

REPORT ON THE PNSD ANNUAL REVIEW MEETING

HELD FROM 2ND – 3RD DECEMBER 2008

AT

SUNSET HOTEL JINJA

Directorate of Statistical Coordination Services

Uganda Bureau of Statistics

Plot 9 Colville Street

Kampala

Acronyms

BOD	Board of Directors
BoP	Balance of Payments
BOU	Bank of Uganda
DED/CS	Deputy Executive Director, Corporate Services
DENIVA	Development Network of Indigenous Voluntary Associations
DCS	Directorate Coordination Services
DFID	Department For International Development
DIT	Directorate of Information Technology
DQAF	Data Quality Assessment Framework
EAC	East African Community
ED	Executive Director
EMIS	Education Management Information Systems
GIS	Geo Information Systems
IAC	Inter Agency Committee
ICT	Information and Communication Technology
IGP	Inspector General of Police
IMF	International Monetary Fund
ISAE	Institute of Statistics and Applied Economics
IT	Information Technology
MAAIF	Ministry of Agriculture, Animal Industry and Fisheries
MAPS	Marrakech Action Plan for Statistics
MDAs	Ministries, Departments and Agencies
MDG(s)	Millennium Development Goal(s)
MEMD	Ministry of Energy and Mineral Development
MGLSD	Ministry of Gender Labour and Social Development
M&E	Monitoring and Evaluation
MIS	Management Information System
MLHUD	Ministry of Lands Housing and Urban Development
MoES	Ministry of Education and Sports
MoFPED	Ministry of Finance, Planning and Economic Development
MoH	Ministry of Health

MoLG	Ministry of Local Government
MoU	Memorandum of Understanding
MTTI	Ministry of Tourism, Trade and Industry
MWE	Ministry of Water and Environment
NDP	National Development Plan
NSDS	National Strategy for the Development of Statistics
NSO	National Statistics Office
NSS	National Statistical System
PEAP	Poverty Eradication Action Plan
PMA	Plan for Modernisation of Agriculture
PNSD	Plan for National Statistical Development
PPC	Producer-Producer Committee
PS	Permanent Secretary
PUC	Producer-User Committee
SSC	Sector Strategic Committee
SSPS	Sector Strategic Plan for Statistics
SWOT	Strengths, Weaknesses, Opportunities and Threats
TA	Technical Adviser
TWG	Technical Working Group
UBC	Uganda Broadcasting Corporation
UBOS	Uganda Bureau of Statistics
UMI	Uganda Management Institute
UNCST	Uganda National Council for Science and Technology
UNESCO	United Nations Educational, Scientific and Cultural Organisation
UPF	Uganda Police Force
URA	Uganda Revenue Authority
USE	Universal Secondary Education
VOB	Voice of Busoga

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Executive Summary

This is a report on the proceedings of the Plan for National Statistical Development (PNSD) Annual Review meeting held from 1st to 3rd December, 2008 in Jinja, Uganda. The report presents an overall review of the PNSD implementation process by Phase I MDAs over a period of one year, with particular emphasis on the achievements, challenges encountered, lessons/best practices and action points for improvement. The review focused on the three (3) main strategic objectives outlined in the SSPSs, namely; Coordination and Management; Human Resource Development and Management and Statistical Development Programmes. Each objective defines a set of activities with clear timelines and specific budget lines effective September 2007 to date.

The report structure starts with a background to the PNSD, followed by a description of the meeting with presentations and group work, and concludes with a narrative of the ensuing discussions and emerging issues from experiences by MDAs.

This particular report focuses on the experiences of Phase I MDAs in the implementation process. Overall, the implementation of the PNSD has realised remarkable progress with evident achievement, lessons and best practices by Phase I MDAs.

A wide spectrum of participants attended the Annual Review including the Chairman Board of Directors, Management, representatives from MDAs, UBOS staff and the Media. The meeting was also attended by a delegation from the National Statistics Office (NSO) of Ethiopia which was on an exposure visit of Uganda's PNSD process.

Respective MDA Contact Persons presented an overview of the SSPS implementation process highlighting their experiences in light of the achievements, challenges, lessons, and specific actions taken.

Issues arising and challenges faced were shared, from which lessons and best practises were drawn to help the MDAs improve future implementation.

1.0 Background

The Uganda Bureau of Statistics (UBOS) is spear heading the development and implementation of the Plan for National Statistical Development (PNSD). The PNSD is Uganda's strategy for strengthening statistical development across all sectors in the National Statistical System (NSS).

The PNSD design was started in 2005 and launched in October 2006 by His Excellency, the President of the Republic of Uganda. The process is based on a wide consultative approach with key stakeholders such as government Ministries, Departments and Agencies (MDAs) and other sectors in the NSS to ensure effective management. Participating and potential MDAs are required to develop specific Sector Strategic Plans for Statistics (SSPSs) which constitute the building blocks for the main plan. Phase I of the PNSD is comprised of nine MDAs namely; Bank of Uganda (BOU), Uganda Police Force (UPF), Ministries of Health (MOH), Local Government (MoLG), Education and Sports (MoES), Gender, Labour and Social Development (MGLSD), Agriculture, Animal Industry and Fisheries (MAAIF), Tourism, Trade and Industry (MTTI) and Uganda Bureau of Statistics (UBOS). These sectors developed respective SSPSs and started implementation in 2007.

UBOS organized a two-day PNSD Annual Review working meeting targeting Phase I MDAs, aimed at reviewing implementation of their SSPSs. Particular emphasis was placed on the challenges, successes and lessons learnt.

1.1 Meeting Structure

The two - day working meeting involved three different sessions. The first two sessions were held on day 1 while the third was held on day 2. Over 50 participants comprising representatives of the respective MDAs, delegates from Ethiopia and the press attended the meeting (see Annex G).

The meeting involved opening remarks, presentations, emerging issues, group discussions, way forward and official closure (refer to Annex A for the detailed programme).

The first session of the meeting included; opening remarks, presentations on the purpose for review and evaluation of the PNSD, the role of statistics, mainstreaming sector statistics and the PNSD implementation process. It ended with discussions and responses to the presentations. The second session consisted of experiences of the various MDAs and discussions and reactions on these, while the third and last session of the meeting involved group discussions, emerging issues, way forward and closure.

