtained monthly from businesses with an annual turnover of at least of 50 million shillings. Currently efforts are underway to update the forms for collecting VAT statistics so in line with international standards. In addition, PAYE as filed in by businesses provides statistics for various economic uses.

Balance of Payment (BOP): The BOU compiles BOP data mainly from administrative sources and data generated from the ICBT survey. BOP data is used for GDP estimation. In addition the Bank periodically collects data on Commercial Bank Reserves, Foreign Reserves and Private Capital Flows among other things.

Biomass statistics: So far only one survey has been undertaken to generate statistics in this area. It is hoped that the National Forest Authority will make an attempt to produce more data in this area.

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Table 2: Regular Economic and Social Indicators produced by the NSS

Economic Indicators		Coverage	Period	Publication
Consumer Price Index	CPI	Urban centres*	monthly	monthly
Producer Price Index	PPI	Manufacturing	quarterly	quarterly
Index of Industrial Production	IIP	Manufacturing	quarterly	quarterly
Index of Industrial Production-Major	IIPM	Manufacturing	monthly	monthly
Construction Sector Indices	CSI	Construction Products	quarterly	quarterly
Energy & Building statistics	ES	Municipalities & Power stations	quarterly	quarterly, annually
Electricity Tariffs		National	monthly	monthly, quarterly, annually
Trade Statistics (Imports and Exports)**	IPI & EPI	All major ports	quarterly	quarterly and annually
Government Finance Statistics	GF	Govt institutions	quarterly	annually
GDP series	GDP	All sectors	annually	annually
Biomass Data***	BD	National/sub national	quarterly	quarterly, annually
Animal Disease Surveillance	DS	District	monthly	quarterly, annually
Livestock slaughters, and movements		District	monthly	quarterly, annually
Balance of Payments	BOP	National	monthly	monthly, quarterly, annually
Commercial Bank, Foreign Reserves		Commercial Banks	monthly	monthly, quarterly, annually
Pay As You Earn	PAYE	PAYE returns	monthly	monthly, quarterly, annually
Value Added Tax Statistics	VAT	VAT tax payers	monthly	monthly, quarterly, annually
Informal Cross Border Trade	ICBT	14 border posts	quarterly	quarterly, annually
Migration Statistics	MS	Main entry points	quarterly	annually
Crime Statistics	CS	National	quarterly	annually
Education Statistics	ES	National	quarterly	annually
Health Statistics	HS	National	quarterly	annually
Labour Cost Index	LCI	Manufacturing,	quarterly	annually

* Mbale, Jinja, Kampala, Entebbe, Masaka, Mbarara, Gulu, Arua

** The export price index is still in development

*** Coverage varies depending on data source

3.8 Sources of Data

MDAs obtain data through Censuses, Sample Surveys, Administrative Records and Qualitative/Participatory Measurement studies. The key censuses include the census of Population and Housing, census of Agriculture and Livestock, Education census and the census of Businesses. The main sample surveys undertaken in Uganda include:

- Demographic and Health Survey (DHS) which collects data on demographic characteristics and health issues including HIV/AIDS.

- Household Budget survey (HBS) which collects basic data for compiling the weights for the consumer price index and the household final consumption expenditure.

- Uganda National Household Survey (UNHS), which is a multi-subject multi-round survey, collecting socio-economic, agriculture, community and price data.

- The Sero Behavioural survey collects data on HIV/AIDS prevalence and other health indicators related to HIV/AIDS.

- The National Service Delivery Survey (NSDS) measures the level of service delivery in the sectors of education, health, agriculture, water and sanitation.

- The Informal Cross Border Trade Survey (ICBT) collects data on informal cross border trade necessary for estimating the magnitude of unrecorded trade, revenue loss due to informal trade activities and compilation of Balance of Payments (BOP).

- The Foreign Private Capital (FPC) survey collects data from businesses on foreign assets and liabilities among other things, necessary for improving the country's BOP data and international investment position.

Administrative records are usually generated and kept in registers or in completed forms through administrative action or regulatory processes. Examples of such records include immigration forms (arrival/departure cards), population registers, register of companies as kept in the Company Registry, tax records, register of in- and out- patients in hospitals and registration of vital events (births, deaths, marriages and divorces), etc. Many of these records tend to be consistently incomplete and poorly managed resulting in low quality statistics.

The Uganda Participatory Poverty Assessment Programme (UPPAP) uses a non-probability approach, collecting information from focus group discussions (group that has not been selected with any known probability) using unstructured questionnaires in addition to quantitative methods of data collection like sample surveys. Information obtained through qualitative approaches helps users to better understand and interpret quantitative estimates obtained from sample surveys.

4. VISION, MISSION, AND CORE VALUES OF THE NSS

4.1 Vision of the NSS

The PNSD sees the vision of the NSS to be "a world class National Statistical System" *with key partners playing leading roles in nurturing the system through innovative and responsive processes, procedures and practices in accordance with their mandates and competencies.*

4.2 Mission of the NSS

The mission of the NSS is "to develop a coherent, reliable, efficient and demand-driven NSS that supports management and development initiatives."

4.3 Key Outputs of the NSS

The following will be the core services (key outputs) of the NSS:

Production and dissemination of social statistics: These shall include statistics on population and demography, migration and vital statistics, gender statistics, labour statistics, geo-information, education statistics, health statistics and poverty statistics.

Production and dissemination of economic statistics: Economic statistics shall comprise national accounts, finance and price statistics, external trade and distributive trade statistics and statistics on business and agriculture.

Production and dissemination of other statistics: These shall include environmental statistics, land degradation/erosion rates, deforestation statistics, water and sanitation, meteorology data, natural disasters, wood fuel consumption, energy use and production, and wildlife population, and infrastructure statistics.

4.4 Core Values and Principles

All stakeholders in the NSS shall share and be guided by the following set of values and principles:

▪ *User-orientation:* Users are the reason for the existence of the NSS. Therefore the system shall be sufficiently demand driven to respond to user needs and priorities.

▪ *Quality:* The quality of products is what defines the image and the usefulness of the NSS. The NSS shall be committed to producing increasingly better quality products that conform to international quality principles of timeliness, coherence, completeness, accessibility, reliability and relevance. The NSS shall invest in human resource development and create a framework that recognizes and promotes quality.

▪ *Efficiency:* Efficiency is a prerequisite for success. In order to promote efficiency the NSS shall promote and facilitate teamwork, networking, co-operation, motivation, responsibility, innovation and resource awareness.

▪ *Sustainability:* The NSS shall be funded in a sustainable manner to enable it to realise its medium and long term objectives.

▪ *Professionalism:* In order to retain trust in official statistics, the NSS shall produce outputs on the basis of internationally acceptable and strictly professional considerations, including scientific principles and professional ethics, with respect to the methods and procedures for the collection, processing, storage and presentation of statistical data.

▪ *Best Practices:* To facilitate correct interpretation of data, the producers shall produce and disseminate statistics following international best practice.

▪ *Promoting standardisation:* Data for statistical purposes shall be drawn from different types of sources, including statistical surveys, administrative records and censuses. The sources shall be selected on the basis of quality, timeliness, and cost. Standardisation shall be followed to the extent possible.

- **Confidentiality:** Individual data collected for statistical compilation, whether they refer to natural or legal entities, shall be strictly confidential and used exclusively for statistical purposes as provided for in the Statistics Act.

- **Regulatory Framework:** The laws, regulations and measures under which the NSS and Statistical Systems operate shall be made public.

- **Effective Coordination within the NSS:** The NSS shall be effectively coordinated to achieve consistency and efficiency in statistical production, management, dissemination and use.

- **Protection of the Statistical Profession:** The NSS shall comment on and correct erroneous interpretation and misuse of statistics.

- **Promoting Accountability and Transparency:** The NSS shall strive to promote accountability to the public through provision of reliable data, and to ensure transparency in statistical production.

5.   STRATEGIC GOALS

The core of an organizational strategy is formed by the strategic objectives or goals. Strategic goals embrace the central thrusts and performance areas which the NSS pursues to achieve its vision and mission. The strategic objectives of Uganda's NSS are to:

- contribute towards the development of an information society.

- provide high quality statistical information.

- promote standardisation in the collection, analysis and publication of statistics to ensure uniformity in quality, adequacy of scope and coverage and reliability of statistical information across the entire NSS.

- provide guidance, develop skills and provide other assistance that may be required by users and providers of statistics.

- promote co-operation, coordination and rationalization among users and providers of statistics at national and local levels in order to prevent duplication of effort and ensure optimal utilization of scarce resources.

- promote and support result based management and policy making informed by data.

Ten strategic goals were derived from the challenges the national statistical system faces, the vision of the impact which the NSS would like to achieve and the functions at different levels which were identified as necessary to produce the desired impact. They relate to organizational and institutional development, human resource management and development, infrastructural development, information technology, data development, data dissemination policy and plans (including data accessibility), surveys, censuses and administrative data, strengthening data from administrative sources and statistical auditing. They were formulated as:

1. Statistical Advocacy for proactively creating statistical awareness, improving demand for and use of statistics and promoting investment in statistical production.

