



UGANDA BUREAU OF STATISTICS



The Republic of
Uganda

STRATEGIC PLAN III 2020/21 - 2024/25

**Theme: Agenda for Innovation, Modernisation and
Transformation of Statistical Services**

July 2020

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Address: Plot 9 Colville Street
P.O. Box 7186
Kampala
Tel: 0414 706000
Fax: 0414 237553
Email: ubos@ubos.org
Website: www.ubos.org

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TABLE OF CONTENTS

TABLE OF CONTENTS	ii
LIST OF ACRONYMS	iv
FOREWORD	v
MESSAGE FROM CHAIRMAN BOARD OF DIRECTORS	vi
PREFACE	vii
EXECUTIVE SUMMARY	viii
Chapter One: Introduction.....	1
1.1 The Demand for Statistics in Uganda	1
1.2 Mandate of Uganda Bureau of Statistics	2
1.3 Policy Context within which the UBOS Operates	2
1.4 Organizational Structure of UBOS	3
1.5 Regular Statistical Products of UBOS	6
1.6 Linkage of the UBOS SP III to National Development Planning Process.....	7
1.7 Rationale for UBOS SP III	9
1.8 Purpose of the Third UBOS Strategic Plan.....	10
1.9 Process of Developing the UBOS Strategic Plan III	11
1.10 Structure of the UBOS Strategic Plan III.....	12
Chapter Two: Situation Analysis	12
2.1 Performance of UBOS SP II	12
2.2 Main Lessons Learnt from UBOS SP II.....	16
2.3 Recommendations from UBOS SP II and PNSD II Evaluation.....	17
2.4 Institutional Capacity of the UBOS	18
2.5 Stakeholder Analysis	20
2.6 Strengths, Weaknesses, Threats and Opportunities Analysis	23
2.7 Emerging Issues and Implications	25
Chapter Three: The Strategic Framework.....	26
3.1 Introduction	26
3.2 Strategic Direction	26
3.3 UBOS SP III Strategic Goal and Outcome.....	26
3.4 Alignment of the UBOS SP III to the PNSD III	27
3.5 Strategic Objectives and Interventions	27
Chapter Four: Financing Strategic Framework	36
4.1 Introduction	36
4.2 Financing for Statistics.....	36
Chapter Five Strategy implementation.....	38
5.1 Introduction	38
5.2 Institutional Enhancement.....	38
5.3 Coordinating Implementation of the UBOS SP III	40
5.4 Structural Themes of UBOS Operations	40
5.5 Roles and Responsibilities of Implementing Partners.....	41
5.6 Institutional Sustainability Arrangements	42

Chapter Six: Communication Strategy	44
6.1 Introduction	44
6.2 Statistics Communication and Dissemination Strategy	44
6.3 Feedback Strategy	44
Chapter Seven: Risks Management Strategy	45
7.1 Introduction	46
7.2 Risks in implementing the Strategic Plan	46
Chapter Eight: Monitoring and Evaluation Arrangements	49
8.1 Introduction	49
8.2 Monitoring	49
8.3 Evaluation	50
8.4 Periodic Reviews	51
Chapter Nine: Censuses and Surveys	52
9.1 Censuses	52
9.1.1 National Population and Housing Census	52
9.1.2 Census of Agriculture and Aquaculture	52
9.1.3 The National Livestock Census (NLC)	53
9.1.4 Census of Business Establishments - COBE	54
9.2 Economic Surveys	54
9.2.1 Annual Agricultural Surveys	54
9.2.2 National Manpower Survey (NMPS)	55
9.2.3 Informal Cross-Border Trade (ICBT) Survey	55
9.2.4 International Trade in Services (ITS) Survey	56
9.2.5 Price Surveys	56
9.2.6 Index of Production (IOP) Survey	57
9.2.7 Uganda Business Inquiry (UBI)	57
9.2.8 Distributive Trade statistics (DTS)	58
9.2.9 Resource Flows Survey on Family Planning	58
9.3 Social Surveys	59
9.3.1 Uganda Demographic and Health Survey (UDHS)	59
9.3.2 Uganda Functional Difficulties Survey	59
9.3.3 Uganda Population HIV Impact Assessment Survey - UPHIA	60
9.3.4 Uganda National Household Survey (UNHS)	60
9.3.5 Uganda National Panel Survey (UNPS)	61
9.3.6 National Labour Force Survey	61
9.3.7 National Service Delivery Survey (NSDS)	62
9.3.8 National Governance Peace and Security Survey	62
9.3.9 National Education Indicator Survey (NEIS)	63
9.3.10 Gender Based Violence Surveys	63
9.4 Strengthening Data Systems	63

9.4.1 Harmonized data system for GBV/SRH/HP.....	63
9.4.2 The Community Information System (CIS).....	64
Appendices	65
Appendix 1: UBOS Strategic Plan III Performance Indicator Framework	65
Appendix 2: UBOS Long-Term Census and Survey Plan	71
Appendix 3: Acknowledgement.....	72

LIST OF ACRONYMS

COVID-19	Corona Virus Disease 2019
DPs	Development Partners
EAC	East African Community
HLGs	Higher Local Governments
LGs	Local Governments
MDAs	Ministries, Departments and Agencies
NDP	National Development Plan
NPA	National Planning Authority
NSS	National Statistics System
PARIS21	Partnership in Statistics for Development in the 21st Century
PNSD	Plan for National Statistical Development
SDGs	Sustainable Development Goals

NASTC	National Agricultural Statistics Technical Committee
SESTC	Socio-economic Statistics Technical Committee
SHaSA	Strategy for the Harmonization of Statistics in Africa
SP	Strategic Plan
SSPS	Sector Strategic Plan for Statistics
UBOS	Uganda Bureau of Statistics

FOREWORD



Quality statistics are critical for evidence-based policy, planning and decision making, and are an integral part of both national and international development agenda. I would like to congratulate the Uganda Bureau of Statistics for developing this Third Statistics Strategic Plan 2020/21 to 2024/25 that is a foundation for statistical production and development in response to data requirements by users.

The implementation of the First and Second UBOS Strategic Plans led to improvement in the scope, quantity and quality of official statistics that has continued to inform policy, planning and decision making especially our progress in realization of national objectives. This third Strategic Plan for Statistics is informed by previous challenges and achievements and aims to increase the breadth and scope of statistics in the wake of the ever increasing and changing demands for statistical information and data. Thus, in the era of Data Revolution, the Third Uganda Bureau of Statistics Strategic Plan, aligned to Third National Development Plan, is cognizant of the new framework of program planning and responds to the challenges of development of administrative data systems in the National Statistical System to address data gaps, and other data challenges that could limit data uptake and use.

It is gratifying to note that, the Third Uganda Bureau of Statistics Strategic Plan addresses the new trends in statistical organization and management, including use of new data sources, leveraging on new and innovative technologies, and data eco-systems. This is consistent with international standards and guidelines on statistical planning which should help to transform and modernise the National Statistical System to make it more responsive to data needs especially for public policy formulation, planning and decision-making at all levels.

The Ministry of Finance, Planning & Economic Development that I represent, will continue to provide strategic leadership to the Bureau working closely with the Board of Directors. The Ministry will also be a champion for the Bureau and continue to advocate for production and use of quality statistics in the Ministries, Departments and Agencies, Local Governments, and the Civil Society Organizations. The Ministry is cognizant of the fact that data production is resource intensive and hence the call to “fund more and differently”. The Ministry will continue to rally stakeholders including development partners and other non-state actors to fund statistical activities while embracing innovative financing mechanisms.

Finally, I wish to appeal to all of us to work towards giving “the right data, in the right format, and at the right time” in support of the Bureaus effort to produce quality data necessary for measuring our progress in achieving our country’s Vision 2040 of “Transforming Uganda from a predominantly peasant and low-income country to a competitive upper middle-income country”.