1.2 Introductory Remarks

The Executive Director (ED)-UBOS, Mr. John Male-Mukasa welcomed the guest of honour, Dr. Muwanga-Zake, Chairman, Board of Directors (BOD) -UBOS, the special guests from Ethiopia, MDA representatives and other participants to the meeting. He said that the purpose of the meeting was to review the PNSD as implemented by the MDAs in Phase I.

In his remarks, the ED-UBOS mentioned that the PNSD was developed in line with the recommendations made as a result of the Marrakech Action Plan for Statistics (MAPS) ¹ in 2004. Following the MAPS, countries were advised to develop National Strategies for the Development of Statistics (NSDS). The Uganda Bureau of Statistics (UBOS) developed the PNSD which is an amalgamation of Sector Strategic Plans for Statistics (SSPSs). That is, the SSPSs are the building blocks for the PNSD. He added that UBOS embarked on the design of the PNSD in May 2005 which was later launched in October 2006 by His Excellency the President of the Republic of Uganda.

The ED-UBOS explained that as part of the implementation process, the plan will be reviewed annually as a check mechanism to report success, identify challenges and solutions to document progress. The output of the review is envisaged to inform future implementation of the program at national level and provide lessons for MDAs and countries to emulate in the development and implementation of SSPSs and NSDS. Furthermore, he explained that the PNSD is a phased program with nine MDAs in Phase I and seven in Phase II. Phase I MDAs include UBOS, BOU, UPF, MoH, MoES, MoLG, MGLSD and MTTI while MoFPED, URA, MLHUD, MEMD, DENIVA, UNCST and MWE comprise Phase II. Phase I MDAs were commended for representing their institutions at the meeting and thereafter, the Chairman, BOD-UBOS was invited to officially open the meeting.

1.3 Official Opening

The Chairman, BOD once again welcomed participants in their respective capacities and thanked UBOS for organising the first PNSD Annual Review meeting. He requested the organisers to invite the other Board members for the meeting next year.

DFID was recognised and appreciated for extending funding and technical assistance to support the design and implementation of the PNSD in MDAs and they in turn were commended for the effort in implementation. He emphasised the role of the PNSD as a strategy for developing and improving statistics in the respective MDAs. Therefore the Review meeting was a measure for checking progress against the set objectives. He noted that the Government of Uganda provided some funds towards the PNSD to supplement the DFID support.

The Chairman encouraged the MDAs to become super performers by drawing lessons and best practices from the Review and recommended that the outcomes of the meeting be shared with other Board members. He then declared the meeting officially open.

¹ *Marrakech Action Plan for Statistics (MAPS); A plan for improving statistics in developing countries came out of the 2004 Marrakech Round table meeting for improving statistics. The meeting identified better statistics as a priority of the results Agenda.*

2.0 Presentations

2.1 Why Review and Evaluate the PNSD

The first presentation was made by the Monitoring and Evaluation (M&E) Technical Adviser (TA), Ms. Evelyn Ogwal.

The main focus was on the Vision of the PNSD, objectives of monitoring, review and evaluation, the key questions, the logical framework, the results chain and the critical path of statistical development.

Specifically the presentation highlighted the following:

- PNSD is a world class statistical system.
- Mechanisms to stop and look at the challenges, successes and strategies applied in order to assess the extent to which statistical production procedures, outputs, and inputs can be improved.
- Identification of gaps, and key challenges that could paralyze the whole statistical development process.
- Revision of strategies, celebration of successes and the impact of the implementation process in the MDAs recognised.
- Measures of the degree to which statistical development benefits the country.
- Documentation of activity duration and completion, budget utilisation, adherence to standards, any unplanned activities against those planned, tangible results delivered and quality of results.
- Assessment of human resource numbers, levels, and skills visa-viz the tasks assigned.
- Issues of information packaging, reporting and dissemination with clearly defined strategies.
- Comparison of actual outputs against the strategic objectives.
- Identification of effective interventions that yield desirable impact and how the program may contribute towards or affect other programs or projects.
- Determination of future policy and practice, based on the data/information generated through the process and whether it informs government planning and decision making processes.

In summary, the presenter mentioned that data collection informs the M&E process which in turn facilitates production of data. To this effect MDAs were urged to review and evaluate their SSPs.

2.2 Strengthening Statistical Development in Uganda

The PNSD Coordinator, Mrs. Norah Madaya made a presentation on “Strengthening Statistics for Planning and Statistical Development in Uganda”. The presentation focussed on the role of statistics, mainstreaming sector statistics and the overall PNSD implementation process.

The following were among the issues highlighted in the presentation;

- The PNSD was initiated in 2005 arising from the priority data requirements and policies due to increased demand for better statistics for the PEAP and other development initiatives.
- PNSD is composed of MDA SSPSs whose implementation began in July/Sept 2007, based on the sector priorities and national development framework.
- A SWOT analysis was done for each MDA and synchronised to reflect the status of statistical development in Uganda.
- The structures and reporting mechanism under the PNSD include Inter Agency Committees (IAC), Technical Working Groups (TWGs), Sector Statistics Committees (SSC), Producer-User Committees (PUC) and Producer-Producer Committees (PPC) meetings.
- Progress reports are made at regular intervals i.e. monthly, quarterly, and annually by the respective MDAs and the PNSD secretariat. Annual reviews are carried out and mid-term reviews conducted after three years to assess progress. Routine monitoring is undertaken through institutional visits to the respective MDAs.
- Significant progress has been made following the implementation of the SSPSs by the respective MDAs. This is reflected through training and recruitment of staff; dissemination of statistical products; adoption of the Geographical Information System (GIS); compilation of MDA inventories; installation of Information Technology (IT) infrastructure; establishment and furnishing of Statistics Units to improve statistical production.
- Inter and Intra institutional coordination and collaboration has been established and strengthened.

However, there is still need for improvement in areas of internal coordination mechanisms, sustainable funding, and promotion of use of data within the MDAs, adoption of global methodologies and classification of statistics to improve harmonisation.

The Coordinator urged MDAs to become more vigilant and committed to the process through utilising their Sector Statistics Committees.