2. Organisational and Institutional Development to improve regulation and coordination

3. Human Resource Management and Development in terms of numbers and skills to produce, supply and use statistics efficiently and effectively.

4. Physical and Statistical Infrastructure Development for efficient and effective production and dissemination of statistics.

5. IT Architecture, Training, Hardware and Software Polices and Plans for harnessing information technology in statistics

6. Data Development and Management Techniques for data production and dissemination tasks across the entire NSS.

7. Data Dissemination Policy and Plans to ensure data products reach all categories of users in the most user-friendly formats.

8. Coordination of Censuses and Surveys

9. Production and Coordination of Administrative and Census Data

10. Statistical Auditing to ensure Compliance with international standards

5.1 Strategic Goal 1: Statistical Advocacy

What is involved?

Statistical advocacy is about proactively creating statistical awareness, improving demand for and use of statistics and promoting investment in statistical production. It entails creating greater statistical awareness and numeracy in society. This means having a feel for numbers, an appreciation of appropriate levels of accuracy, the making of sensible estimates, a common sense approach to the use of data in supporting an argument, the awareness of the variety of interpretations of figures, and a judicious understanding of widely used concepts such as means and percentages. It also involves creating a knowledge-based information society[2].

Main strategies

The main strategies to achieve this goal are:

- Making the general case for statistics as a necessary part of the enabling environment for improving development outcomes [i.e. that statistics are needed to inform the process of government (e.g. supporting decentralization, accountability and good governance, and to manage for results)], facilitate better policy and decision-making and hence more effective use of resources for development and poverty reduction.

- 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 policy development 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 investments in the development of statistical capacity.

Specific actions

SG1.1:   Mount statistical awareness programmes in order to create a numerate society

SG1.2:   Facilitate information sharing at the national, regional and international level on such topics as tourism, trade, education, culture, energy, health, transport, natural resources management and information and knowledge.

SG1.3:   Create awareness about the importance of statistics in the process of government.

SG1.4:   Demonstrate the use of statistical data for decision making at sectoral level by presenting examples of how policy- makers can use available data.

SG1.5:   Emphasise the role of statistics in supporting private sector investment and in promoting the development of effective and efficient markets.

SG1.6:   Make a case for statistical activities like the Population and Housing Census by drawing attention to the range of uses of census data and highlighting the costs and benefits of the census compared to other information sources.

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[2] The African Information Society Initiative envisages an information society in Africa where: "every man, woman, student, village and government office and business will be able to access information through computers and telecommunications; information and decision support systems will be used to support decision-making in all major sectors of the nation's economy; access will be made available throughout the region to the international, regional and national "information highway" ; a vibrant information sector will exhibit strong leadership in growing information-based economies; African information resources will be globally accessible and will provide content on a range of topics including tourism, trade, education, culture, energy, health, transport, and natural resources management; and information and knowledge will empower all sectors of society." (Executive Secretary of ECA, 1996).

SG1.7:   Mobilise and properly use national and international resources for statistics and promote coordinated investment in the development of statistical capacity.

5.2   Strategic Goal 2:   Organisational and Institutional Development

What is involved?

The organizational and institutional development issues which must be addressed, if the NSS is to operate efficiently and meet national and international statistical needs, include reforming the legal framework, institutional restructuring, streamlining the coordination arrangements and exploring the possibility of or reinstating the common statistical cadre. There is need for a comprehensive regulatory framework that guides the production, dissemination and use of official statistics in the NSS. The law defines the roles of, and guides the mandates of the different players in the NSS. The provisions of the law must enshrine the fundamental principles of official statistics, namely: impartiality, objectivity, independence, transparency, integrity and confidentiality. Sanctions must be stipulated for non-compliance with these principles. The provisions for use of sound methodology and established standards should equally be entrenched in the law. Restructuring and re-organisation should focus on:

- Promotion of professionalism and effective coordination of statistical work across the NSS;

- Cost-effectiveness in statistical production through sharing of human resources, skills and statistical and ICT Infrastructures

- Improved career prospects for all statistical personnel

- Better prospects for training and professional advancement for statistical staff

- Enhanced data quality particularly of administrative data through technical back-stopping.

- Better collaborations across the NSS on administrative data, survey and census programmes.

Main strategies

The main strategies shall include:

- Amending the UBOS Act to embrace the various institutions in the NSS. It will set out the responsibilities/functions, rights and obligations of MDAs in NSS. This will be called the Statistics Act.

- Legally providing for and establishing a Common Statistical Service to support the generation of a wider range of official statistics and the facilitation of data exchange policies between the NSS components and the public. Provision will also be made for UBOS to centrally manage the service.

- Harmonizing all existing laws of other agencies (e.g. the law guiding the Registrar – General over the registration of Births and Deaths and other vital events) so that they are consistent with the Statistics Act.

- Developing statistics outfits in the various Ministries, Departments and Agencies.

Specific actions

SG2.1:   Review and revise the UBOS Act 1998 to cover the entire NSS and ensure that the new Statistics Act supercedes other laws with regard to statistics.

SG2.2:   Restructure Ministries, Departments and Agencies in order to establish high level separate units for statistics that are uniform across the board.

SG2.3:   Institute internal coordination arrangements in each sector (Ministry/Agency).

SG2.4: Establish a statistical basket fund.

SG2.5: Establish standing committees to handle technical and programme coordination issues in order to bring about appropriate data production processes.

SG2.6: Develop a concept paper on re-establishing the Common Statistical Service, which would be managed technically by UBOS and administratively by the sector (Ministry/Agency).

5.3   Strategic Goal 3:   Human Resource Management and Development

What is involved?

The NSS concept is still evolving and therefore needs a human resource that is adequate in terms of numbers and skills to produce, supply and use statistics efficiently and effectively. The NSS needs high calibre, well-qualified staff with the requisite knowledge and skills to produce quality statistics in a rationalized manner. Data users need to be empowered to appreciate data by focusing on how to access and use data from statistical reports and existing databases and how to use data for results-based planning and management.

Main strategies

- Establishing policies and guidelines with respect to staff matters covering recruitment, promotion/ advancement, postings and transfers, reporting lines, training, leave matters, and conditions of service

- Developing and implementing a NSS-wide strategy for human resource management.

- Establishing job profiles by function and corresponding salary scales and standard career paths for each profile;

- Defining and setting up a system of internal promotion and merit based remuneration.

- Training of Statistical Producers, Trainers, Managers, Disseminators and IT Staff

- Training and sensitizing main data users in line ministries and government agencies through workshops, computer aided training, secondments and on-the-job learning.

- Strengthening the link between NSS needs and objectives and statistical research and training activities so as to make the teaching of the production of statistics in Uganda more relevant for the NSS by focusing on practical-oriented approaches to social, economic and administrative statistics, and to incorporate the use of statistics in courses attended by future managers and planners.

- Supporting the Uganda Statistical Society and other relevant Associations

Specific actions

SG3.1: Develop a framework for human resource management.

SG3.2: Implement the framework for human resource management.

SG3.3: Establish job profiles by function and corresponding salary scales and standard career paths for each profile.

SG3.4: Define and set up a system of internal promotion and merit based remuneration.

SG3.5: Develop a training programme that will improve the requisite knowledge and strategic skills of statistical managers, trainers, data producers, disseminators, and IT staff in general management, induction courses, short specialized refresher courses, postgraduate courses, data dissemination and report writing training courses; training for surveys including sampling, study tours and secondments and professional seminars and workshops.

SG3.6: Implement a training programme that will develop the requisite knowledge

SG3.7: Hold workshops in collaboration with the NIMES secretariat to empower main users to appreciate how to access and use data from statistical reports and existing data banks for results based planning and management.

SG3.8: Strengthen the link between NSS needs and objectives with research and statistical training activities currently being carried out by the Universities to make the teaching of the production of statistics in Uganda more relevant, and to incorporate the use of statistics in courses attended by future managers and planners.

SG3.9: Support the Uganda Statistical Society to share information between members. Provide a peer review mechanism for members work and promote professionalism in the country.

SG3.10: Launch a nationally peer-reviewed working papers series (WPS) and ensure that the best research papers are submitted for publication in internationally recognised journals.

SG3.11: Establish a peer review mechanism for new methodology and conceptual issues such as sampling techniques and data collection approaches.

SG3.12: Liaise with policy makers in identifying a priority research agenda to inform government's strategy/policy. This should include collaboration with peers in East Africa.

5.4 Strategic Goal 4: Infrastructure Development

What is involved?

MDAs participating in the first phase of developing the PNSD indicated inadequacy of physical and statistical infrastructure, which was compromising efficiency and effectiveness in the production and dissemination of statistics. Only UBOS and the Bank of Uganda have a relatively good physical environment and ICT infrastructure for statistical work.