Amos Lugoloobi - MP

**MINISTER OF STATE FINANCE, PLANNING AND ECONOMIC DEVELOPMENT
(PLANNING)**

MESSAGE FROM CHAIRMAN BOARD OF DIRECTORS



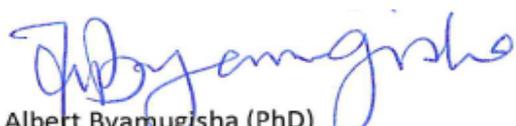
Statistics have continued to play an important role in Uganda’s development planning. Therefore, there is a need to ensure continued and improved collection, management, analysis and dissemination of integrated, relevant, reliable and timely statistical data and information. In the post-2015 development era, and the Coronavirus Disease 2019 (COVID-19) pandemic era, Uganda and the world at large has witnessed changes in the statistical landscape leading to increasing data and information needs, with respect to quality, quantity, frequency and level of disaggregation and mode of data collection as well as user engagement. The demand for quality statistics in Uganda has grown tremendously over the last 10 years because of the new reporting requirements in line with programme-based planning and budgeting

and the requirement for reporting progress on Sustainable Development Goals (SDGs), the Africa Agenda 2063 and East African Community (EAC) Vision 2050.

The Uganda Bureau of Statistics (UBOS), in developing its Third Strategic Plan (UBOS Strategic Plan III), took into consideration the huge volumes of data needed for national, regional and international reporting. This plan is a building block of Uganda's Third Plan for National Statistical Development (PNSD III) and is aligned to the Third National Development Plan (NDP III) and hence Uganda's Vision 2040. The main thrust of this plan is to transform and modernise national statistical governance, infrastructure, systems and capacities so that the statistical system can respond more effectively to current and future data needs at various levels. This will ensure production of quality statistical data and information for monitoring and evaluating the performance of NDPIII and associated reporting on development progress.

The theme of this plan is 'Innovation, Modernisation and Transformation of the Statistical Services which recognises global efforts to transform national statistical systems to respond to the new data and information needs and face the urgent need to adapt and develop in order to meet the widening, increasing and evolving needs of data users, including for the full implementation of the national, regional and international development agendas.

On behalf of the Board of Directors of UBOS, I wish to appreciate all the stakeholders in the data ecosystem and our international development partners that supported implementation of the earlier plans. I urge all our partners in implementation of this plan, therefore, to embrace the strategic direction chosen and provide the requisite support to uphold an evidence based culture in Uganda.



Albert Byamugisha (PhD)
Chairman Board of Directors

PREFACE



Use of evidence has been a long-standing practice by the Government of Uganda. Public policies, national development plans and decision-making have all been informed by official statistics. The availability of quality statistics has, therefore, been identified as one of the success factors of development agendas. The statistics strategic direction, production and development in Uganda was initially guided by UBOS Corporate Plan between 2002 and 2007. Between Financial Years (FYs) 2007/08 and 2011/2012, however, it was guided by the First UBOS Sector

Strategic Plans for Statistics (SPSS I) and between FYs 2013/14 to 2017/18 by the Second SPSS (SPSS II). The latter was extended for two years to align its timelines to the NDP II and integration of the emerging Agenda 2030 on Sustainable Development Goals. The UBOS Strategic Plan III is now scheduled to guide the process between FYs2020/2021 and 2024/2025.

The design of the Third UBOS Strategic Plan (UBOS SP III) was informed by the end term assessment of the UBOS SP II and its extension. The process involved various Ministries, Departments and Agencies (MDAs), Higher Local Governments (HLGs), Civil Society Organizations (CSOs), Key Producers and Users of Statistics, Development Partners and the Academia. It was designed against a backdrop of increased quantity, quality and disaggregation; emerging new data ecosystem; new and non-traditional data sources; new partnerships for development data; the “Data revolution” which calls for open data; new and innovative technologies; and the design of the Third National Development Plan (NDP III).

The UBOS SP III has been aligned to the 18 Programme areas of the NDP III (2020/21 to 2014/2025) which will constitute prioritised statistical programmes for the NSS. The UBOS SP III also addresses data requirements for regional, continental and international statistical frameworks and development agendas. The statistical frameworks include the United Nations (UN) Fundamental Principles of Official Statistics, the African Charter on Statistics as well as International best practices. Conversely, the development agendas include the United Nations (UN) Agenda 2030 on Sustainable Development Goals (SDGs) which aims to transform our world in a sustainable manner, “leaving no one behind”, the Africa Union (AU) Agenda 2063 on “The Africa We Want”, the East African Community (EAC) Vision 2050, the Uganda Vision 2040 and the Third National Development Plan III (NDP III).

I wish to appreciate the Board of Directors for steering this process, as well as UBOS Management and Staff, UN Women, and other stakeholders in the data ecosystem who supported the design of the UBOS SP III.



Chris N. Mukiza (PhD)
Executive Director

EXECUTIVE SUMMARY

The enactment of Uganda Bureau of Statistics Act in 1998 led to the creation of the Uganda Bureau of Statistics (UBOS), as a coordinating, monitoring and supervisory body for the National Statistical System (NSS). Since then, Government has not only funded the Bureau but left it largely autonomous to carry out its roles. The Act, provides for the development and maintenance of the NSS to ensure collection, analysis and publication of integrated, relevant, reliable and timely statistical information.

The increasing demand for more and better statistics has brought to the fore the importance of statistics as a strategic resource for national and international development. Statistics are majorly produced to satisfy user demands, which are extremely varied and fast changing according to a number of dimensions. The global, regional, national and sub-national development frameworks in addition to protocols, conventions and treaties that the government has ratified present varied reporting requirements that have created unprecedented increase in the demand for quality statistics. Therefore, UBOS need to harness both traditional and non-traditional sources of data, new technologies for data production and open data movements so as to bridge the data demand gap. The frameworks include among others Agenda 2030 for sustainable development, Africa Agenda 2063, East African Community (EAC) Vision 2050 and National Development Plan (NDP) & the Results & Reporting Framework (RRF).

In the execution of its mandate, UBOS, in collaboration with selected government ministries, departments and agencies (MDAs), developed a Plan for National Statistical Development (PNSD) to respond to the evolving statistical demands and requirements of the NSS. Under the PNSD Framework, the Bureau supports MDAs and HLGs to develop and implement Strategic Plans for Statistics (SPSs). These provide a framework for streamlining statistical development and the basis for improving institution statistics. The UBOS Strategic Plan III (2020/21 to 2024/25) will guide the Bureau in the production of harmonised comparable, disaggregated and reliable data and information that meet the statistical requirements for national development in line with the aspirations of the NDP III and other development agendas.

During the UBOS SP II implementation period, the Bureau realized 48.9% of SDG indicators in Tier I and II (target of 90% by 2019/20) as well as 55.8% of National Standard Indicators (target of 100% by 2019/20) having up to date data points. UBOS subjected some indicators to a data quality audit for compliance to the International best practices. UBOS also played the role of a clearing house for source data used in the Government Annual Performance Report (GAPR). The Quality Assurance score from the PARIS21 NSS capacity assessment was 58.6 percent however, there was slow adoption of the Uganda Statistics Standards due to their limited dissemination, complexity of the data quality tools, lack of feedback on completed assessments to MDAs and HLGs.