2.3 Discussions

2.3.1 Reactions:

- The BOU participant asked whether UBOS was strategically aligning its endeavours with the EAC integration process to extend technical support to some countries e.g. Rwanda and Burundi.
- A UBOS participant requested for clarification on M&E of statistics given that statistics supports M&E.
- The Chairman, BOD made the following observations:
 - National development planning process gives a baseline for development of statistics and therefore encouraged all MDAs to adhere to this process.
 - PNSD should integrate the M&E component to avoid mistakes made in the PEAP and PMA programs. In addition, PNSD should advocate for more statistics.
 - UBOS is encouraged to take the lead in managing surveys by other institutions to avoid controversial results.
- One of the Ethiopian delegates inquired about the strategies that are being put in place to remove any drawbacks in the implementation process and whether there are any legal provisions in place for UBOS to enforce delivery of quality statistics in the NSS.

2.3.2 Responses:

- The PNSD is being used as a resource mobilisation tool in the planning process for statistical development.
- Regarding the legal framework, UBOS expressed the gap of not having a law to enforce publication of information compiled using the right procedures.
- The ED, UBOS re-emphasised the need for MDAs to take strategic positions in order to produce quality data and increase accessibility. He also mentioned that a world class standard implies the 'best of the best' i.e. it ought to be relevant, coherent and useful at every level of the M&E process so that it can be emulated by other countries. He informed participants about UK copying Uganda on the semi-autonomous Bureau status as a best practice.
- One participant from MTTI added that there cannot be any standard higher than the world level because it is the ultimate goal.
- On the issue of regional integration, the EAC database Technical Working Groups (TWGs) have been established at the national level in the respective EAC countries. These are founded on the already established Producer-Producer committees. UBOS is the national coordinator of the TWGs, and a lead institution in statistical development within the region. For example the compendium of statistical concepts, definitions and terminologies developed by UBOS has been widely used by the EAC countries.
- EAC is also in the process of establishing a common market for East Africa to which UBOS is expected to lead in provision of statistics. The ministry of EAC in Uganda is planning to sensitize MDAs on the integration process with specific emphasis on statistics.
- The TA pointed out the need to strengthen the M&E function and systems in all the MDAs to oversee the data collection process. There must be two levels of monitoring, one at the institutional level, where processes with respect to outputs are checked in order to provide authentic statistics and the other at secretariat level, where outcomes are checked against the broader goals of the NSS.

3.0 Experiences by individual MDAs

Individual MDAs presented an overview of the implementation process focusing on the achievements, challenges, way forward and any new initiatives. Annex B presents the detailed analysis.

3.1 Discussions

3.1.1 Reactions:

- One UBOS participant wanted to know whether any measures exist to check the data quality in the UPF.
- Participants sought clarification regarding the other initiatives and target groups in the MoES and whether any attempts have been made to integrate these initiatives in the ministry SSPS.
- Participants wanted to know the possibility of accessing information e.g. the BoP series from the existing database and archives in the BOU.
- Does Police have an electronic database or a manual in place?
- The contribution of the students' attachment facility to enhance capacity development in the UPF was also sought.
- The moderator, DCS-UBOS, asked whether the recruitment was a deliberate effort or the team strategically encouraged management to prioritise identification of expertise within the UPF for appropriate placement.
- Chairman, BOD-UBOS sought clarification on the data coverage scope of schools? Over the years the ministry covered only government aided schools, has the scope recently been widened to cover private and vocational training institutions?
- Chairman, BOD-UBOS, further informed participants that BOU also collects primary data like informal cross border trade survey, domestic resource index of agricultural production and external trade statistics in collaboration with UBOS and URA.
- The team leader of the Ethiopian delegation inquired on how the Data Quality Assessment Framework (DQAF) is applied, by whom, and how it is disseminated.
- EMIS has got unreliable information and major decisions are being made based on it what is the MoES doing about this?
- Although the MoES mentioned that the outputs in the EMIS are being put to good use, the question remained as to whether the ongoing inventory included the other related organisations.
- UBOS inquired from the MDAs whether the committees setup would continue post PNSD.
- MoH sought for the way forward on handling procurement.
- MDAs wanted to find out whether UBOS as a leading institution of PNSD could intervene in staff recruitment issues and placement on the payroll.
- It was observed that the data produced by the export promotion board on exports differed from the one that BOU produced and therefore, MTTI needed to bring them on board.
- MTTI was requested to share the survey report on tour and travel agencies.

3.1.2 Responses:

- The UPF has revised the data collection instruments to check the data quality; operationalised the Inspectorate Unit and enhanced verification of the type of information captured.
- The manual system of data capture has been computerised and so far the interns (students) captured data for the last 15 years.
- The Chairman, BOD-UBOS requested the UPF to ascertain the possibility of having young statisticians at ISAE analyse some of the data captured as a way of adding value to the information.
- BOU mentioned that access to the database was open to the public through the BOU library and website with information available since 1962.
- DQAF framework was used to assess all indicators in the PNSD process.
- UBOS has an ongoing effort in archiving of data, and the DIT, UBOS has been organising seminars to this effect and other MDAs are encouraged to link up and take advantage of the initiative.
- The UPF appreciates the progress made under the leadership of the IGP.
- MoES acknowledged existence of some errors in the EMIS and the need for quality information. However, a data validation exercise was carried out recently to ensure the quality of statistics; the system has been evaluated by the World Bank and UNESCO information system whose recommendations including quality validation e.g. revised instruments have been effected. Noted that if resources were available, physical head count for UPE to ensure quality control would be done as in the case of USE.
- MoES re-emphasised that record keeping was a new initiative in schools and registers have already been distributed to primary schools.
- MoES has signed an MOU with UNESCO to improve data capture from the primary source upwards.
- MDAs were encouraged to integrate the PNSD program activities in their routine operations rather than handling it as a project.

4.0 Group Discussions

The Chairperson, Manager Social Economic Surveys-UBOS, Mr. James Muwonge welcomed guests and participants to the second day of the meeting. A recap of the previous day's events was presented by the PNSD Coordinator.

Participants were divided into four groups to discuss the changes realised, in specified areas within the MDAs, since implementation of the PNSD. They were also required to discuss whether they are still on track of the PNSD strategic objectives and identify challenges met in integrating the SSPS in their overall planning and budget frameworks. This was done in form of a set of questions appended as Annex C.