Main strategies

- Providing the MDAs with ICT equipment including computers and networking equipment, IT accessories and software, survey equipment and accessories.

- Restructuring the update of the Business Register (BR) through formalized linkages to sub-registers like VAT, Customs, PAYE, Large Taxpayers, Company registers and Labour registers and making it accessible to users outside the NSS.

- Maintaining and developing the existing GIS capability by setting standards and protocols for GIS data capture and encouraging knowledge and data exchange by different data producers.

- Establishing a national GIS data repository to provide users with access to all available layers of geographic information.

- Developing and maintaining a National Master Sample Frame for guiding household survey programmes for the generation of data to inform government, development partners and the entire public about the progress being made towards achievement of PEAP objectives and the MDGs.

- Adopting global methodologies and classifications of statistics to improve harmonization and consistency among various data sets in Uganda and to ensure international comparability. Compendiums on statistical definitions, concepts and methodologies will be elaborated to cover the entire NSS on the basis of best international practice.

- Establishing a field organization covering the entire NSS. This may consist of field offices at regional/zonal levels with adequate ICT facilities, and core field staff with appropriate training.

- Establishing and equipping the Statistical Resource Centre.

Specific actions

SG4.1: Provide Ministries/Agencies with transport, computers and networking equipment, IT accessories, survey equipment and accessories and office furniture and supplies.

SG4.2: Develop basic elements of the statistical infrastructure such as statistical registers, sample frames, classifications and methodologies, statistical computer packages for analysis of survey data and Geographical Information Systems (GIS) for statistical mapping.

SG4.3: Restructure and update the BR continuously through formalised linkages to sub-registers, like VAT, PAYE, Large Taxpayers, Company registers and Labour registers and make it accessible to users outside the NSS, in a not identifiable manner.

SG4.4: Continue to digitalise Enumeration Areas (EAs) and Local Council 1 boundaries (which will be required for the 2012 census), and setting of standards and protocols for GIS data collection and exchange by different data producers. Set up a national GIS data repository providing users with access to all available layers of geographic information.

SG4.5: Develop and maintain a National Master Sample Frame for guiding household survey programmes for the generation of data to inform government, development partners and the entire public about the progress in meeting the PEAP objectives and MDGs.

SG4.6: Adopt global classifications to improve harmonization and consistency among various data sets in Uganda and to ensure international comparability.

SG4.7: Further develop the existing compendium on statistical definitions, concepts and methodologies to cover the entire NSS on the basis of best international standards and manuals, and sound international practices, and ensure that it is implemented.

SG4.8: Implement revised classifications on the basis of standardized international classifications/codes.

SG4.9: Harmonize methods used in data collection to eliminate or at least minimize unacceptable methods of production.

5.5 Strategic Goal 5:   Information Technology Strategy

What is involved?

An IT strategy covers IT architecture, training hardware and software polices and plans for harnessing information technology. It defines the steps required to improve IT usage in data production and identifies minimum standards for the IT infrastructure required for each sector for the effective production of quality statistics.

Main strategies

- Developing the standards and infrastructure for supporting more effective use of IT to promote high quality data and reduce management costs.

- Facilitating access to broadband technology by players within the NSS to ease access to data/information through the web or online.

- Developing internal sharing channels or intranets to improve data/information sharing within the MDAs.

- Designing and developing a web based but exclusive platform (Extranet) for data/information and knowledge sharing.

Specific actions

SG5.1: Develop standards and infrastructure to support more effective use of IT to enable high quality data to be produced and management costs to be reduced.

SG5.2: Install internets and extranets for the entire NSS to facilitate communication and exchange of information.

SG5.3: Promote access and sharing of data to increase its utility.

SG5.4: Create and maintain an NSS website to facilitate communication and sharing of information.

5.6   Strategic Goal 6: Data Development and Management

What is involved?

This involves the use of sound and well-accepted statistical techniques for data production and management across the entire NSS. Combining sources of data and synchronising programmes are important considerations in reducing the costs of data production.   Similarly, participatory data prioritization is essential to meet the diverse data needs, identified national sectoral programme requirements, and mandatory statistics required for policy formulation, monitoring and evaluation. Data collected from various sources and often in varied formats must be organized and processed to provide meaningful interpretations to users, while also facilitating the ease of access and sharing the data.

Main strategies

- Identifying data gaps – agricultural statistics, quarterly GDP, implementation of SNA 93, expansion of CPI, PPI, panel data for poverty analysis, etc.

- Strengthening the existing data systems, namely, Management Information Systems (MIS), surveys and censuses.

- Preparing and gaining experience with new and existing data systems – Community Information System (CIS), Census of Agriculture and Livestock, other surveys and censuses covering different development areas.

- Disaggregating data at sub-national level, and by other important domains such as gender and economic activity.

- Adopting participatory approaches in obtaining qualitative measures that are highly useful in data interpretation.

- Improving data analysis, and using the Geographic Information Systems (GIS) technique to present data spatially.

- Strengthening coordination mechanisms for inter-agency data production processes and technical coordination on the establishment and implementation of standards and methodologies throughout the entire NSS.

Specific actions

SG6.1: Carry out data needs assessment along with an inventory of data available to identify data gaps in all sectors and in such areas as agricultural statistics, quarterly GDP, implementation of SNA 93, expansion of CPI, PPI, and panel data for poverty analysis.

SG6.2: Strengthen existing Management Information System (MIS).

SG6.3: Gain experience with new and existing data systems such as the Community Information System (CIS), Agriculture Information System (AIS), and Vital Registration System (VRS) among others.

SG6.4: Develop systems and techniques for institutionalising the production and use of statistics at sub-national level.

SG6.5: Engender statistics.

SG6.6: Adopt the use of participatory approaches to obtain qualitative data, which will be useful as an information source in itself, but also to complement quantitative statistics.

SG6.7: Explore the possibilities to combine sources and synchronise programmes in order to minimise the costs of data collection.

SG6.8: Identify national sectoral programme requirements including mandatory statistics required for the management of the economy, policy formulation and monitoring and evaluation.

SG6.9: Establish sectoral databases that store away all the statistical outputs and ensure that data are accessible with an easy to use retrieval system.

SG6.10: Establish a national database as well as sectoral databases that are synchronized and linked.

SG6.11: Set up a warehouse for the various sets of micro-data for easy access by relevant stakeholders.

5.7   Strategic Goal 7: Data dissemination policy and plans

What is involved?

Data dissemination must be efficient and data products must reach all categories of users in the most usable format and through reader-friendly reports. Policies and plans must be established for the dissemination of statistical information. Such policies should be on pricing and accessibility. Accessibility policy should be in line with the Fundamental Principles of Official Statistics (FPOS) which demand that statistics should be impartial including that producers must release data simultaneously to all categories of users. As a "public good" the statistics should be readily accessible to the public. Different dissemination media should be used including; hard copy publications, abridged reports, press releases and press briefings, websites, CD-ROM, internet (e-mails) and user/producer workshops. A data release plan and dissemination strategy should be developed to make effective use of these media.

Main strategies

- Establishing policies and plans for the dissemination of statistical information.

- Making effective use of diverse media.

- Establishing a modern and computerized one-stop statistical resource with information from all MDAs. The resource centre will provide data and database operations to the entire NSS and will be available for use by members of the NSS. Sectors, with or without resource centres will be encouraged to link up to the NSS Resource Centre.

Specific actions

SG7.1: Develop a data dissemination policy/strategy to ensure that users obtain data in the form that they require by improving on data analysis and using Geographic Information Systems (GIS) to present data spatially.

SG7.2: Establish policies for disseminating statistical information which cover pricing and accessibility issues.

SG7.3: Draw up a plan for the release of statistical information using appropriate media such as hard copy publications including abridged reports, press releases and press briefings, websites, CD-ROM, e-mails and user/producer workshops.

SG7.4: Develop provisions for data security and confidentiality as part of the legal framework under which data is produced and stored.

SG7.5: Store micro-data that are already anonymised from surveys, censuses and make the data easily retrievable for research purposes.

SG7.6: Establish and equip the Statistical Resource Centre

5.8 Strategic Goal 8: Coordination of Censuses and Surveys

What is involved?

The manner in which surveys and censuses are carried out and administrative records kept affects the quality of statistics produced. There is lack of comprehensive and reliable data in nearly all sectors/institutions. In the majority of cases, census, survey and administrative data are inaccurate, incomplete, and inconsistent and are not produced in a timely manner. The consequence is that data users might lose confidence in the entire NSS.

UBOS and other players in the NSS often undertake social and economic surveys without involving other relevant players yet for purposes of synergy and cost effectiveness, it would be better to undertake these activities jointly. These surveys should be in line with the review of development and policy processes so that their data is relevant and supports development outcomes.

The most relevant driving force for survey-based data is Uganda's PEAP which is the national development framework. The PEAP is developed through an elaborate consultative process in which line ministries develop their detailed sector plans under this overarching framework. The PEAP is revised every 4 years.