The following emerging global issues contribute to shaping the UBOS 2020/21 to 2024/25 strategic framework: Unprecedented demand for development data - scope, quantity, quality, timeliness & disaggregation (SDGs); Frontiers of the National Statistical System are being extended - emerging data ecosystem (Statistics Act); Data revolution - which presents new and non-traditional data sources (e.g. Big Data, data analytics, Artificial Intelligence & Machine Learning - private sector & civil society) - and emerging data science competencies; Enhancing partnerships for development data; Open data” movement; and Innovative technologies. To achieve its strategic objectives, the interventions to be undertaken by UBOS needs to;

1. Meet data requirements of various development frameworks at national, regional and global level, as well as the data revolution that have created demand for more real time data with more detailed levels of disaggregation.
2. Develop and implement an NSS Advocacy Strategy that promotes and builds synergies in statistics advocacy to increase stakeholder engagement and participation.
3. Widen the current scope of data / statistics produced to address unmet data needs.
4. Identify and adopt modern and efficient methods and technologies for statistical production and services
5. Design and implement a robust human capital development programme and facility with hands on regular trainings in all aspects along statistical value chain.
6. Spearhead the development and implementation of an NSS-wide Data Dissemination framework (Policy, Strategy and guidelines);
7. Mainstream the use of visualization techniques in the presentation and dissemination of statistics to improve understanding of findings; and
8. Develop a long-term plan for enhancing and sustaining data uptake across the NSS.

The UBOS SP III is intended to create and deliver value to data users. The Vision, Mission, Strategic Goals, Objectives and Initiatives form the basic precepts that define the UBOS strategic intent and priorities for the next 5 years.

Vision: Striving to become a World Class National Statistics Office (NSO).

Mission: To Coordinate the National Statistical System and Provide Quality Statistics and Statistical Services that Support Development Processes.

Goal: To Develop and Maintain an Integrated, Coherent and Reliable National Statistical System.

Core Values: Professionalism, Integrity, Mutual Respect, Teamwork and User Orientation.

The UBOS Strategic Plan III is one of the building blocks of the PNSD III. Therefore, the Strategic Goal and objective are consistent with those of the PNSD III, which is itself aligned to the NDP III objective of ‘Strengthening the capacity of the National Statistics System to generate data for national development’.

Implementation: Awareness about this Strategic Plan will be created at all levels to ensure buy-in, appreciation and support. Special focus shall be placed on internal staff awareness through operationalization of the statistics committee, staff induction and orientation, during internship programmes and at staff general meetings. The UBOS Strategic Plan shall be widely shared with development partners and all visiting delegations in order to enlist pragmatic awareness creation by the different development partners and donors. Advocacy materials such as brochures, briefs, leaflets, etc will be produced and shared widely at major events such as Statistics week and with major visitors to the Bureau.

Financing for statistics: UBOS in collaboration with Office of the Prime Minister, National Planning Authority and the MoFPED will develop and implement the NSI as a tool for prioritization of statistical activities in the NSS over the five years. Funding for the UBOS SP III shall be secured from two major sources namely: Appropriation from the Government of Uganda and Grants & donations from any source approved by the Ministry of Finance, Planning and Economic Development. The total budget for the UBOS SP III (2020/21 to 2024/25) is estimated at **Uganda Shillings Seven Hundred Thirteen Billion Nine Hundred Sixty Million**. The budget is based on current statistical demands and data production requirements.

Human Resources for Statistics: The Bureau will maintain an adequate competent and motivated staff that can undertake internal UBOS functions but also provide technical support to other actors in the NSS. The Bureau will leverage the In-Service Training Centre and the STCs to develop technical competences and skills in the NSS. UBOS, MoFPED, and MoPS will re-engage to operationalize the Statistics Common Cadre and institutionalize statistics structures in all MDAs/HLGs to ensure sustainable compilation of quality statistics in the NSS.

Risks and Mitigation Measures: A number of potential risks that can affect the successful implementation of the strategy (strategic, operational, financial, and compliance risks) are presented in the Table 4.5. The identified risks will be regularly monitored, evaluated and mitigated to the extent possible, based on the probability of their occurrence.

Monitoring: Monitoring implementation of the Plan will be undertaken to guide planning and allocation of resources and to track progress by identifying achievements, challenges and proposing corrective actions where need arises. The Bureau will develop a gender-responsive monitoring, review and evaluation plan in line with the UBOS SP III results framework.

Evaluation: Evaluation of core Bureau activities and programmes will be undertaken by the Directorate of Statistical Coordination Services. An evaluation criterion will be applied to statistical programmes costing over one billion Uganda shillings. Overall, this Plan will be monitored and evaluated basing on the performance indicators/M&E framework that will be set along the levels of the results chain. The PNSD Theory of Change and NSS M&E Framework shall be the guide.

Chapter One: Introduction

This chapter presents the context for developing the UBOS SP III. It highlights the growth in the demand for statistics, the linkage of the UBOS SP III to the development process, alignment to various development and statistical frameworks as well as the process for developing the plan.

1.1 The Demand for Statistics in Uganda

The demand for statistics in Uganda has grown exponentially over the past decade; this is majorly attributed to the need to measure progress on every aspect of development and social wellbeing. The application of statistics, therefore, is extensive and there is almost no human activity where the use of statistics is not needed. This increasing demand for more and better statistics has therefore brought to the fore the importance of statistics as a strategic resource for national and international development. Today, statistics are now recognized internationally as part of the enabling environment for national development Kiregyera (2008).

Meeting user needs is a cornerstone to statistical production and development. In this regard, statistics are majorly produced to satisfy user demands, which are extremely varied and fast changing according to a number of dimensions. The global, regional, national and sub-national development frameworks in addition to protocols, conventions and treaties that the government has ratified present varied reporting requirements that have created unprecedented increase in the demand for quality statistics.

In order to meet the unprecedented demand for quality statistics, UBOS needs to harness both traditional and non-traditional sources of data, new technologies for data production and open data movements so as to bridge the data demand gap.

VARIOUS USERS AND USES OF STATISTICS EVIDENCE

International organizations and agencies such as the United Nations (UN), World Bank, International Monetary Fund and Development Partners – **to undertake assessment of the requirements for assistance, participate in development initiatives, evaluate the effectiveness of the assistance and provide a global picture**

Continental and Regional organisations such as the African Union (AU), the Common Market for Eastern and Southern Africa (COMESA), the Inter-Governmental Authority on Development (IGAD) and the East African Community (EAC) - **to foster regional integration**

National Government Ministries, Departments and Agencies as well Higher Local Governments - **to undertake policy review, policy advocacy and policy development as well as decision-making, planning, administration, monitoring, governance and accountability**

Civil society organizations (e.g. *non-governmental organizations*)- **to undertake planning, implementation, monitoring and evaluation of their activities, policy advocacy as well as accountability in reporting back to their headquarters or funders**

Economic agents (*industrialists, farmers, service industries, etc*)- **to assess business opportunities, risks and prospects as well as undertake planning, decision-making, reporting on business activities, monitoring and evaluation**

Research and training organizations (e.g. *universities*)- **to undertake research, conduct socio-economic-demographic analyses and develop teaching resources**

The media - **to inform, analyze, report and advocate on various development issues and events as well as to call organisations and governments to account**

The wider public **make individual decisions and value judgments, assess the performance of their government and undertake a variety of other purposes such as public debate using statistics evidence**

1.2 Mandate of Uganda Bureau of Statistics

The Uganda Bureau of Statistics (UBOS) Act, 1998 provides for the development and maintenance of a National Statistical System (NSS) to ensure collection, analysis and publication of integrated, relevant, reliable and timely statistical information. It established the Bureau as the coordinating, monitoring and supervisory body for the National Statistical System. In addition to being the source of official statistical information, the Bureau is responsible for:

1. providing high quality central statistics information services;
2. promoting standardisation in the collection, analysis and publication of statistics to ensure uniformity in quality, adequacy of coverage and reliability of statistics information;
3. providing guidance, training and other assistance as may be required to other users and providers of statistics;
4. promoting cooperation, coordination and rationalization among users and providers of statistics at national and local levels so as to avoid duplication of effort and ensure optimal utilization of scarce resources;
5. promoting and being the focal point of cooperation with statistics users and providers at regional and international levels.