Responses indicated that there was generally increased demand for statistics and its use within all MDAs. Other changes and their responses were highlighted as follows:

- Increased use of statistics to inform the M&E process.
- Institutionalisation of M&E in some sectors.
- Training of staff in some sectors to handle M&E and other statistical processes.
- Establishment of M&E sections and staff recruitment.
- Review of legislation such as the UBOS Act and dissemination policies to cater for other MDAs.
- Increased data sharing amongst MDAs
- Upgrade of websites.
- Improved decision-making in some MDAs
- Establishment of planning committees.
- Achievement of the integration of PNSD in the planning and monitoring process up to the lower levels.
- Better budgeting and planning.

Two sectors, BOU and UBOS were highly on track, given their established committee meetings, well coordinated M&E and regular dissemination of data. Other sectors were also on track but to a lower level given a number of setbacks such as poor staffing levels and the need for more training, coordination and advocacy within their MDAs.

The major challenges met by the MDAs in integrating the SSPS in their overall planning framework/budget were highlighted as follows:

- The need to rhyme the SSPS budget cycle together with the sector budget cycle to avoid lagging behind of statistical activities.
- The need for more advocacy about the SSPS and identification of a champion within each sector.
- Budget ceilings, which affect the statistical plans in some sectors and therefore need to be increased.
- PNSD should provide assistance in the recruitment of staff by contacting the Public Service to allow this.
- Training needs for the personnel handling the sector plans and budgets should be addressed.
- There is also need to raise the profile of the information departments and units in the sectors.

5.0 Emerging Issues and Way Forward

During the presentations of the experiences by the MDAs and the group discussions, various issues emerged as repetitive among the MDAs. Some of these are highlighted below:

- Integrating PNSD into the NDP.
- Integration of SSPS activities in the MDA programs.
- Inter and intra-sectoral collaboration for capacity building and systems development.
- Enforcements on compliance issues in the statistical development process.
- Transfer of Staff and temporary staffing.
- Data Archiving and back-up.
- Quality of data collection points.
- Linkages between PNSD and institutional initiatives.
- Identification of champions.
- Delay in disbursement of funds and other bureaucratic policies.
- Management Information Systems.
- Sector Statistical Committees

For each of the issues raised, several comments and recommendations were made to help the MDAs in the future implementation process. Among the recommendations made, some are highlighted as follows:

- UBOS should spearhead other MDAs to develop specific indicators towards the PNSD, so that it can cater for all data requirements of the NDP.
- MDAs need to be aware of their procurement processes and therefore plan ahead of time, by developing the procurement plan and submitting it in time.
- There should be continuous advocacy within the MDAs from top to bottom officials.
- MDAs should team up and visit each other to share experiences and lessons, while UBOS should be more proactive in their coordination and supervisory roles.
- MDAs should sign MOUs to bind them to the standards as the Statistics Act is being developed.
- MDAs should build capacity to cater for staff transfers and inadequate staffing.
- Organisational structures of MDAs should be reviewed to facilitate recruitment.
- Data management strategies should be developed in all MDAs, to cater for data archiving.
- Have data back-ups in all MDAs and a central back-up for all MDAs.
- Improve and harmonise data collection tools in all MDAs.
- Control quality of data at all stages.
- Contact persons should provide accountability on time.
- The UBOS accounts section should interact more frequently with those of the MDAs.
- Sector Statistical Committees should be more proactive and develop cross departmental work plans rather than those that are department-centric.

A detailed analysis of the emerging issues and way forward is presented in Annex D.

5.1 Issues for Consideration and Action for the Critical Path for Statistical Development

The MDAs were provided with a form to fill in the action points, critical to statistical development with respect to the emerging issues raised (refer to Annex E).

5.2 Performance Level of MDAs

Under the guidance of the Technical Advisor, the MDAs rated their performance based on the level of statistical production. The rating criterion was based on three levels namely:

Level One: Advanced Stage in Statistical Development

Level Two: Intermediate Stage in Statistical Development

Level Three: Initial Stage in Statistical Development

Four of the MDAs, UBOS, BOU, MoH and MoES were rated at Level One, given their advanced levels in statistical production and development. For these sectors, the necessary structures and facilities are already in place and their statistical systems only need to be strengthened.

The other four MDAs, MAAIF, UPF, MTTI and MoLG being at an intermediate level of statistical development were rated at Level Two. These sectors are still faced with a number of challenges in terms of establishing fully functional and coordinated statistical systems, staffing and awareness.

No sector was rated as level one.

Overall, the MDAs are on the right track based on the criteria used. Annex F presents details of the performance levels and indicators used.

6.0 Closure

The Deputy Executive Director, Corporate Services, (DED/CS) Mr. Francis Mashate was invited by the session Chair to give the closing remarks.

The DED/CS thanked the various Phase I MDAs for their high attendance and participation. He also thanked the Ethiopian delegation for coming to share and learn from the experiences of the MDAs and hoped for an opportunity through which the Phase I MDAs would also learn from the Ethiopian experience.

The challenges faced during Phase I implementation were highlighted and the members were informed that these will act as guiding factors as the second implementation phase kick-starts.

He noted that M&E is a response to the national cause of statistical production and that the data produced informs the M&E function, therefore the quality of data produced is critical. Furthermore, PNSD provides the baseline for the comprehensive National Development Plan (NDP) and integration of the M&E function into the NDP. It was noted that during the review of the sector plans, new initiatives should be incorporated in the plan to cater for up-coming challenges without distorting the comprehensive plan.

The MDAs were appreciated for incorporating statistics in their individual sector budgets as this will be a starting point to make a case for development of statistics. However, they were encouraged to mobilise for more funds within their sectors to cater for statistical issues.

Finally, he thanked all members present for coming, their Heads for allowing them to come and requested that all emerging issues be considered for future planning.

The meeting was then declared officially closed at 2:45 p.m.