The PEAP monitoring and evaluation strategy identifies indicators that need to be monitored to appraise the progress made by the country towards the eradication of poverty. Many of them can be computed from household survey data. In addition to the PEAP's outcome indicators, survey data are expected to provide an assessment of Uganda's progress towards the MDGs.

Main strategies

- Developing and implementing a synchronised long term survey programme to provide the required information that addresses all the stakeholders' needs and is anchored on the national development framework.

- Strengthening collaboration between the key players clearly spelling out the rights and obligations of each party in the NSS.

- Enhancing analytical capabilities and collaboration with MDAs.

- Collecting data from all economic activities undertaken in the country necessary for the computation of main economic indicators (see economic statistics future work programme).

- Updating the Statistical Business Register to be used as a sampling frame for economic surveys, for instance the Uganda Business Inquiry (UBI).

- Collecting agricultural statistics through household based surveys, administrative sources, and occasional Aerial Crop and Livestock Surveys.

- Measuring and monitoring capital flows in and out of the country and foreign assets and liabilities of businesses.

- Enhancing the ICBT survey by expanding coverage.

Specific actions

SG8.1: Carry out joint surveys

SG8.2: Develop memoranda of understanding (MoU) for carrying out surveys specifying the rights and obligations of each party in the relationship.

SG8.3: Ensure that surveys are cost effective and timely, and are synchronised to the PEAP review process.

SG8.4: Develop a comprehensive and holistic census programme that captures all the required

　　data in a coordinated manner.

SG8.5: Mobilise revenue for Census programmes

5.9   Strategic Goal 9:   Production of Administrative Data

What is involved?

The PEAP monitoring process derives its indicators not only from surveys and censuses but also from administrative data produced by MDAs as part of their routine activities. Monitoring of inputs and outputs is a critical component within the national development frameworks and administrative data plays a central role in servicing this need. Indeed it is the only source of data on inputs and outputs of various government interventions. In addition, administrative data provides some of the outcome and to some extent impact indicators and supplements information from household surveys and censuses. One of the key challenges for the NSS is the generation and utilization of administrative data. A lot of administrative data is being produced but its quality leaves a lot to be desired.

Coordination mechanisms for data from administrative sources across government have not been as smooth as they should have been. Given the diversity of the NSS and the role they play in informing the policy processes, it is important that they are well coordinated. The NIMES was established as the coordinating framework that provides the link between the policy makers and the different sector Ministries and Agencies with regard to dissemination and use of statistics on performance, either as inputs, outputs, outcomes or impacts. NIMES aims to ensure a smooth flow of information between the various stakeholders and to coordinate the M&E functions in MDAs. The PNSD plays an important function for NIMES by providing a framework for the production of data across the NSS.

Censuses, on their part, are huge and expensive exercises which individual sectors cannot undertake without the collaboration of UBOS. In Uganda, they include the Population and Housing Census, Agriculture and Livestock Census, Census of Business Establishments and the School Census of Education. Given that these exercises are very expensive to carry out, the strategy is to develop a comprehensive and holistic census programme (Annex 1) that captures all the required data in a coordinated manner.

Main strategies

- As part of the NIMES framework, strengthening the information sharing network and hence increasing the visibility and utility of the monitoring and evaluation function across government ministries/agencies.

- Eliminating or minimising variations in reporting mechanisms of different sectors/institutions so as to improve the data collection process.

- Many Ministries rely on other institutions and districts to submit returns which they use to generate data in a consolidated form. In many instances, the returns and the information itself are incomplete; which makes data unusable. The strategy is to improve the consistency and completeness of data collected.

- In some MDAs, information is collected as routine data and not used for planning. The strategy is to increase awareness of the importance of this information at all levels of decision-making.

- Identifying the types of data that exist in various MDAs and the form in which they are kept.

- Standardising data collection instruments, providing regular training for data collectors and supporting the continuous coordination with the respective Ministries, Departments and Agencies.

Specific actions

SG9.1: Develop a mechanism for the coordination of administrative data across government.

SG9.2: As part of the NIMES framework, strengthen the information sharing network in order to increase the visibility and utility of the monitoring and evaluation function across government ministries/agencies.

SG9.3: Support the development of administrative data as a reliable source through standardisation of data collection instruments, regular training for data collectors and continuous coordination between the respective ministries and agencies.

SG9.4: Establish MOUs between institutions to ease data sharing.

5.10 Strategic Goal 10: Statistical Auditing for Compliance

What is involved?

Key data producers in the NSS use internationally recommended standards, classifications, guidelines and methodologies adapted to national conditions. These standards and guidelines include, among others: the Fundamental Principles of Official Statistics (FPOS) adopted by the UN Commission in 1994; Classification of Individual Consumption According to Purpose (COICOP) for recording prices and expenditure; International Standard Industrial Classification (ISIC) Rev.2 for classifying businesses; the Government Finance Statistics (GFS) 2001 manual and the Chart of Accounts for classification for compiling public finance statistics; the System of National Accounts (SNA)1993 a system for estimating national accounts; the Central Product Classification (CPC) for classifying products; the Harmonised Commodity Description and Coding System (HS) for trade classification. Agriculture Censuses, Population and Housing Censuses and the Census of Business Establishments, Private Capital Flows have all benefited from UN guidelines for conducting censuses. Subject-specific surveys have also benefited from relevant international guidelines.

In 1999, Uganda, started to subscribe to the IMFs General Data Dissemination system (GDDS) which aims to improve data quality, provides a framework for identifying needs for data improvement and setting priorities, and guides the country in the dissemination to the public of comprehensive, timely and accessible statistics.

Main strategies

- Preparing statistical auditing guidelines and putting in place mechanisms for periodic statistical audit of the units at the MDAs.

- Ensuring that international standards, classifications and guidelines are adhered to.

- Fulfilling the GDDS requirement in totality and subscribing to the Special Data Dissemination Standards (SDDS) in order to provide investors with up-to date data that are frequent, timely and accessible

- Conducting statistical audits of major statistical collections at agreed intervals to promote continuous improvements in official statistics by verifying that operational procedures and controls comply with the documented procedures and to determine their effectiveness in delivering products and services.

Specific actions

SG10.1: Prepare statistical auditing guidelines

SG10.2: Conduct statistical audits of major statistical collections every other year to monitor the quality of statistical production across the NSS.

SG10.3: Regular appraisal of classifications and coding systems used.

6. IMPLEMENTATION STRATEGY AND PLAN

6.1 Involve all Key Stakeholders in all Start-up Aspects

In addition to several meetings that have been held so far, the NSS Coordinator (UBOS) shall discuss elements of the PNSD with the individual MDAs so that they are adequately conversant with the issues at hand and ratify the key elements. MDAs shall prepare and submit detailed annual workplans and budgets to facilitate implementation of the SSPS and PNSD. All annual workplans and budgets shall be presented to a stakeholders meeting for ratification.

6.2 Establish the Inter-Agency and Steering Committees.

The terms of reference for the Inter-Agency and NSS Steering Committee, their composition and mode of appointment shall be further developed and agreed upon.

6.3 Promote Partnership and Collaboration amongst Key Players in the NSS

In order to effectively support the implementation of the PNSD, the key players in the NSS shall work together and agree on their rights and obligations in the production and use of statistics. This will entail developing various forms of formal and informal collaboration through recognised instruments (e.g. Memoranda of Understanding) that specify the relationship between different players in the NSS.

6.4 Promote ownership of the NSS Concept

In order to increase the MDAs' ownership of the NSS concept the Permanent Secretaries and Chief Executives of Agencies shall be expected to effectively and consistently mobilise resources for the implementation of the PNSD and MDAs to internally mobilise resources for implementing the SSPSs. Horizontal coordination of MDAs shall be emphasised to address their heterogeneous nature. The MDAs shall designate focal persons for participating in inter agency meetings, including Producer – Producer and User – Producer committees. Presentations and reviews of sector strategies will be carried out through sector working groups and other existing fora.

6.5 Involve Development Partners

Various development partners shall be involved in annual reviews for the purpose of acquainting them with the achievements and progress of the NSS. In addition, they will be requested to provide financial support to the priorities that have been set out in the plan.

6.6 Develop Joint Work plans for Collecting and Disseminating Data

The following joint responsibilities, among others, are envisaged:

- Ministries of Gender, Labour and Social Development, Local Government and UBOS shall collaborate to collect and disseminate data on employment.

- Ministries of: Health, Local Government, Education and Sports, Agriculture, Water, Lands and Environment as well as UBOS, Police and the National Environment Management Authority (NEMA) shall collaborate to collect and disseminate data on health statistics.

- Ministries of Agriculture and Local Government as well as UBOS shall jointly collect and disseminate data on agriculture.

- The Bank of Uganda, Uganda Revenue Authority (URA), the Ministry of Finance, Planning and Economic Development, Ministry of Trade, Tourism and Industry, Uganda Investment Authority and UBOS shall collaborate to collect and disseminate trade data and other main economic indicators.