1.3 Policy Context within which the UBOS Operates

The operations of UBOS are aligned to various international, regional and national statistical strategic frameworks. These include the Cape Town Global Action Plan for Sustainable Development Data (CTGAPSDD), the Strategy for Harmonisation of Statistics (SHaSA), the EAC Regional Strategy for the Development of Statistics (RSDS) and the PNSD. All these statistical frameworks are aligned to the UN Fundamental Principles of Official Statistics.

The Cape Town Global Action Plan for Sustainable Development Data (2017) is the overarching international framework that provides strategic areas through which data and statistics should be transformed and disseminated to inform development policy and decision making at the global, regional and country level. These strategic areas include Coordination and strategic leadership on data for sustainable development; Innovation and Modernisation of national statistical systems; Strengthening of basic statistical activities and programmes; and Dissemination and use of sustainable development data.

The Strategy for the Harmonisation of Statistics in Africa (SHaSA) guides the African Statistical System to generate timely, reliable and harmonised statistical information covering all aspects of inclusive and sustainable development. The SHaSA 2 (2017-2026), emphasizes statistical leadership and the role of statistics in national systems.

The East African Community (EAC) Regional Statistics Development Plan (RSDP) now the second RSDP II (2018-2022), guides regional integration and development and the compilation of high quality and harmonized community statistics. The RSDPs is consistent with development agendas of partner states, regional and continental integration and the international development agenda 2030 on sustainable development.

And, at national level, the PNSD framework guides the development and maintenance of the NSS. It highlights the key strengths, weaknesses, opportunities, threats and challenges of the NSS and proposes the strategic direction of the NSS over a five-year period (2020/21 to 2024/25). The PNSD is a framework for strengthening statistical development of the NSS in order to support the results-based policy agenda of the Republic of Uganda. Under the PNSD Framework, the Bureau supports MDAs to develop and implement Sector Strategic Plans for Statistics (SSPS) and these provide a framework for streamlining statistical development and the basis for improving sector statistics. Similarly, Higher Local Governments are supported to develop and implement Higher Local Government Strategic Plans for Statistics (HLGSPS) and these provide a framework for strengthening the production and use of statistics at the HLG and at the Lower Local Government (LLG) levels. The HLGSPSs also enhance the flow and use of information right from the lowest administrative unit or service delivery point to the centre.

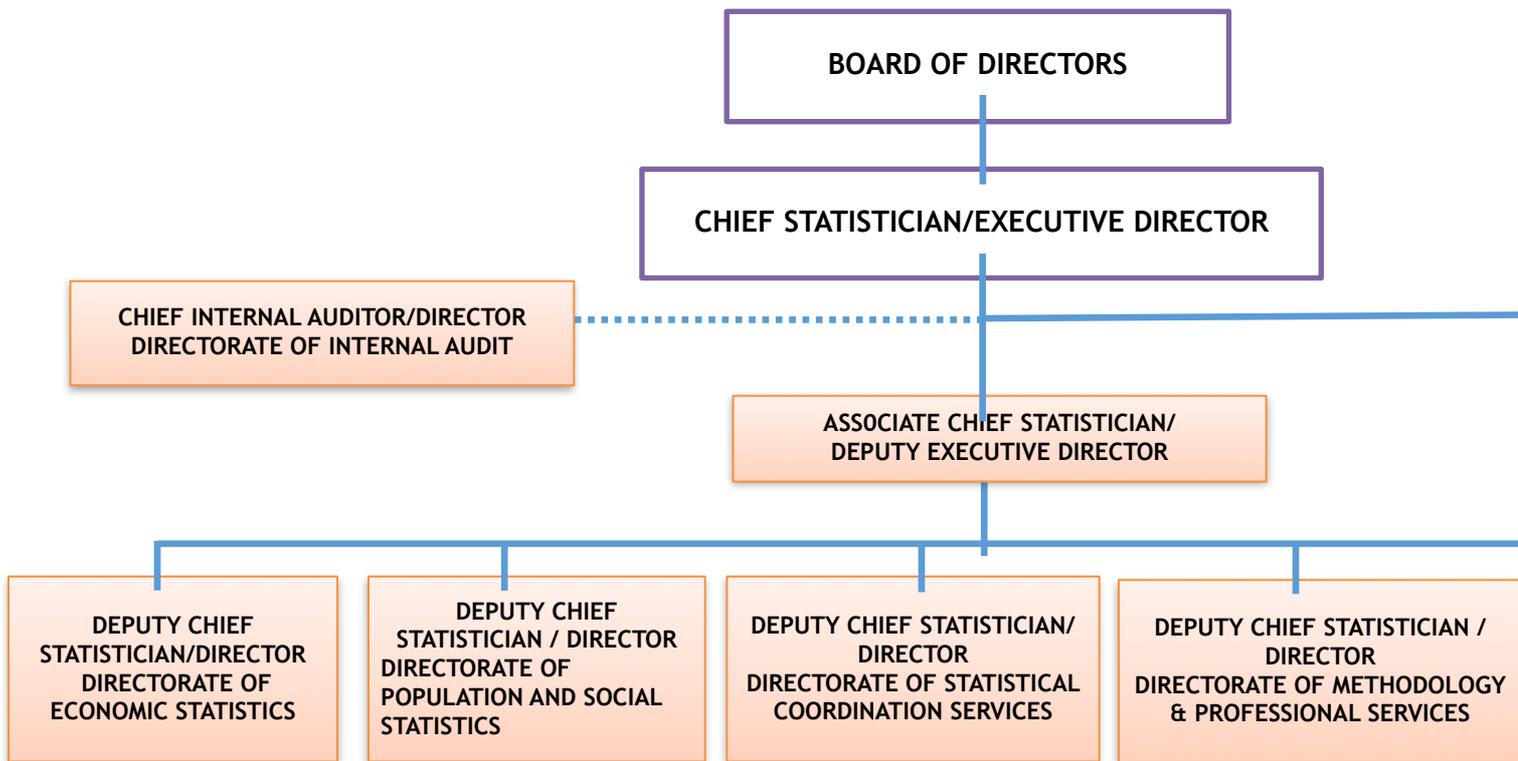
The UBOS Strategic Plan III as a consequence is aligned to the PNSD III. To address the dynamic data needs, the UBOS SP III embraces new and emerging issues on the statistical landscape including the data revolution, Transformative Agenda for Official Statistics as well as innovation, Modernisation and transformation of the national statistical systems.

1.4 Organizational Structure of UBOS

The Bureau is a statutory body established under the Uganda Bureau of Statistics Act 1998, and operationally reports to the Ministry of Finance, Planning and Economic Development (MoFPED). The Bureau is governed by a Board of Directors (BoD), which is a policy making organ that provides the strategic direction to the Bureau. The Bureaus' functional and administrative structure has been rationalized to effectively and efficiently manage the national statistical system (NSS), within the context of the changing statistical landscape and data revolution. The structure is to enable the Bureaus to execute her mandate in line with the requirements of PNSD III and the NDP III. In addition, the structure is meant to achieve professionalism, and is consistent with the setup of most National Statistics offices (NSOs), regionally and internationally.

Overall, the Bureau is managed by the Executive Director and Chief Statistician, who together with the Associate Chief Statistician/Deputy Executive Director and Deputy Chief Statisticians/Directors are the members of the Executive Committee (EXCOM).

Figure 1.1: The UBOS Macro Structure



The Bureau has, therefore, in accordance with integrated thematic areas constituted these Directorates with clear programmatic, functional responsibilities and budgetary provisions with clear statistical outputs and services namely:

1. Directorate of Economic Statistics,
2. Directorate of Population and Social Statistics,
3. Directorate of Statistical Coordination Services,
4. Directorate of Professional Services and Methodology,
5. Directorate of Digital Solutions and Data Capability,
6. Directorate of Corporate Services,
7. Directorate of Internal Audit, and
8. Directorate of Legal and Board Affairs.