7.0. Annexes and Power Point Presentations

Annex A: Programme

PNSD ANNUAL REVIEW WORKSHOP FOR PHASE I MDAs
 Venue: Sunset Hotel, Jinja Period: Wednesday 1st - 3rd December, 2008

Time	Item	Facilitator
Monday 1st December- Reporting		
6:00pm-7:00pm	Check in at the Hotel	UBOS
7:30pm-9:00pm	Dinner and Interaction	UBOS
DAY 1 Tuesday 2nd December		
7:00am-8:00am	BREAKFAST	
Opening Session	Chair:	DED/SP&D
8:10am-8:25am	Registration of Participants	UBOS
8:30am-9:00am	Welcome and Introductions	PNSD Coordinator
9:05am-9:30am	Official Opening of the Workshop	Executive Director, UBOS
	PRESENTATIONS	Chair, Director DPSS-UBOS
9:35am-10:00am	Why Review and Evaluate the PNSD?	UMI
10:10am-10:30am	Overview of the SSPS Implementation by Phase I MDAs (Highlights of the M&E PNSD Report 2007/08)	Director, DCS
10:30am-11:00am	Discussion	
11:00am-11:30am	TEA BREAK	
PRESENTATIONS: Experiences (Successes and Challenges) by Individual MDAs		
Session I	Chair:	Director, DMES
11:30am-12:00pm	MTTI	Mr. Naboth Namanya
12:00pm-12:30pm	MoES	Mr. Vincent Ssozi
12:30pm-1:00pm	BOU	Mr. Edward Tenywa
1:00pm-2:00pm	LUNCH	
Session II	Chair:	Director, DCS
2:00pm-2:30pm	MoLG	Mr. Moses Moya Ngati
2:30pm-3:00pm	MGLSD	Mr. Richard Ndikuryayo
3:00pm-3:30pm	UPF	Mr. Benedict Byamugisha
3:30pm-4:00pm	Discussion	
4:00pm-4:30pm	TEA BREAK	

Time	Item	Facilitator
Session III	Chair:	Director DIT-UBOS
4:30pm-5:00pm	UBOS	Mr. James Muwonge
5:00pm-5:30pm	MoH	Dr. Eddie Mukooyo
5:30pm-6:00pm	MAAIF	Mrs. Irene Lubega Mukasa
6:00pm-6:30pm	Discussion	
DAY 2 Wednesday 3rd December		
Closing Session	Chair:	Director DCS-UBOS
9:00am-9:30am	Welcome Remarks (MDA Supervisors) and wrap up on implementation process	
9:35am-10:00am	Emerging Issues by Facilitator, UMI	
10:05am-10:30am	Reactions	
10:35am-11:00am	TEA BREAK	
11:05am-11:55am	Way forward	DPSS, Mr. Andrew Mukulu.
12:00pm-12:30pm	Closure	DED/SP&D
1:00pm	LUNCH & DEPARTURE	

Annex B: Experiences by Individual MDAs

Sector	Achievements/Successes	Challenges	Lessons	Way forward	Other initiatives
MTTI	<ul style="list-style-type: none"> Created awareness of the SSPS which resulted into building an integrated statistical system. Publicized key MTTI statistics and indicators through press media and otherwise. SSPS committees were established and operationalised Statistical structures were developed and furnished with basic statistical infrastructure. MTTI inventory was completed Temporary staff were hired to support the Policy Analysis Unit in statistical development Monthly, weekly and quarterly reports produced 	<ul style="list-style-type: none"> Funding for implementation of SSPS is not enough. Bureaucratic and slow government procurement procedures causing delay of processes and activities such as the MTTI website. Sustainability of the PNSD for the sectors 		<ul style="list-style-type: none"> More partnerships between sectors and there is a lot more to be done to sustain the momentum of PNSD 	<ul style="list-style-type: none"> Tour operators survey completed
MoES	<ul style="list-style-type: none"> Advocacy of the sector plan contributed towards building a sound statistical system Publicity of key Education statistics and indicators through press media, publications, abstracts etc. Task force was established and operationalised The Statistics unit within the Ministry was expanded e.g. three statisticians were hired on contract basis. Staff were trained in Management Information System, OLAP technology, database management, statistical analysis and a data mart was created to facilitate data analysis. Additional IT infrastructure was secured to improve data processing. 	<ul style="list-style-type: none"> Inadequate funding for implementation of SSPS Bureaucratic and slow government procurement procedures cause delay of processes and activities Updating the inventory is still a big challenge??? Inadequate infrastructure More capacity building 			<ul style="list-style-type: none"> Allocation of Student identification number in the education system Decentralising EMIS Updating the GIS system Record keeping in schools improved Institutionalising the head count for Universal Secondary Education
BOU	<ul style="list-style-type: none"> Improved statistical advocacy Enhanced international cooperation in statistical production through collaborations with multi-lateral statistical agencies. Developed a database of qualified statisticians registered Annual press meeting operationalised Procured data modelling and analysis software – SAS Website upgraded and committee operationalised Financial management training undertaken Desktop publication training was undertaken to improve the MDA publications. 	<ul style="list-style-type: none"> Delayed funds disbursement by UBOS Prioritising of Project tasks against routine KRAs , Statistics committee and website committee comprise of the same members 		<ul style="list-style-type: none"> Increase coordination and cooperation between stakeholders e.g. by creating MOUs between NSS and academic institutions Statistical legislation should be enhanced by revising the UBOS Act to cover the entire NSS. Establishment of the national databank by UBOS should be hastened 	