- Ministry of Trade, Tourism and Industry, UBOS, Bank of Uganda, URA and the Ministry of Agriculture shall work together to collect and disseminate data on prices.

- The Police, Prisons Service, Ministry of Internal Affairs, the Ministry of Justice and UBOS shall collaborate to collect and disseminate data on crime.

- Bank of Uganda, and UBOS shall jointly collect and disseminate data on the balance of payments.

- The Ministry of Trade, Tourism and Industry, Economic Policy Research Centre (EPRC) and UBOS shall collaborate to collect and disseminate data on industry.

- Uganda Revenue Authority, Office of the Registrar general and UBOS shall collaborate and disseminate data on businesses, and birth and death registration.

- Ministry of Local Government, Local Governments, Office of the Auditor General and UBOS shall collaborate to collect and disseminate data on government finance.

- Ministry of Energy and Mineral Development and UBOS shall collaborate to collect and disseminate data on energy.

- Bank of Uganda, Uganda Investment Authority and UBOS shall jointly collect and disseminate data on foreign private capital flows and investment climate.

6.7   Capacity Building

The NSS shall undertake a capacity needs assessment to identify capacity gaps; identify capacity building opportunities within and outside the MDAs; develop a capacity building plan; and identify/mobilize resources for its implementation.

6.8   *Institutional and Coordination Arrangements*

The NSS shall have well streamlined institutional and coordination arrangements (Figure 1) to operate effectively. There are several functions that must be performed within the system including policy making and oversight; generation, dissemination and use of statistics; coordination; supervision; monitoring and evaluation and capacity building – all of which must be assigned to appropriate responsibility centres to ensure effective harmonization and synchronization.

The NSS Steering Committee will oversee the implementation of the PNSD. The broad functions of NSS Steering Committee will be to:

- consider and approve statistics policies, developed by the Inter Agency Committee

- provide advice to the Ministries on matters relating to statistics in national development.

- provide effective guidance and supervision to the NSS through the Inter Agency Committee.

- review progress of the implementation of PNSD

- approve work programmes, the budget and procurement plans

- address critical issues that could hinder the implementation of the PNSD

- oversee the recruitment, promotion and disciplining of staff

The Inter-Agency Committee will provide the platform for regular stakeholder discussion, consultation and coordination of the implementation of the PNSD. The functions of the IAC will among others include:

- taking the NSS through change management by establishing or re-organising statistics units in MDAs;

- promoting different types of collaboration across the NSS;

- working out details for (re) establishment of a Common Statistical Service;

- developing data management systems;

- harnessing ICT;

- developing and implementing business plans among MDAs;

- creating quality consciousness among data producers and users;

- developing and operationalising dissemination policies; and

- mobilising resources for statistical development.

UBOS will be the NSS Coordinator and will, therefore, have the following roles:

- acting as Secretariat to the InterAgency Committee 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.

- linking the NSS to external statistical systems.

- guiding MDAs on capacity building and technical issues.

- promoting statistical research and setting research agendas for the different components of the NSS.

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

The MDAs will on their part be responsible for:

- setting up and ensuring effective operation of sector statistical committees.

- synchronizing own statistical generation processes to ensure coherence in data generation within their own sectors.

- generating statistics and disseminating them to relevant stakeholders and the general public.

- collaborating with other sectors and stakeholders in the generation, dissemination and use of statistics.

- providing support to local governments and other stakeholders to enhance the quality of generation, analysis, dissemination and use of statistics.

- collaborating with UBOS in implementing the Plan for National Statistics Development.

- participating actively in the activities of the Inter Agency Committee.

6.9   Implementation Activities

The generic actions that relate to the entire NSS and address all the needs of the MDAs were presented along with the strategic goals (Chapter 5). Priorities for implementation by each MDA during the first year of the PNSD were generated on the basis of expressed need (urgency) for strengthening the state of the statistics, the extent (scope) to which the need was widespread or common, and the effects (impact) it would have if the need was not addressed. The priorities, guided by the principle of sustainability, include improvement of existing statistics structures or establishing statistics units, improving data production tools, streamlining data flows, improving MISs and GIS and training staff of statistics units (Annex 2).

6.10 Monitoring and Evaluation

The key monitoring indicators are set out in the PNSD logical framework (Annex 3). Each MDA shall produce quarterly progress reports relating to the implementation of their SSPS. In addition, there will be joint annual reviews relating to the implementation of the PNSD to assess the achievement made and the challenges faced. All the key stakeholders shall participate in the annual review meetings.

The annual reviews will be largely used to commit the MDAs to implement their SSPSs, appraise stakeholders of current developments, make adjustments to the PNSD in the light of changing circumstances, identify upcoming priorities and adjust work plans accordingly, and provide 3 year rolling budgets for the MTEF.

A mid-term review (MTR) of the PNSD will be conducted in the 3rd year of implementation to assess relevance of the plan and to agree on the changes in both the 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.

At the end of the plan, there will be a Terminal Review (TR) and an ex-post evaluation. Lessons learnt and challenges faced will be documented all along.
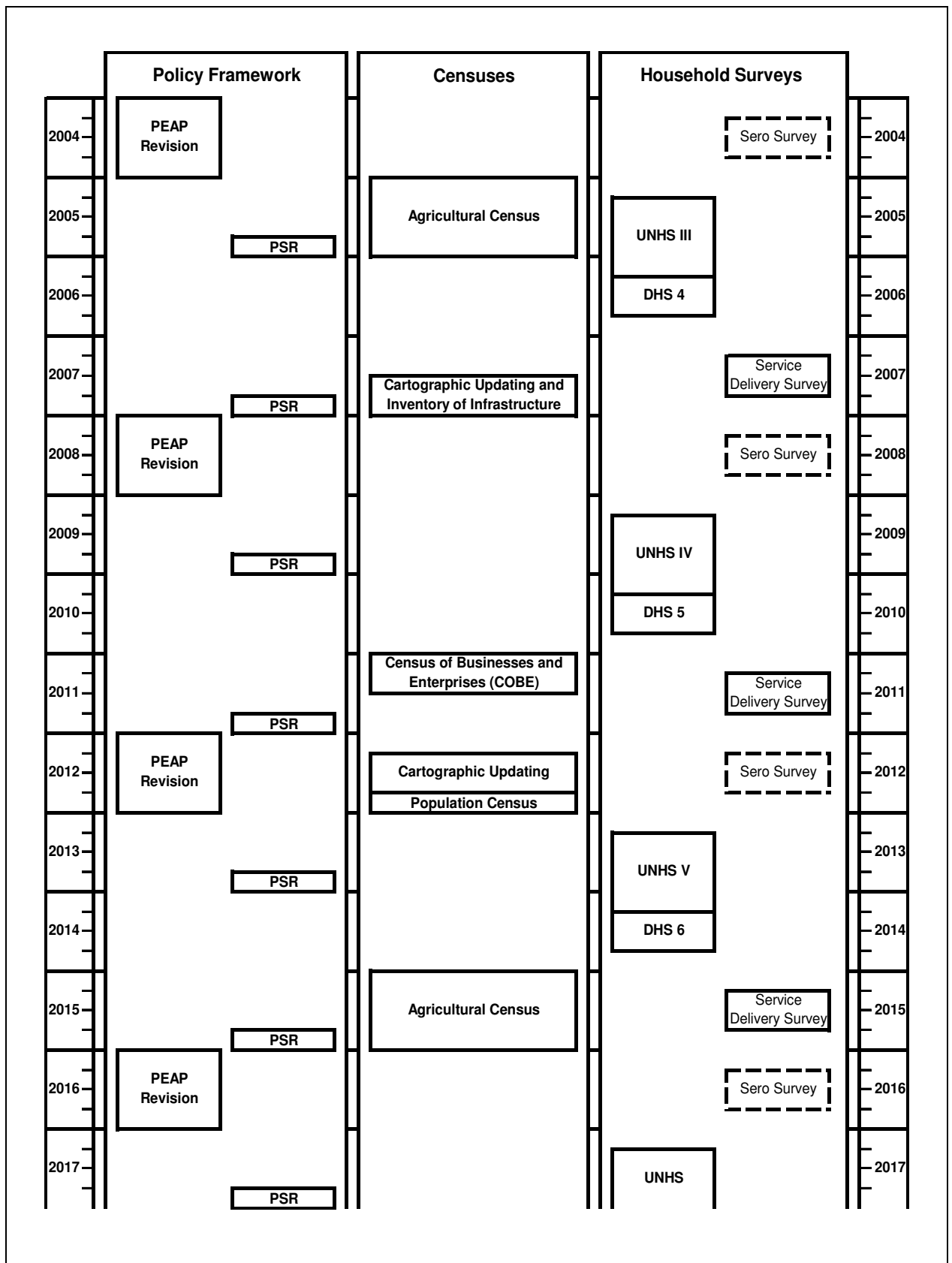
7.   BUDGET AND FINANCING PLAN

The estimated cost for executing the plan over a three year period is UGShs 56.9 billion, approximately equivalent to US$ 28.4 million (Table 3). The PNSD will be financed by the GoU and development partners.