There are Departments under Directorates which deliver required outputs as specified in the strategic objectives. In strengthening the professionalization of the Bureau, the heads of Departments (HoDs) involved in Statistical Production & Development are at a professional rank of Assistant Chief Statistician (ACS), and Directorates are headed by Deputy Chief Statistician (DCS)/Director.

1.5 Regular Statistical Products of UBOS

In fulfilling her mandate, the Bureau is to provide the following statistical outputs and services:

Program	Thematic Area	Key Outputs/Products and Services
01	Population and Social Statistics	Social Survey and Census Reports, Demographic and Social Statistics Population Statistics, Gender and Disability Statistics, Labour Statistics, Education Statistics, Health Statistics, Crime Statistics, Culture and Tourism Statistics, Governance Statistics and Accommodation Statistics
02	Economic Statistics	Economic Survey and Census Reports, National Accounts, Government Finance Statistics, Trade and Business Statistics, Price Statistics, Infrastructure Statistics, Livestock and Aquaculture Statistics, Crop Statistics and Environment.
03	Methodology and Professional Services	Methodological guidelines, Methodological reports, Analytical Reports, Statistical Research Papers, NSS Surveys and Censuses Clearance Reports and NSS training modules.

04	Statistical Coordination Services	Plan for National Statistical Development, Strategic Plans for Statistics for MDAs and LGs, National Standard Indicators including SDGs, Statistical Quality Assurance Framework, Statistical Audit and Certification Reports, Monitoring and Evaluation Reports, Community Information System, NSS Statistical Capacity Development Programme and MDA,/LG/CSO Annual Statistical Abstracts
05	Digital Solutions and Data Capability	Functional UBOS Website, Network Infrastructure Maintenance, Functional Data Dissemination Portals, Updated National Databank, Enumeration Area Maps, Thematic Area Maps, Geo-Information Services and Geo-spatial data.
06	Corporate Services	Staff performance appraisal reports, Budget Framework Paper, Budget Policy statement, Updated Asset Register, Budget Implementation Reports, Procurement and Disposal plans, Updated price list for common user goods and services, Board of Survey Reports, Risk management Reports
07	Internal Audit	Periodic and Special Audit reports on the Bureau's operations
08	Legal Services and Board Affairs	Regulations of the Amended UBOS Act, Quarterly Board Reports, Legal and Compliance Reports, Board Evaluation Reports, Legal Awareness Reports, UBOS Certificates of Titles, Board Management System, Operational Procedures

1.6 Linkage of the UBOS SP III to National Development Planning Process

The demand for statistics to measure development initiatives has grown to unprecedented levels in response to changes in the social, economic, environmental and political domains of the country as well as the new reporting requirements that focus on measurement of results towards achievement of outcomes of development interventions implemented as consequence to Uganda's commitments to various international and national development frameworks and charters, treaties and protocols that have been ratified. The international, continental and regional commitments include the United Nations (UN) Agenda 2030 Sustainable Development Goals (SDGs), the Africa Union (AU) Agenda 2063 and the East African Community (EAC) Vision 2050. The national commitments include the Vision 2040 that is implemented through six National Development Plans (NDPs). All these frameworks highlight key aspects that need to be measured and monitored with the aid of quality statistics. The UBOS Strategic Plan III will guide the Bureau in the production of harmonised comparable, disaggregated and reliable data and information that meet statistical requirements of international, continental, regional and national development agendas.

Agenda 2030 for Sustainable Development, the global agenda for transforming the world presents Seventeen (17) Sustainable Development Goals (SDGs), 169 Targets and 232 indicators. In addition, Goal 17, target 17.18 calls for enhancing capacities to increase the availability of quality statistics.

African Union (AU) Agenda 2063 for the socio-economic transformation of the continent over a period of 50 years (2013 to 2063) presents 7 aspirations and 20 goals. The First Ten Year Implementation Plan results framework has 140 indicators.

East African Community (EAC) Vision 2050, “to become a globally competitive upper-middle income region with a high quality of life for its population based on the principles of inclusiveness and accountability” calls for production of reliable and comparable statistics across the EAC in order to facilitate economic, political, social and cultural integration.

The international, continental and regional development agendas are integrated in the Third National Development Plan (NDP III) and the requisite data requirements are incorporated in the NDP III results framework.

The Comprehensive National Development Planning Framework (CNDPF) is operationalized through National Vision 2040, a series of six (6) five (5) Year National Development Plans (NDPs) and related sector policies/plans and implemented through annual work plans. The government uses the Medium-Term Expenditure Framework (MTEF) to allocate resources annually for the implementation of MDA respective work plans. These resources have been since the FY2020/2021 allocated through the Program Based Budgeting System (PBBS) and measurement of service delivery will be annually undertaken based on the service/output level indicators under the Government Annual Performance Review (GAPR). The UBOS Strategic Plan provides for strengthening statistical production and dissemination to facilitate performance measurement, accountability and good governance in response to national development needs.

Contribution of UBOS to NDP III Development Plan Implementation

Uganda developed its Third National Development Plan (NDP III) to cover the FY2020/21 to FY2024/25) and related Results and Reporting Framework (NDP III RRF). The NDP III RRF enlists a wide range of indicators that will guide in the monitoring of the implementation of the NDP III. Statistics has been mainstreamed in the NDP III and this heightens the importance of statistics and the Bureau in national development. Statistics contributes to the NDP III Programme area eighteen (18), Development Plan Implementation, objective five (5), ‘**Strengthening the Capacity of the National Statistics System to Generate Data for National Development**’.

The main thrust for the development and maintenance of Uganda’s NSS in the NDP III is to transform and modernise national statistical governance, infrastructure, systems and capacities in response to the current and future data requirements at national, continental, regional and global levels. In this regard, eleven interventions were earmarked for implementation over the five year NDP III period.

1. Align and synchronise national survey and census programmes to the SDGs, the AU Agenda 2063, the EAC Agenda, the NDPIII and other development framework data requirements;
2. Acquire and/or develop necessary statistical infrastructure in the NSS including physical, Information and Communication Technology (ICT) and human resources;
3. Harness new data sources including big data, data science, block chain technologies and geospatial technologies in statistical production;
4. Amend the UBOS Act, 1998 to be inclusive of the NSS to better coordinate the NSS and define the roles of other players within the NSS Framework;
5. Review and update the National Standard Indicator Framework in line with the SGDs, AU Agenda 2063 and the NDP III;
6. Standardise and operationalise use of standard statistical infrastructure including the rules, regulations and instruments for conducting censuses and surveys among data producers;
7. Mainstream documentation of methodologies (Metadata) for NSS indicators;
8. Build the capacity of Civil Society and Private Sector organisations in the production and use of statistics;
9. Undertake research to improve methodologies for key statistics and indicators;
10. Support Statistical professional development and application through collaboration with the academia and relevant international organisations;
11. Enhance the compilation, management and use of Administrative Data among the MDAs and HLGs;
 - a) Strengthen compilation of statistics for cross-cutting issues. (eg migration, gender, refugees and others)
 - b) Strengthen production and use of disaggregated district level statistics for planning

1.7 Rationale for UBOS SP III

The Extended UBOS SP II, whose theme was: “Enhanced Data Quality and Use”, expired during FY 2019/2020. The Extension was to ensure alignment to the NDP II, and to respond to the statistical needs of national and international development frameworks. Accordingly, the initial NSI framework which had a set of minimum indicators to monitor NDP II and SDGs, also expired. Moreover, the previous NDP II was developed and implemented along the sectoral approach as opposed to the NDP III, which is program based. The NDP III Results and Reporting Framework (NDP III RRF) has a new set of priority indicators required for monitoring the implementation and reporting on various government development initiatives. This, therefore, requires the review of NSI framework aligned to NDP III RRF and UBOS SP III.