Sector	Achievements/Successes	Challenges	Lessons	Way forward	Other initiatives
				<ul style="list-style-type: none"> • Need for more emphasis on archives and records management • Upgrade websites and establish inter linkages within and among MDAs. • Strengthen media advocacy to sensitise the public and stakeholders 	
UPF	<ul style="list-style-type: none"> • Registered remarkable success through evidence-based planning, policy and decision making in the UPF. • “Ghost workers” were reduced as a result of man power audit exercise • Statistical advocacy led to more demand for statistical information • More donors support to computerize the statistical department • Trained staff in data management and database administration • Piloted Geo-mapping of the Kampala extra region as a result of the GIS training 	<ul style="list-style-type: none"> • Inadequate statistics • Limited coordination and harmonisation of statistical production among the departments. <ul style="list-style-type: none"> • limited commitment amongst staff regarding statistics • Inadequate statistical training of middle and lower level personnel • Limited use of IT in the departments • Frequent staff transfers • Need for more GIS packages 	<ul style="list-style-type: none"> • Identification of a champion and involving him/her in routine statistical programmes 	<ul style="list-style-type: none"> • Develop staff retention strategies • Provide more training in statistics • Establish the GIS and sensitise heads of departments on the same 	
MOH	<ul style="list-style-type: none"> • Strengthened capacity in data collection, analysis and usage in five districts. • Recorded improvement in HMIS data analysis and use • Acquired more logistical support • Improved data dissemination strategies e.g. enabling data retrieval and entry through a web portal. • Increased computerization of district health offices <p>Overall, the SSPS implementation has been a success due to the establishment of a sector statistics committee, high involvement of managers at various levels and their commitment to advance the plan and as well as the availability of</p>	<ul style="list-style-type: none"> • Inadequate funding for HMIS at the district level, • Loss of trained Records Assistants due to transfers to different ministries, • Creation of new districts • Lack of harmonized codes and standards, • Inadequate 		<ul style="list-style-type: none"> • UBOS support has enhanced data management in the sector • There is need for increased resource mobilization for statistical development • There is also need to raise the portfolio of statistics in development • All MDAs are called upon to harmonize codes & standards. 	

Sector	Achievements/Successes	Challenges	Lessons	Way forward	Other initiatives
	funding to support the initial activities	<ul style="list-style-type: none"> data collection tools, Limited communication and information flow from the centre to the districts Lack of back-up systems for the information and data systems 			
MAAIF	<ul style="list-style-type: none"> Established and operationalized statistical structures Strengthened linkages and collaboration with stakeholders in the generation, dissemination and use of agricultural statistics Improved advocacy for agricultural statistics through the production of brochures, bulletins, key agricultural indicators and sensitization workshops Initiated the process of developing the sector databank. 	<ul style="list-style-type: none"> Transfer and retrenchment of staff Inadequate funding Inadequate skills in data management 		<ul style="list-style-type: none"> There is need for more training of data users and producers Continuous sensitization of the heads of department and stakeholders 	
UBOS	<ul style="list-style-type: none"> The bureau has supported other MDAs and carried out its coordination roles successfully. The IT inventory has been developed and is undergoing continuous update. An Inter-Agency Committee has been established and operationalised. Staff within the UBOS have been trained Strengthened linkages and collaboration with stakeholders Provision of technical support to other MDAs. Improved IT infrastructure to support the statistical development programs Improved quality of statistical products e.g. publications and data. Initiated the process of developing a statistical databank and data archiving 	<ul style="list-style-type: none"> Despite the work force of 200 with 80 professionals, the Bureau is still not in position to meet all the data needs. Lack of synchronized activity schedules across the MDAs to include both the routine and the PNSD activities and also share, link and pool resources. Inadequate Inter-institutional and organisational relations are a hindrance to 		<ul style="list-style-type: none"> There is need to strengthen collaboration between MDAs and critical sections There is need for continued advocacy and awareness campaign for statistics in the entire NSS MDAs should think about data quality yardsticks at all stages. All the management 	

Sector	Achievements/Successes	Challenges	Lessons	Way forward	Other initiatives
		<p>implementation of some activities.</p> <ul style="list-style-type: none"> • The introduction of new systems like the systems of national accounts delayed and retarded the compilation of the GDP. • The current low staff levels have contributed to delayed completion of the statistical activities • Delayed disbursement of funds by the donor, has also a delay in the implementation of the PNSD program. 		<p>information systems in place should be improved and check measures put in place at every stage to defend the data technically and professionally</p>	
MOLG	Turned up late and therefore did not present.				
MGLSD	Did not attend the meeting.				

Annex C: Group Discussion Questions and Responses.

1. **What changes have been realised within the organisation in terms of**
 - a. **Demand and use of statistics**
 - b. **M&E**
 - c. **Policy review**
 - d. **Budgeting and planning processes**

since implementation of the PNSD? How have different MDA's responded to these changes?
2. **Are we still on track in terms of implementation given the three strategic objectives of the PNSD?**
3. **What challenges have met in integrating the SSPS in the overall MDAs planning framework/budget?**

What changes have been realized within the organization in terms of statistics development since the implementation of the PNSD? How have different MDAs responded to these changes?	
Demand and use of statistics	- There has been increased demand of statistics and its use.
M& E	- There is increased use of statistics to inform the M& E process. - M&E has been institutionalized in some sectors - A number of staff were trained in some sectors to handle M&E and also other statistical processes. - M&E sections have been established and staff recruited
Policy review	- In some sectors it has led to plans to review legislation like the UBOS Act, website, and dissemination policies to cater for other MDAs. - There is now increased data sharing amongst MDAs - Websites have been upgraded. - improved decision-making in some MDAs.
Budgeting and planning processes	- Planning committees have been put in place - In some sectors PNSD has been integrated in the planning and monitoring process up to the lower levels. - Better budget and planning
1. Are we still on track in terms of implementation given the three strategic objectives of the PNSD?	
<ul style="list-style-type: none"> • Sectors such as BOU and UBOS argued that they are still on track, with established statistics committee meetings, well coordinated M& E functions and regular production and dissemination of data. • Other sectors reported that they too were on track, however they faced a number of challenges low staff levels, need for more training, coordination, and advocacy within the MDAs. 	
2. What challenges have been met in integrating the SSPS in the overall MDA planning framework/ budget?	
<ul style="list-style-type: none"> • There is need to rhyme the SSPS budget cycle together with the sector budget cycle to avoid lagging behind of statistical activities • There is need for more advocacy for the SSPSs from the MDA champions. • Budget ceilings are affecting the statistical plans in some sectors and therefore need to be increased. • PNSD should provide assistance in the recruitment of staff by advocating to the Public service to allow for this. • Training needs to be provided for the personnel handling the sector plans and budgets. • There is also need to raise the profile of the information departments and units in the sectors. 	