TABLE 3:   THREE YEAR COST ESTIMATES (UGShs) FOR THE 9 MDAs

Strategic Goal	Year 2006/07	Year 2007/08	Year 2008/09	3Yr Total	Share
Advocacy	1,267,226,580	860,459,779	346,300,189	2,473,986,548	4%
Org &Inst. Devt.	1,278,540,000	2,281,540,000	1,811,132,850	5,371,212,850	9%
HRD	3,536,261,419	5,113,218,304	5,087,066,032	13,736,545,755	24%
Infrastructure	3,891,702,438	2,544,676,126	1,772,443,154	8,208,821,718	14%
IT Strategy	975,347,000	1,054,855,400	1,467,035,109	3,497,237,509	6%
Data Development	1,463,509,631	1,466,542,039	2,216,200,276	5,146,251,945	9%
Data dissemination	249,752,200	9,614,000	275,351,801	534,718,001	1%
Surveys	211,060,000	2,427,370,500	2,411,230,150	5,049,660,650	9%
Administrative Data	309,743,600	319,084,000	410, 051,410	1,038,879,010	2%
Data from census	1,274,968,000	5,274,968,000	4,658,811,300	11,208,747,300	20%
Statistical Auditing	181,266,353	192,636,759	237,834,185	611,737,297	1%
TOTAL	**14,639,377,221**	**21,544,964,907**	**20,693,456,456**	**56,877,798,583**	100%
			US$ Equivalent	**28,438,899.29**	

Annex 1:   Programme of Censuses and Surveys, 2005 - 2017

Year	Policy Framework		Censuses	Household Surveys	Year
2004	PEAP Revision			Sero Survey	2004
2005		PSR	Agricultural Census	UNHS III	2005
2006				DHS 4	2006
2007		PSR	Cartographic Updating and Inventory of Infrastructure	Service Delivery Survey	2007
2008	PEAP Revision			Sero Survey	2008
2009		PSR		UNHS IV	2009
2010				DHS 5	2010
2011		PSR	Census of Businesses and Enterprises (COBE)	Service Delivery Survey	2011
2012	PEAP Revision		Cartographic Updating / Population Census	Sero Survey	2012
2013		PSR		UNHS V	2013
2014				DHS 6	2014
2015		PSR	Agricultural Census	Service Delivery Survey	2015
2016	PEAP Revision			Sero Survey	2016
2017		PSR		UNHS	2017

ANNEX 2:   CHALLENGES, STRATEGIES AND PRIORITY ACTIVITIES FOR MDAs

Challenges	Strategies	Priority Activities for the Initial year
BANK OF UGANDA **Implementing Dept:** Research Department **Headed by:** Director Research		
• Untimely submission of required statistics and data by Commercial Banks, Forex Bureaus, Micro Deposit Taking Institutions (MDIs). • Low Response from data providers. • Inability of Users to access BOU reports and data. • Inconsistent government policies. • High staff turnover. • Duplication of data production with other MDAs.	• Increase collaboration with primary data providers. • Develop and implement of comprehensive database. • Provide training including refresher courses. • Carry out effective planning & coordination. • Improve dissemination. • Minimise internal bureaucracy to ease access to data. • Increase staff in the Research Department.	• Improve coordination and collaboration arrangements with providers of primary data. • Improve data production processes. • Maintain a strong data system. • Ensure that non-reporting institutions are compelled to report through non-provision of licenses. • Train staff of statistics unit in IT, production, analysis dissemination and use of statistics and other areas depending on their actual needs.

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

Challenges	Strategies	Priority Activities for the initial year
MINISTRY OF LOCAL GOVERNMENT (MOLG) **Implementing Dept:** Policy and Planning Division (PPD). **Headed by**: Assistant Commissioner.		
• Lack of a Local Government Information and Communication Technology (ICT) Sector Policy Framework • Limited human resource recruitment, training and retention • Existence of a MIS (LoGICS), which is not harmonised nor interfaced with other sector MIS e.g. HMIS and EMIS. • LoGICS is used and seen as a secondary data reservoir. • Lack of a clear strategy for, and investment, in data collection.	• Formulate policy to guide LGs on ICT matters including roles of stakeholders, procurement and standardisation. • Increase the human resource base and enhance training. • Ensure LOGICS is interfaced with other sector MIS like IFMIS, EMIS, HMIS etc and other Local Government systems. • Change the role of LoGICS at the District level from a secondary data reservoir to an active MIS (District Master Database). • Enhance the rollout strategy for, and investment in, data collection and ensure ownership and commitment of top management	• Establish a statistics unit. • Improve data flows. • Link up LoGICS with other MIS. • Train staff of established statistics unit in IT, production, analysis dissemination and use of statistics and other areas depending on their actual needs.

Challenges	Strategies	Priority Activities for the Initial year
MINISTRY OF AGRICULTURE, ANIMAL INDUSTRY AND FISHERIES (MAAIF) **Implementing Dept:** Planning Department **Headed by:** Commissioner		
• Each Directorate runs an independent statistics unit (Crop Resources, Animal Resources and Fisheries, MAAIF). • Limited manpower and capacity in terms of numbers and statistical skills and lack of training. • Lack of baseline data on agriculture statistics and as such an out of date sampling frame for agriculture surveys. • Lack of internet facilities and inadequate computer equipment. • Lack of standardised report forms for data collection. • The breakdown of normal agricultural reporting system through the Agricultural Extension Workers, following decentralisation. • Existence of data gaps in almost all sectors • Lack of sustainable financial resources. Usually projects address particular issues.	• Overall statistics department required with strong leadership to spearhead statistics production in MAAIF. • Provide training in statistics and increase the number of personnel. • Undertake a Census of Agriculture and Livestock. • Establish internet facilities and procure new computer equipment. • Design standard forms for all data collection in collaboration with UBOS and other producers/users. • In the context of decentralisation, consider how to collect agricultural data at local government levels. • Design data collection mechanisms to address the data gaps. • Ensure that a budget for statistical data collection is provided for in the overall ministry budget.	• Set up a unified statistics unit covering crops, livestock and fisheries sub-sectors. • Set up an Agriculture Information System (annual programme). • Prepare and participate in agriculture censuses. • Update framework for data collection. • Train staff of statistics unit in IT, production, analysis dissemination and use of statistics and other areas depending on the actual needs.

Challenges	Strategies	Priority Activities for the Initial year
MINISTRY OF HEALTH (MOH) **Implementing Dept**: Resource Centre Division **Headed by:** Assistant Commissioner for Health Services		
• Data is currently facility based and does not include community data. It therefore provides an incomplete representation of the real situation in communities. • Lack of mechanisms in place to obtain data from private service providers due to poor co-ordination of data producers, users and suppliers • With inadequate integration, information sub-systems have emerged. This has made existing systems inefficient due to the unnecessary demands placed on producers of data especially at health unit level. • Insufficient funding due to limited budget support for the provision and use of data. Technical support supervision, training and dissemination of data are seldom carried out due to lack of funds. • Due to insufficient funding, activities are either delayed or not implemented. • Human resource capacity to handle data and equipment in the sector remains inadequate. • Insufficient statistical infrastructure in place.	• Expand data collection to community levels. • Improve the coordination and management of all data producers, users and suppliers. • Procure and install WAN and LAN equipment to support the use of HMIS at both national and district levels to avoid the emergence of information subsystems. • Improve funding and mainstream statistical activities in order to improve the timeliness of data production. • Facilitate recruitment of staff appropriate for data management and provide training on data analysis. • Establish a database for routine and non-routine data and complete development of the databank	• Improve data collection by increasing compliance/response of the private sector. • Review tools for data collection. • Prepare Health Metrics Network (HMN) strategy. • Identify priorities not captured by the HMN strategy. • Train staff of statistics unit in IT, production, analysis dissemination and use of statistics and other areas depending on their actual needs.