Furthermore, there has been unprecedented demand for statistics at subnational, national, regional and international levels necessitating the development of a new UBOS Strategy to respond adequately to various user's needs. Moreover, the statistics landscape has changed over time, requiring innovation, modernization and transformation of the Bureau, to surmount the challenges envisaged in statistical production and development in the current era. These new developments among others include, the open data movement, new partnerships in statistics production and development, and, the data revolution which seeks to harness data from non-traditional sources using modern information technology. All these are issues of strategic nature that require repositioning of the Bureau to remain relevant and of cutting edge in this information era.

The UBOS SP III seeks, therefore, to address institutional, structural and the emerging data revolution challenges in response to various data users demands across the National Statistical System.

1.8 Purpose of the Third UBOS Strategic Plan

The UBOS Strategic Plan III has been designed to give the Bureau strategic and policy direction for a five year period (2020/21 to 2024/25). It takes into account the internal strengths and weaknesses plus the external opportunities and threats to the Bureau as well as the challenges that impede the operations of the Bureau then highlights key interventions for implementation.

The UBOS Strategic Plan III consolidates the international, regional and national statistical requirements and elaborates key actions to guide the NSS in meeting current demands as well as position itself in responding to new and emerging data needs. The strategic plan also outlines the Vision, the Mission, the Strategic Goals and the Objectives of the Bureau as well as the Core Values in the execution of its mandate. The theme of the UBOS SP III, **Agenda for Innovation, Modernisation and Transformation of statistical production** is consistent with the aspirations of the NDP III.

The design of the UBOS SP III and the PNSD III took place at a critical time when the statistical landscape is changing in many ways including among others:

- changing nature of the economy - movement towards digital economy and greener economy (socio-economic and environmental);
- unprecedented increase in demand for development data - scope, quantity, quality and disaggregation;
- emerging data ecosystem involving expanding and diversifying NSS to include new data users, data producers and sources of data;
- emergence of new and non-traditional data sources (e.g. Big Data and data analytics, data from civil society, citizen generated data);
- ascendancy of Data Science, Artificial Intelligence (AI) and Machine Learning (ML);
- adoption of the “Data revolution” for sustainable development;
- “Open data” movement that aims to advance government data transparency;
- emergence of innovative technologies;

All this call for innovation, modernisation and transformation of statistical production, hence the theme for UBOS SP III.

1.9 Process of Developing the UBOS Strategic Plan III

The development of the UBOS Strategic Plan III has been broadly consultative in order to determine the challenges that were encountered during the implementation of the UBOS SSPS II, to understand and to generate consensus on key emerging issues that are addressed in this plan. The design process greatly adhered to the design steps as guided by the PARIS 21 that include acknowledging quality and statistical uses, preparing the design team, assessment, envisioning, identifying strategic goals and elaborating action plans.

The UBOS SP III benefited greatly from the experience and lessons learnt from implementation of the Corporate Plan (2002 to 2007) and the two previous sector strategic plans for statistics (2007 to 2012 and 2013/14 to 2019/20).

The UBOS SP III consultation process was underpinned by the PNSD end-term evaluation that covered the performance of Extended UBOS SP II (2018/19 to 2019/20) that was conducted between October 2019 to April 2020. It is worth noting that the UBOS SP II (2013/14 to 2019/20) was extended to provide for the time frame alignment of the UBOS SP III and the PNSD III to the NDP III. These consultations targeted both internal and external stakeholders. The internal consultations were held with UBOS Staff and directorate and division level, the UBOS Management Team to agree on the strategic framework and later with staff to discuss the action plans. The UBOS SP III was thereafter shared with the Board for Approval. The external stakeholder covered included HLGs, MDAs, CSOs and Development Partners.

The UBOS SP III addresses the emerging issues from the UBOS SP II and PNSD II End-Term Evaluation as well as internal and external factor that affect statistical production. The UBOS SP III is aligned to the Third Plan for National Statistical Development (PNSD III) and the National Development Plan III (NDP III).

Guiding Principles

The guiding principles for this strategic plan are innovation, inclusiveness and use of technology.

1. **Innovation:** This refers to changes of techniques, approaches, technical activities or technologies to produce statistics or offer a statistical service. It is about improvement of existing processes, investing in new processes and innovating to create value (new value-added products and services) that will meet the emerging needs of current and future data users.
2. **Inclusiveness:** The users and, hence, demand for data and statistics are fast growing both nationally and internationally. The Bureau will put in place measures to ensure that the needs of all users are taken into consideration in the design and implementation of all data collection activities. However, the Bureau will remain cognizant of the fact that it is not the sole producer of statistics. In this regard, efforts will be made to build the capacity of other producers of statistics in the country to produce user responsive statistics.

3. **Use of technology:** With the increasing demand for micro-level and real time data for decision-making, the Bureau will embrace the use of modern technology in all stages along the statistics value chain.

1.10 Structure of the UBOS Strategic Plan III

The UBOS Strategic Plan III follows the April 2020 Sector Development Planning guidelines for NDP III issued by the National Planning Authority (NPA). The structure is, therefore, in line with the template of MDA strategic Plans. The plan is organised in eight (8) chapters as follows;

- a) Chapter One - The introduction.
- b) Chapter Two - The situational Analysis
- c) Chapter Three -The strategic framework of this five-year plan which includes the strategic foundation (the Vision, the Mission and the Core Values) as well as the Strategic Direction (Strategic Goals, Objectives and Initiatives) for period 2020/21 to 2024/25.
- d) Chapter Four -The Implementation, Financing, Monitoring and Evaluation Mechanisms
- e) Chapter Five -Profiles of the projects under the Strategic Plan.

Chapter Two: Situation Analysis

This chapter presents the state of UBOS, it reflects on the gains, achievements, lessons learnt and challenges during the UBOS SP II (2013/14 to 2019/20) implementation period. It presents an analysis of the context, environment and foundations that informed the design of this Strategic Plan. The chapter also provides the strategic priorities of the UBOS.

2.1 Performance of UBOS SP II

1. Statistical Coordination and Management of the NSS

As part of the mandate of Coordination of the NSS, UBOS instituted coordination structures and established institutional arrangements to support statistical planning, data sharing, improvement in methodology, capacity enhancement,

strengthening harmonization of data collection tools in the NSS among others. These structures have to be maintained and strengthened in the UBOS SP III period by streamlining and resourcing them.

The UBOS continued to front a sector approach with an integration of Local Governments to the design of the PNSD II. This repositioned UBOS as the center of best practices in statistical development in the African region and beyond. This resulted into UBOS hosting benchmarking missions from National Statistical Offices (NSOs) across Africa that included Botswana, Sierra Leone, South Sudan, Kenya, Tanzania, Lesotho, South Africa, Ghana, Zambia, Cameroon, Burundi, Somalia, Mozambique, and Namibia. The Bureau needs to strategically translate this approach to cover the NDP III Programmes that have replaced the sectors.