Annex D: Emerging Issues and Way Forward

No.	Emerging Issues	Comments	Way Forward
1	Integrating PNSD into the NDP	The PNSD needs to be incorporated into the NDP at this development stage for appropriate prioritization of PNSD actions in the planning and budgeting process of NDP	Streamline Statistics development into the NDP PNSD Should be a deliberate strategy within the NDP The PNSD should provide all the data requirements of the NDP. Each MDA should pull out specific indicators that it can provide best, for the NDP. UBOS should spearhead the development of indicators to be fed into the NDP and all respective sectors made aware of their requirements.
2	Bureaucracy	Considerable amount of delays have been experienced in the bureaucratic procurement processes affecting the implementation of planned activities	Bureaucracy is part and parcel of government; the solution is to plan ahead of time by developing the procurement plan and submitting it in time. Need to be aware of the procurement processes.
3	Integration of SSPS into MDA programs	MDAs that have successfully integrated the SSPS into the sector plans have gained support from Management in the implementation. As long as PNSD/SSPS is still considered a project within the sectors, there will be delay in integrating and planning as well as sustaining the actions in the SSPS within the sectors.	Need to have continuous awareness creation within the sectors for top officials e.g. inform them of the progress. Submit sector thematic papers to feed into the NDP.
4	Inter and Intra Sectoral collaboration for capacity building and systems development	Existing capacities among the MDAs should be coordinated to support the development of capacities and systems among the MDA. Sectors can benefit from the progress and lessons learnt from MDAs fully set up with capacity to train staff and establish systems. This collaboration can overcome some of the delays experienced in the bureaucratic tendencies in sectors. In addition, within the MDAs there is capacity that can be harnessed to accomplish some of the tasks without outsourcing for services.	MDAs team up and visit other institutions to share experiences In case an MDA needs assistance-write to ED, UBOS to link the MDA to the specific MDA that can provide the assistance. Attachments as learning point UBOS should conduct talks where sectors share experiences UBOS should be more proactive in their coordination role
5	Enforcements	The current UBOS Act does not provide UBOS with the authority to enforce any penalties. Should there be compliance issues in the statistical development process. However, the development of the National Statistical Act is underway.	In the interim, as the development of the Statistics Act is being designed: Consider signing MOUs that bind us to the standards

No.	Emerging Issues	Comments	Way Forward
6	Temporary Staffing	<p>Most of the MDAs are utilizing the services of temporary staff, on contract, interns or volunteers to facilitate the statistical development processes. This has enhanced the establishment, development and promotion of statistical development, however, the temporary approach is not sustainable in the long run.</p> <p>Noted that in the short run, the outputs and outcomes of the temporary staff should be used as an advocacy tool for the need to recruit full time statistician in the units. In addition, the temporary staff should be placed in strategic positions to allow their contributions to be evident and show that their input is indispensable.</p>	<p>UBOS develops an attachment program of temporary staff into the sectors, because government allows recruitment of the same, on projects or as support staff e.g. in MoES.</p> <p>Review MDA organizational structures to facilitate recruitment. Some institutions do not have a provision for statisticians.</p> <p>Build capacity within the sector as we press for recruitment of statisticians.</p>
7	Transfer of Staff	<p>Key staffs in the statistical development and production process or units have been transferred without consideration to the role they play in the units. However, some MDAs, through advocacy, have seen more commitment from Management to retain staff in the statistical units.</p>	<p>Capacity building should be done on a larger group, as compared to individuals that might leave.</p>
8	Data Archives	<p>Importance is placed on the need for data archives. This process is at different levels within the MDAs. It was noted that experience sharing would be necessary to support the processes in other MDAs.</p>	<p>UBOS has a plan to train sectors in data archiving. Data management strategies should be developed in all MDAs.</p> <p>Take advantage of the new initiatives of the Ministry of ICT that is planning to have a data archive centre in Jinja-link up with ICT.</p>
9	Data Back-up	<p>With the increase in computerization of data, there is need to consider back-up of data as one of the key actions in the statistical development process.</p>	<p>Have back-up in all the individual MDAs, but also have a Central back-up for ALL the MDAs.</p> <p>MDAs budget for immediate data Back-up systems</p> <p>Have permanent government offices for government e.g. Police has suffered and lost a lot of information in movements and office shifts.</p>
10	Quality of data at collection points	<p>Concerns were raised on quality of data at the collection points pointing to issues of staff capacity and inappropriate, incomplete data collection tools.</p>	<p>Improvement and harmonisation of data collection tools in all MDAs and training in data management</p> <p>Train and re-train</p> <p>Simplify data collection instruments</p> <p>Give feed back to providers of information</p>

No.	Emerging Issues	Comments	Way Forward
11	Linkages between PNSD and Institutional Initiatives	Through the actions of PNSD, some of the MDAs have had initiatives that have enhanced statistical development process. There is need to harmonize and link these initiatives with PNSD.	Share best practices, harmonise codes and standards. Print out the SSPS documents for dissemination.
12	Identification of Champions	Considerable progress has been noted in MDAs where the top leadership have taken the lead in the implementation of the SSPS.	Contact persons should take on this role and get champions in their MDAs e.g. identify other champions, not necessarily the PS, but an influential officer. It is two years since the launch, so it would be useful to call the PSs again this time to tell them about the progress, so far and request them to play specific roles. The ED-UBOS can meet with respective PSs to dialogue about the PNSD. UBOS is a neutral ground and so would be in a better position to communicate and reach out to the PSs on behalf of their ministries.
13	Delay in disbursement of funds	The delay in disbursement of funds has been linked to delays in accountability for funds from the MDAs.	More frequent interaction between UBOS accounts section and accounts sections of the MDAs. Encourage contact persons to account for funds in time. Increase levels of utilisation of released funds.
14	Management Information Systems (MIS)	MIS have been challenged for not providing accurate statistics. Need to strengthen MIS to inform both routine and policy making.	Address the problem from the source or data collection centres. Quality control of data should be done at all levels.
15	Sector Statistical Committees	Weaknesses have been noted in the functionality of Statistical Committees, except in instances where the committees are integrated into the sector committees.	Increase information sharing about the progress of the PNSD. Reconstitute the committee to include members that are involved in statistical processes to encourage commitment. If the committees are already functional, then there is no need to reconstitute another. These committees should be able to broaden activities so that the scope is wider enough to encourage participation and draw membership, otherwise members do not feel there is enough activity for them in these committees and hence give them less priority. Develop work plans that are cross departmental, rather than those that are department-centric.
16	Reporting	Except for a few MDAs, most have not been able to clearly link the outputs with outcomes and relate the current activity implementation with focus on outcomes.	Re-train MDAs on the Logical Framework Analysis so that they can identify the outcomes. Improve the reporting format to include a column on the objectives.