Challenges	Strategies	Priority Activities for the Initial year
MINISTRY OF EDUCATION AND SPORTS (MOES) **Implementing Dept**: Statistics and Data Processing Section (SDPS) in the Education Planning Dept (EPD) **Headed by**: Commissioner		
- Higher Gross Enrolment Ratio (GER) and Net Enrolment Ratio (NER) than expected i.e. NER is above 100%. Estimation of foreign pupils attending schools in Uganda is problematic. These data limitations impact on the quality of statistics. - Inflexibility in handling new data demands and unmet needs. - Bureaucracy within and outside the various organisations delays the linking of EMIS data with other information systems and prevents speedy access to complementary/supplementary data from other sources e.g. Exams/performance from Uganda National Examinations Board (UNEB), household surveys from the Uganda Bureau of Statistics (UBOS). - Non-reporting schools, especially those in the private sector, make it difficult to produce accurate estimates of enrolment. - The IT and physical infrastructure both at the centre and in local governments is outdated and requires replacement. - Staff lack necessary IT skills and require training in, among others, Microsoft Certified Systems Engineer (MCSE) and Microsoft Certified Database Administration (MCDBA)	- Improve records at institution level through the introduction of uniform records and institutionalisation of birth certificates in the education system. - Create a one-stop centre for all data requirements for the entire sector thus eliminating duplication, and formalise a user consultation mechanism - Apply appropriate measures improve the response rates of data suppliers including designing strategies to improve response rates of secondary and tertiary sub sectors through sensitisation of data providers. - Improve the infrastructure and sustain it (both hard- and softwares). - Integrate all subsystems into one (i.e. different sub sectors e.g. pre-primary, primary, and secondary) and simplify EMIS interfaces so that the system is easier to use and eliminate. - Continually enhance the quality of data by eliminating errors/misreporting of data sources and improving the accuracy during data processing. - Improve utilisation of the EMIS data and strengthen the currently weak integration with other systems and efforts e.g. UNEB, school	- Strengthen the statistics unit. - Improve EMIS. - Prepare a replacement plan for IT equipment. - Ensure that other agencies responsible for tertiary education, especially the private sector, provide data (comply with requirements of reporting). - Expand the database to include tertiary institutions and other sub-sectors in education. - Train staff of statistics unit in IT, production, analysis dissemination and use of statistics and other areas depending on their actual needs.

Challenges	Strategies	Priority Activities for the Initial year
MINISTRY OF EDUCATION AND SPORTS (MOES)		
Implementing Dept: Statistics and Data Processing Section (SDPS) in the Education Planning Dept (EPD)		
Headed by: Commissioner		
• EMIS interfaces are complicated and not all stakeholders are able to utilise. They therefore need to be simplified. • Lack of centralised data collection unit with multiple data collection departments in existence, resulting in duplication of efforts. • Quality of data sources is poor i.e. at institutional levels, local government levels and at the centre.	mapping, MPS, MoFPED and UBOS. • Design and establish a District-based computerised EMIS to improve data processing and data analysis at District levels	

Challenges	Strategies	Priority Activities for the Initial year
UGANDA POLICE **Implementing Dept**: Does not exist **Headed by**: Not identified		
• Currently, there is no Police Information System Centre in Uganda. The Police system is characterised by a decentralised system with isolated and uncoordinated pockets of statistical units at different levels of development found at district, Sub County and parish levels. • No statistical unit exists. • The collection, analysis and dissemination of statistics is poor, inaccurate, untimely and uncoordinated. • Lack of adequately trained personnel in the production of statistics • Limited use and sharing of existing data as police information flows are through channels of command. • Data collected use outdated forms and books which were designed during the colonial times. • Inadequate computer equipment to capture the data and as such data are stored manually in files	• Put in place a Police Information System – POLIS • Establish a statistical unit/department to strengthen data production and ensure the coordination and utilisation of Police Force statistics. • Improve on collection, analysis and dissemination techniques through the revision of the data production instruments and methodologies. • Train staff involved in the production and management of statistics. • Develop and implement a policy guide to govern the dissemination, sharing and use of data. • Update forms and books in line with the changing times and provide necessary IT equipment to the statistical unit.	• Set up an MIS and provide IT equipment required to support this system. • Link the MIS with the GIS facility. • Establish a statistics unit as part of the Research Department or subsume the research unit to statistics unit and properly equip it with IT equipment. • Review the instruments being used for data collection. • Train in IT, GIS, production, analysis dissemination and use of statistics and other areas depending on their actual needs.

Challenges	Strategies	Priority Activities for the Initial year
MINISTRY OF GENDER, LABOUR AND SOCIAL DEVELOPMENT (MGLSD) **Implementing Dept**: Planning Division **Headed by**: Permanent Secretary		
• Lack of financial resources is the biggest challenge to statistical production in the sector. • Inadequate stationary affecting the routine work of the statistics unit which involves a lot of report writing, printing questionnaires and photocopying of documents. • Lack of transport is a major constraint faced by the Statistics Unit. • Inadequate levels of staff with only one Statistician available in the Unit • Inadequate IT and physical infrastructure especially computers. Computers are not connected to LAN and insufficient data analysis packages are available e.g. SPSS. • Inadequacy of statistical infrastructure including a lack of standard definitions, obsolete sampling frames and questionnaires.	• Improve funding, in particular, to address the issue of inadequate stationary and lack of transport. • Recruit additional staff with the appropriate competencies. • Procure additional computer equipment • Increase coordination with other data producers to develop up-to-date sampling frames. • Adopt standard guidelines in statistical production in line with international standards.	• Strengthen the statistics unit. • Develop an integrated MIS. • Identify data priorities/gaps and improve instruments. • Clarify data production role of Community Development Officers and their importance for the CIS. • Train staff of statistics unit in IT, production, analysis dissemination and use of statistics and other areas depending on their actual needs.

Challenges	Strategies	Priority Activities for the Initial year
UGANDA BUREAU OF STATISTICS (UBOS) **Implementing Dept**: Coordination Directorate **Headed by**: Director Coordination Directorate		
▪ Decentralised governance with varying reporting mechanisms ▪ Many and varied data users ▪ New actors challenging government's monopoly in the supply of information ▪ High demand for gender statistics ▪ High demand for household/community level data/information ▪ Increasing demand for statistics that inform development issues (poverty, HIV/AIDS, trade, etc) ▪ Lack of coordination across MDA particularly between different data producers, and users and producers of statistics ▪ Need for increased information sharing across MDAs ▪ Inability to cope with changing IT systems and soft ware ▪ Updating of Business Register using administrative data such as VAT, PAYE. ▪ Very limited data on the environment agricultural production and governance issues	• Establish a common statistical cadre and improve on reporting using administrative data • Coordinate programmes and activities to use resources in optimal manner to meet user needs. • Produce gender statistics • Consider how to produce information at sub-national levels in a cost effective manner • Align production, analysis and dissemination of statistical products to policy frameworks • Strengthen producer-producer committees and producer-user committees • Develop skills to manage IT infrastructure and programs • Increase collaboration with MDAs • Develop mechanisms to produce environmental, agricultural and governance statistics together with the relevant MDAs.	• Review the UBOS Act to take into account the structure and functions of the NSS. • Improve agricultural statistics by conducting a census of agriculture. • Maintain the data systems that are already producing good quality statistics (household survey programme). • Improve GDP compilation by generating quarterly GDP and producing the necessary deflators. • Maintain current data production, analysis and dissemination systems. • Play a national coordinating and integrating role in GIS. • Disaggregate data from administrative sources. • Ensure that appropriate levels of planning are carried out for the economic and household survey programmes and that source of funding are available for implementation. • Train staff in IT, production, analysis dissemination and use of statistics depending on their actual needs. • Develop new and strengthen existing areas e.g. CIS, poverty mapping, etc.

ANNEX 3:   PNSD LOGICAL FRAMEWORK

Narrative Summary	Key Performance indicators	Means of Verification	Important Assumptions
Strategic Framework			
Vision			
To be a World Class Statistical System	Improve WB statistical capacity indicator score from 73% in 2006 to 85% by 2011. By 2011, all statistics produced according to internationally recognised standards, where appropriate. Compliance with GDDS standards.	WB website Quarterly progress reports, statistical audits. Assessment against GDDS standards.	Continued commitment across GoU to the production and use of statistics GoU commits adequate resources to the NSS.
Mission			
To develop a coherent, reliable, efficient and demand-driven NSS that supports management and development initiatives	Implementation of sector strategies according to timetable. Annual increase in resource allocation to the NSS. Resources for implementation of the key data priorities identified in the MTEF. Increase in user satisfaction in	Quarterly and annual progress reports MTEF	MDAs are committed to implementation of their sector strategies. Capacity is built for implementation GoU commit adequate resources to the NSS.

Narrative Summary	Key Performance indicators	Means of Verification	Important Assumptions
	national statistics by 20% from 2006/7 to 2010/11 (baseline to be defined). NSS Steering Committee established by 2006/7 with both users and producers as members of the Committee. Statistics Act in place by 2006/07.	User survey Board members acceptance letters Minutes of meetings Act assented.	MDAs acceptance of UBOS's coordination role. GoU willing to use statistics in national policy making Planning and budgeting systems in place.
Strategic Objectives			
1. To contribute towards the development of an information society	1.1 Statistics are released in a pre-announced schedule and are made available to all users at the same time. 1.2 Press releases and briefings accompany all major data dissemination activities (list major data activities). 1.3 Good quality NSS statistical abstract produced by end of May every year. 1.4 No. of visitors to NSS resource centre increased by 50% between 2006/7 and 2010/11. 1.5 NSS website developed and operating by 2007/8.	Publication of calendar on website and sent to key users Dissemination events. Media reports. Annual reports – use of data in background to the budget. NSS resource centre records Existence of NSS website	Resources available for implementation.