The Bureau established and rolled out frameworks and strategies for maintaining the National Statistical System including:

- a. Expansion of the Plan for National Statistical Development to 29 MDAs, 116 HLGs, and 37 Municipal Councils and one Civil Society Organisation;
- b. Uganda Statistical Standards;
- c. Standardisation by promoting consistency in the survey and census methodology, questions and integration of gender in the tools; and
- d. Harmonised and updated indicator frameworks e.g. the National Priority Gender Equality Indicators (NPGEI), the National Standard Indicators (NSI) as well as the Sustainable Development Goals Indicator Framework (SDGs) among others.
- e. Monitoring and evaluation framework. However, the M&E Frameworks of the UBOS SPSS II as well as the PNSD II and Extended PNSD II were not regularly tracked, leading to lack of up to date data points on most indicators. This is partly due to weak M&E culture characterised by under resourcing in terms of personnel and finances

The collaboration between UBOS and Makerere University School of Statistics and Planning (SSP) as a regional Statistical Training Center (STC) has been weak despite the existing law and the Memorandum of Understanding (MoUs) that established the relationship between the two institutions within the NSS. There is minimal exchange of knowledge and skills between the NSO and STC. The Bureau needs to reinvigorate the partnership since building synergies has lots of gains and benefits. i) it enhances knowledge transfer and skills among the two institutions with the NSS; ii) promotes development of up-to-date curricula to meet the evolving statistical needs and methodologies such as Data Science, Big Data Revolution and data visualization; iii) build solid foundation for statistical human development in the NSS through training and nurturing cadres; iv) high latitude for international recognition and feasibility within the UN statistical system, among others.

The government, to a large extent, funded most of the statistical activities of UBOS. However, in the wake of strengthening the compilation of administrative data, there was minimal funding to MDAs and HLGs for statistical production. Given this experience across the NSS, UBOS needs to lobby for financing statistical work in government entities through incorporating their respective financial requirements in the entity's annual budgets.

The M&E framework for the UBOS SP II laid out indicators and objectives marched with key milestones to facilitate tracking implementation of planned activities and outputs. The bureau developed an electronic M&E system that was majorly used to facilitate Biannual Performance Reviews at UBOS with little tracking of performance indicators. This was attributed to the weak institutional M&E culture and the inadequately staffed M&E unit that is responsible for the monitoring functions of the Bureau and the NSS.

2. Statistical Legislation

The Bureau produced the 'Census and Survey Rules (CSR) for other data producers. However, the CSR have not been widely disseminated to the public and the private sectors. Worse still, the UBOS Act lacks adequate guidelines for its implementation. It also lacks supporting regulations and policies including one that supports enforcement of compliance to agreed national and international standards. The Act does not provide for integration of emerging trends on the statistical landscape e.g. principles of the data revolution. The Uganda Bureau of Statistics Act 1998 therefore is limiting and needs to be revised to take care of the roles of various players in the NSS as well as the emerging data revolution. The revision should incorporate the much-needed reforms modernising the statistics office as well as the NSS.

3. Statistical Advocacy

There was increased stakeholders' appreciation of statistics because of strong coordination and advocacy. Radio talk shows were conducted to publicise census and survey findings in the 12 statistical sub-regions (24 Radio Talk shows were done in Buganda, Busoga, Elgon, Karamoja, Bukedi, Lango, Acholi, West Nile, Bunyoro, Teso, Ankole, Kigezi). The National Data Forum (2018) re-engineered the appreciation of statistics for planning and decision making among key stakeholders.

However, the absence of a NSS wide advocacy strategy for statistics and limited advocacy skills by statistical experts to communicate findings to the public continued to hinder effective appreciation of statistics.

4. Data Production and Management

UBOS undertook various censuses and surveys to produce regular social, environment, demographic and economic statistics. In addition, UBOS supported MDAs and HLGs to generate statistics from administrative systems and produce Statistical Abstracts that informed the NSI and SDG frameworks. The maiden **National Standard Indicator (NSI) Framework** was produced during the UBOS SP II period.

There was a general improvement in the quantity and quality of statistics from regular and new surveys. The new statistical products include the Quarterly Gross Domestic Product (QGDP), the Expanded Consumer Price index (CPI), the Real Estates Price Index, and the Producer Index for Agriculture (PPI/A), Distributive Trade Statistics, Annual Agricultural Survey (AAS), the Refugee and Host Community Survey, Disability survey, the National Labour Force survey, Governance Peace and Security survey, Disability Survey, Time Use survey, Multi-dimensional

Poverty analysis, Gender Based Violence Statistics, Waste Management statistics, Satellite Accounts - Tourism, Environment and Education Accounts.

UBOS collaborated with other MDAs in undertaking surveys. These included National Service Delivery Survey (MoPS), Tobacco Use Survey (MoH), Malaria Indicator Survey (MoH) and Baseline Education Census (MoES), whose implementation was interrupted by the restrictions owing to the COVID-19 pandemic.

Despite these key achievements, some data needs such as micro data as well as district level estimates from sample surveys, high frequency data, statistics on social protection and drop-out rates remained a challenge. Some SDG indicators and NSIs that are deemed feasible with minimal effort and that could be generated by the Bureau.

5. Demand for and Usability of Data

The demand for statistics increased in response to the various development agenda as per the PARIS21 demand responsive indicator score of 68 percent. The National Standard Indicators showed priority data requirements from UBOS and those needed in the NSS. There was increased demand for sub-national level data, including demand for Constituency Profiles by Members of Parliament, and Indicatives Planning Figures (IPFs) such as school going population, Poverty levels, land area and population projections at district and sub-county level. The Private sector institutions also demanded data to support business investments.

Statistical literacy remained low among some planners, policy, and decision makers. The phobia to interpret and use statistics remained a major challenge among the general public. This was exacerbated by the fact that the packaging of statistical reports remains very technical and not friendly for groups with limited statistical knowledge.

6. Data Quality Assurance

UBOS subjected some indicators to a data quality audit for compliance to the International Best Practices. UBOS also played the role of a clearing house for source data used in the GAPR. The Quality Assurance score from the PARIS21 NSS capacity assessment was 58.6 percent.

However, there was slow adoption of the Uganda Statistics Standards due to their limited dissemination, complexity of the data quality tools, lack of feedback on completed assessments to MDAs and HLGS limited understanding on the potency of quality assurance initiatives, the Statistics Quality Assessment and Certification Framework remained largely on paper, un-promoted and unimplemented.

7. Statistical Capacity Development

Statistical training: There was a deliberate effort to strengthen statistical skills in UBOS through training and mentoring. Various UBOS staff acquired skills in the Standard Data Metadata Exchange (SDMX), Poverty mapping, Use of Survey Solutions software for data collection CAPI, Food Balance Sheet, Economic Statistics, Gender Statistics, Multi-dimensional data operations in sanitation and poverty surveys, Disaster recovery management and professional training in server

management, virtualisation, Data visualisation, Data analytics, Business process management and information systems management.

Manpower strengthening: UBOS, with support from DFID and UN Women, delegated statisticians to support administrative data compilation to inform the NDP II and SDGs, monitoring in six MDAs as well as UBOS. This enhanced the MDAs capacity to produce data, Statistical Abstract, Profiles, and other information

However, some challenges still exist, including inadequate analytical and report writing skills, inadequate capacity to employ varied statistical software packages for analysis, absence of a clear statistical Capacity-Building Programme, weak post training staff evaluation to assess knowledge transfer in their routine work.

8. ICT and Statistical Infrastructure

During the UBOS SP II implementation period, modern technologies were adopted for data collection (Computer Assisted Personal Interviews - CAPI), processing, and for dissemination. The Bureau installed, up graded and maintained the off-site Data Recovery Systems in Jinja, improved its business process for Monitoring and Evaluation System, as well as the CIS database prototype, and initiated the data Quality Assessment business process and created and published over 20 data visualizations on the UBOS website.

The main challenges under this area include fast changing and technological advancement requiring continued investment in skills development, inadequate devices (mobile) to support all the surveys in UBOS, and limited compliance to IT policy and other standards by staff.