Annex E: Issues for Consideration and Action for the Critical Path for Statistical Development

Critical Path for Statistical Development	Issues for Consideration	Action Points
Data Collection	<ul style="list-style-type: none"> • Quality of tools for data collection • Methods of collection • Competencies of the team collecting the data • Clear understanding of the data requirements • Linking tools to statistical requirements 	<i>(Information expected From MDAs)</i>
Data Compilation	<ul style="list-style-type: none"> • Competencies in the data compilation • Clear understanding of the data requirements 	
Data Analysis	<ul style="list-style-type: none"> • Statistical competencies • Clear understanding of the statistical output 	
Reporting	<ul style="list-style-type: none"> • Reporting formats • Packaging of information for the different users • Clear understanding of types of outputs for the different users • Frequency for reporting 	
Dissemination	<ul style="list-style-type: none"> • Target group for data dissemination • Frequency for dissemination • Methods of dissemination 	
Data Utilization	<ul style="list-style-type: none"> • Identification of data users • Statistical requirements of the data users 	

Annex F: Performance Levels of the MDAs

MDA	Level One	Level Two	Level Three	Observation	Proposed Strategy
Uganda Bureau of Statistics	X			Statistical development was already a priority and so focus was increasing capacity.	Focus on establishing the national statistical system to harmonize data from all MDA
Bank of Uganda	X			Statistical development, production, utilization and dissemination prioritized and financed. Already operating at international standards. PNSD intervention was just complementary and for standardization. Clear of the data requirements and standards and producing accordingly Sector is well facilitated in terms of staff capacity, resources and structures.	Integrate further the SSPS into the existing structures
Ministry of Health	X			Operations of the Ministry are hinged on accurate and regular statistical production. Clear and operational statistical system, that is bottom up with clear guidelines. PNSD just complementing the statistical process in the Ministry. Weaknesses still exist at the collection point at the Health Centre level that needs strengthening.	For PNSD to make meaningful impact in MoH, there is need to increase the budget allocation to the Ministry to increase coverage Also address issues of codes so that data can be linked across data bases, sectors, etc
Ministry of Education and Sports	X			Statistics is appreciated and demanded for decision making in the sector Statistical production prioritized but the process is still not as strong Statistical requirement overweighs the production capacity Clear articulation of the statistical needs and structure in place to support the process from bottom up.	Data collection and analysis needs to be supported on a larger scale. Consideration should be made to increase support to the Ministry, especially, supporting the new statistical packages for student/pupil count Focus on strengthening data integration so that the Ministry can link its data sets to other data sets
Ministry of Agriculture, Animal		X		Statistical production does not match the statistical requirement Ministry is so big with fragmented data	Data centres need to be actively involved in the harmonization process and statistical development process. This can only be done

Industry and Fisheries			<p>centers that are not yet harmonized and the different data centers are not fully active in the PNSD</p> <p>Staffing is a big challenge and the high workload of the focal staff will paralyze the whole statistical development process</p> <p>The contact persons are committed in several activities</p> <p>No clear instruments to compel the districts to provide data that is heavily relied on by the Ministry. The decentralization process denied the Ministry of this mandate.</p>	<p>through strengthening the statistical committee in which the agencies and departments are represented</p> <p>Attention should be placed on increasing the staffing levels, tap on the existing man power and build capacity as well as re-distribute the current responsibilities</p> <p>Need to sensitize Heads of Departments and Decision Makers.</p>
Uganda Police Force		X	<p>Vibrant sector that is moving at a fast pace. If the pace continues, within a very short time, remarkable progress will have been made.</p> <p>Commitment of top management has facilitated the development process</p> <p>Clear articulated and evident results from the sector that shows a long term commitment to the development process</p> <p>Data demand is very high and the response to the improved data is very positive both internal and external</p> <p>The increase in the number of statistical staff (9) will greatly respond to the increased need evidenced by the 15 year data backlog computerization.</p>	<p>Special attention should be placed in promoting the pace of action in the Uganda Police Force to reap the good will and the efforts started.</p> <p>Need for continued support in capacity building and systems development</p> <p>Need to strengthen the data collection systems to move from manual systems to computerized systems.</p>
Ministry of Tourism, Trade and Industry		X	<p>There is high commitment in the team to achieve targets.</p> <p>Statistical infrastructure set-up has not yet clearly delivered tangible results</p> <p>The establishment of the statistical unit is a big strength but the threat of inadequate staff numbers will affect implementation.</p> <p>Have very clear data sources</p>	<p>Staffing issue should be prioritized for the sector.</p> <p>Consider identifying internal capacities in statistics and build on it</p> <p>Need to harmonise all the different sub systems in the Ministry</p>

Ministry of Gender, Labour and Social Development			<p>Statistical unit set up with up to date infrastructure but the outputs not yet evident</p> <p>The unit is however running on volunteers that have done a good job but not a sustainable approach.</p> <p>Fragmentation in the data centers still a challenge since the Ministry is very big.</p>	<p>Focus should be on permanent staff for the unit and harmonization of statistics from the independent data centres</p>
Ministry of Local Government		X	<p>Statistical focus is still on systems as opposed to outputs of the statistics</p> <p>Data collection is still based on functional processes, and the data is not easily accessible to the rest of the organization or public</p> <p>Comprehensive statistical structure exists to collect data from the grassroots but the central systems in place still capture only administrative and financial data</p> <p>Not yet able to access other data sets-data sharing</p> <p>Focal point person for statistics is a Consultant and statistical awareness still low</p>	<p>Centralize the data production to ensure accessibility to the data</p> <p>Encourage data sharing across the sectors</p> <p>Need to join efforts with UBOS to address the political issues within the Ministry.</p>

Level One: Advanced Stage in Statistical Development

Level Two: Intermediate Stage in Statistical Development

Level Three: Initial Stage in Statistical Development

Annex G: Attendance List

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