Narrative Summary	Key Performance indicators	Means of Verification	Important Assumptions
2. To provide high quality statistical information	2.1 All statistical products released according to the publication calendar. 2.2 Census of Agriculture carried out in FY07/08 and FY 08/09 2.3 SNA93 adopted by 2008/9. 2.4 Start to address data gaps on governance, gender and environment addressed by 2007/08. 2.5 Survey and census programmes for economic and social statistics implemented from 2006/7	Annual reports Availability of Census results Press releases/reports Annual progress reports. Survey and census reports	Technical expertise in statistical areas Resources available for implementation
3. To promote standardisation in the collection, analysis and publication of statistics to ensure uniformity in quality, adequacy of scope and coverage and reliability of statistical information across the entire NSS	3.1 Statistical units established in each MDA, where they do not already exist by 2006/7. 3.2 National master sampling frame developed by 2007/8. 3.3 Concepts, classifications and definitions follow internationally accepted standards, guidelines or good practice. 3.4 All new methodology and conceptual issues peer reviewed prior to implementation.	Annual progress reports. Existence and use of national master sampling frame. Statistical audits Periodically updated compendium of statistical concepts and definitions Peer reviewer reports available compared to new methodology introduced.	Resources available for implementation. Continued commitment to development and improvement of statistics.

Narrative Summary	Key Performance indicators	Means of Verification	Important Assumptions
	3.5 GIS standards and common definitions used across NSS by 2008/9.	Annual progress reports.	
4. To provide guidance, develop skills and provide other assistance that may be required by users and providers of statistics	4.1 All MDA staff involved in statistics have basic computer literacy skills (e.g. word, excel) by 2010/11.	Annual progress reports.	Resources available for implementation.
	4.2 At least one member of staff within a MDA has advanced computer skills (e.g. Access and Stata) by 2010/11.	Annual progress reports.	
	4.3 At least 50 users trained each year in accessing and analysing data.	Annual progress reports.	
5. To promote cooperation, coordination and rationalisation among users and providers of statistics at national and local level so as to avoid duplication of effort and ensure optimal use of scarce resources	5.1 NSS Steering Committee meets 3 times a year from 2006/7.	Meeting minutes	Donors able to provide funding through a basket arrangement.
	5.2 NSS/PNSD basket fund mechanism designed and in place by 2006/7.	Memorandum of Understanding between key stakeholders.	Resources available for implementation.
	5.3 Extranets in place for internal communication within the NSS by 2010/11.	Existence of operational Extranets	Effective coordination across NSS.
	5.4 National databank for NSS in place by 2010/11.	Existence of operational national databank	
	5.5 Planning and budgeting for NSS feeding into MTEF from	Financial reports.	

Narrative Summary	Key Performance indicators	Means of Verification	Important Assumptions
	2006/7.		
6. To promote and support results based management and evidence based policy and decision making	6.1 Statistics used to monitor and evaluate the PEAP and related sectoral strategies from 2006/7. 6.2 NSS stakeholders involved in the discussions on NIMES. 6.3 Major statistical production coincides with Government planning and development processes. 6.4 Priority research agenda identified with policy makers by 2006/7 and implemented from 2007/8.	Updated annual PEAP results matrix. Number of NIMES meetings attended by MDAs. Feedback from policy makers. Existence of research agenda and research reports.	Quality of data accepted well enough for policy making and monitoring. Resources will be adequate to produce good quality data.
Strategic Goals			
A. Statistical awareness	A.1 Increase in the incidence of statistics being quoted in the Media. A.2 Increase in the number of requests for statistics and visits to the NSS Library Resource Centre. A.3 A marketing and information strategy produced and	Number of articles in newspapers, radio station interviews, television interviews Library Resource Centre records Existence of marketing and information strategy. Quarterly and annual progress reports Medium Term Expenditure Framework budget papers	Resources available for statistical advocacy

Narrative Summary	Key Performance indicators	Means of Verification	Important Assumptions
	implemented by 2007 A.4 Increase in resource allocation to the development of statistics		
B. Organizational and institutional development	B.1 Statistics Act in place by 2006/7 B.2 Statistical units functioning in all first phase MDAs by 2006/7 B.3 The concept for the regional zonal offices developed and approved by 2010/11. B.4 All surveys and censuses carried out in consultation with MDAs by June 2007. B.5 Compendium of statistical concepts, standards and definitions updated, approved by 2007/8 and used by 2010/11. B.6 Each MDA produces at least 3, 5, 7 pieces of research in collaboration with research centres by 2007/8, 2009/10 and 2010/11 respectively. B.7 The concept for the common	Statistics Act assented MDA quarterly/annual reports. Cabinet memos. Survey and census reports Reports	Government supportive of strengthening organisational and institutional development. Resources available for implementation Research centres willing to participate

Narrative Summary	Key Performance indicators	Means of Verification	Important Assumptions
	statistics service developed and approved by 2010/11. B.8 NSS Resource centre functioning by 2007/08		
C. Human resource development and management	C.1 Human resource management framework for the NSS developed by 2006/7 and fully implemented by 2010/11. C.2 Training programme for MDAs developed and implemented by 2006/7. C.3 All higher education institutions offer statistics as a component of the curricula by 2010/11 C.4 Increase the membership of the Uganda Statistical Society by 20% and 50% by 2008/9 and 2010/11 respectively and increase the proportion of professionals.	Quarterly and annual progress reports. Curriculum	Resources available for implementation Ministry of Education and Sports and higher education institutions willing to change curriculum. Willingness of professionals to become members of USS.
D. Infrastructural development	D.1 All Phase 1 MDAs have office space, which are	Quarterly and annual progress reports.	Resources available for implementation

Narrative Summary	Key Performance indicators	Means of Verification	Important Assumptions
	furnished and equipped by 2006/7. D.2 All MDAs update the list of relevant institutions at least annually from 2006/7 D.3 Business register updated by 2006/7, thereafter updated continuously, and available on request. D.4 Establish minimum standards for IT in collaboration with the Ministry of ICT by 2007/8. D.5 All MDA's have sectoral databases by 2007/8.	Annual progress reports. Cabinet memos	
E. Data development	E.1 Data needs assessment and an inventory of data undertaken for each MDA by 2006/7 and thereafter annually. E.2 All data collection in line with key development and policy processes (e.g. PEAP revision) by 2010/11.	Reports on data needs and priorities. Feedback from policy makers. MoU's Household survey programme. Quarterly and annual progress reports. Financial reports. Census programme and results from Census of Agriculture and	Resources available for implementation Development and policy processes are predictable. Willingness of MDAs to share information. Research centres willing to

Narrative Summary	Key Performance indicators	Means of Verification	Important Assumptions
	E.3 Year on year increase in the number of Memoranda of Understanding agreed between MDAs for the sharing of data. E.4 Proposed ten year household survey programme implemented and updated in 2008/9. E.5 For all surveys, results available within 6 months of the end of data collection period by 2007/8. E.6 Unit cost of undertaking surveys reduces by 10% by 2010/11. E.7 Census programme in place by 2006/7 with Census of Agriculture implemented in 2007-9, and Census of Business Establishments in 2008/9. E.8 Scope and coverage of administrative data improved continuously in line	COBE. Statistical audit reports NSS annual report Existence of standards and guidelines	participate.

Narrative Summary	Key Performance indicators	Means of Verification	Important Assumptions
	with international methodologies and classifications. E.9 50 per cent of MDA statistical analysis carried out in collaboration with researchers and subject matter specialists by 2009/10. E.10 Statistical audits of major statistical collections undertaken every other year from 2007/8 E.11 Definitions and concepts harmonised across the three main sources of data (surveys, censuses and administrative records) by 2009/10 E.12 Standards and guidelines for designating statistics as 'official' developed by 2007/8.		
F. Data dissemination policy and plans/data accessibility	F.1 Central marketing function	Help-Desk and marketing records.	Resources available for

Narrative Summary	Key Performance indicators	Means of Verification	Important Assumptions
	and Help-Desk operational in Statistics House by 2006/7. F.2 All statistical products available on CD Rom, on the website, and in hard copy by 2007/8. F.3 All statistical products disseminated through press briefings or workshops by 2007/8. F.4 A release calendar for all reports produced by the NSS to be updated and published in May every year for the next financial year, with effect from 2006/7. F.5 Release of statistical data is in accordance with the IMF's GDDS guidelines by 2007/8. F.6 Guidelines established specifying the statistical information that is available as either a public good or at	Quarterly and annual reports. Release calendar. Guidelines. Annual reports. Databases	implementation

Narrative Summary	Key Performance indicators	Means of Verification	Important Assumptions
	a fee by 2006/7. F.7 A year on year increase in the number of micro-data-sets available to researchers on request. F.8 Standardised and harmonised databases containing data from different MDAs established by 2009/10. F.9 One workshop held per year to train existing and potential users of statistics on accessing and using data.		

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