2.2 Main Lessons Learnt from UBOS SP II

- i. The unprecedented growth in institutions (HLGs and MDAs) joining the PNSD framework may pose a challenge in implementation if coordination mechanism are not well managed and resourced.
- ii. The statistical coordination and governance structures such as the Sector Statistics Committees, District Statistical Committees, Inter-Agency committee, Steering Committee at the policy making level play a significant role in creating awareness in MDAs and HLGs.
- iii. Inadequate resource allocation for some non-data producing functions in the organization e.g. Coordination, M&E, Advocacy, skills improvement hinders the Bureaus role of building, coordinating, monitoring and supervising the NSS.
- iv. The capacity to bring together a multidisciplinary team of statistical personnel across the National Statistical System is key for harmonisation of statistical programmes in the NSS.
- v. Absence of systematic advocacy for statistics impacts the functionality of NSS, knowledge of the UBOS Act, 1998, and well as institutional obligations, roles and responsibilities in policy, planning and decision making.
- vi. Statistical awareness should be a continuous process and closely monitored.

- vii. UBOS support towards improvement of administrative data enhances the quality of data.
- viii. Involvement of MDA experts in data quality audits increases trust in the system.
- ix. Delays in feedback to data auditees from the quality compliance assessments affects appreciation of the quality culture.
- x. Changes on the statistical landscape call for vast training in managing data from non-traditional data sources such as big data, social media data, and qualitative data, among others.
- xi. The UBOS practice of staff rotation is commended for building staff capacity into all-round statisticians with the relevant skills to perform tasks across the data production cycle.
- xii. Continuous training is essential for IT experts because is necessary to keep pace with the changing technology environment.
- xiii. Covid 19 Pandemic and changing data landscape pose a challenge to statistical production in the NSS.

2.3 Recommendations from UBOS SP II and PNSD II Evaluation

- i. UBOS should work with the MDAs, HLGs and other stakeholders to develop and implement a NSS Advocacy Strategy so as to harness synergies, mobilise resources and potential partnership among stakeholders.
- ii. There is need for a review of the UBOS Act, 1998 and come up with an overarching Statistical legal framework that spelling out the roles and responsibilities of all actors in the NSS.
- iii. The MDAs and HLGs should be supported to establish adequate statistical infrastructure comprising of but not limited to computers, internet connectivity and statistics software. The digitization of the NSS is critical for a country not to fall behind in the Data Revolution.
- iv. The issues of inadequate data at lower levels of administration and insufficient disaggregation persist. In addition, much of the data produced by MDA and HLGs rarely measure to acceptable statistical standards. Therefore, UBOS should support MDAs and HLGs in adoption of standards and methodologies to generate and analyse administrative data.
- v. The data on crosscutting issues like gender and equity considerations, green economy, Persons with Disabilities, children, youth and elderly among others should be mainstreamed in statistical production process across the NSS.
- vi. The human resource capacity needs in terms of developing tools, methodology, data analysis and production remain a key challenge at all levels of the NSS. Efforts need to be undertaken to deliberately identify core staff within UBOS, MDAs and HLGs for capacity building along the data value chain. This should entail development of a comprehensive and coordinated training programs customized to institutional category needs and concerns.
- vii. There is a need to enhance the Quality Assurance function, auditing, and certification of MDAs and HLGs statistical processes, standards and products to ensure production of quality statistics products that meets the global and national statistical standards.
- viii. There is a need to strengthen the M&E function at UBOS to ensure effective and continuous assessment and evaluation of statistical programmes by

limiting it to statistical programmes in the NSS within the threshold of above Uganda Shillings One Billion (UGX1bn).

- ix. Lessons from the Risk Management under UBOS SP II and the changing social, economic and political environment should be analysed to inform the PNSD III implementation in its entirety, and continuously monitored to effectively mitigate all possible risks from both the UBOS and partnering MDAs, HLGs and CSOs.

2.4 Institutional Capacity of the UBOS

The institutional capacity discussed below illuminates the Bureaus capacity in terms of financial resources, human resources and the Monitoring and Evaluation function that support its core business.

2.4.1 Financial Resources

The Cape Town Global Action Plan for Sustainable Development Data (CTGAPSDD) emphasizes the need to ensure that resources are available to implement the necessary programmes and actions as outlined in global action plan.

Over the past planning period (2015/16 to 2019/20), the Government of Uganda appropriated a total of UGX 285 billion to the Uganda Bureau of Statistics (Vote 143). This constituted 0.19 percent of the total national budget over the same period (Table 2.1). This was far lower than the internationally recommended one percent of total national budget. Notably, the share of UBOS’s budget in the national budget declined over the entire NDP II period as illustrated below. This was in spite of the fact demand for data has been increasing at a high rate because of new development agendas and many organizations are becoming data-driven thereby increasing demand for data.

Table 2.1 UBOS’ Financial Status 2015/16 to 2019/20

Financial Year	GoU Budget (UGX Bn)		
	Amount Desired	Amount allocated	Share of National Budget (%)
2015/16	84.2	65.54	0.273
2016/17	70.5	56.64	0.215
2017/18	65.8	53.07	0.183
2018/19	75.2	49.42	0.151
2019/20	71.9	60.08	0.148
Total	367.6	284.75	0.187

Source: <https://budget.go.ug/dashboard/> on 6/26/2020 at 5:59 PM

2.4.2 Human Resources Outlay

Uganda Bureau of Statistics is an organization that offers equal employment opportunity to all applicants. The Bureau has a total established staff complement of 316 persons, of which 281 positions are filled (see Table 2.2).

It is observed that the UBOS staff numbers are way-below those required to run a modern statistics office. Efforts to revitalise the zonal offices (permanent field organisations) were slow and did not yield much result under the UBOS SP II. However, the Bureau maintained 8 regional offices for mainly compilation of the consumer price index. Only two (2) offices had office space i.e. Gulu and Mbarara. Conclusion of the third functional review has not been forthcoming, which calls for total overhaul and commissioning of a fresh appropriate functional review aligned to the UBOS SP III to make it more relevant.

Table 2.2 UBOS Staff Composition by Category and Sex, June 2020

Staff Category	No. of approved Positions	Male	Female	Total	Vacant positions
Executive Director	1	1		1	0
Deputy Executive Director	2	1	1	2	0
Directors	8	4	3	7	1
Managers	6	5	1	6	0
Principal Officer	19	15	2	17	2
Senior Officer	51	25	16	41	10
Officers	90	56	29	85	5
Assistant	34	16	11	27	7
Clerk	27	12	14	26	1
Support Staff	78	68	1	69	9
Total	316	203	78	281	35

Source: Division of Human Resources, UBOS

Table 2.2 shows that females constitute 27.8 percent of the filled staff positions as of April 2020. And at the level of management, female constitute 31 percent of filled position at this level.

2.4.3 Monitoring and Evaluation Function at UBOS

Monitoring and Evaluation of the NSS is one of the mandated functions of the Bureau. Thus, UBOS has institutionalised the Monitoring and Evaluation (M&E) function in its organizational structure under the Directorate of Statistical Coordination Services. The M&E structure is responsible for tracking processes, outcomes and impact, as well as guiding essential adjustment where necessary in the statistical programmes under the UBOS and PNSD strategies.

UBOS developed a NSS M&E Framework to guide the PNSD II regular performance assessment as a mechanism of promoting results oriented, efficient and effective PNSD and UBOS SPS implementation. Participatory M&E approaches involving UBOS Statistics Committee, programme managers, PNSD Contact persons and other structures in the NSS are followed. UBOS also established an e-M&E system for monitoring UBOS programmes, however, it is still under improvement before rolling it out to cover the NSS.

2.5 Stakeholder Analysis

UBOS' stakeholders include the MoFPED, other MDAs, the Private Sector, Civil Society Organisations, Development Partners and other data users at national, regional and international levels. The figure below shows UBOS's stakeholders plotted based on their power (*ability to have an impact on the strategic plan*) and interest (*degree of support to the strategic plan*).

Figure 2.1: UBOS Stakeholder Analysis

Stakeholder	Power	Category	Interest/influence
UBOS Board, UBOS staff	High	Policy Organ Technical and Support Staff	<ul style="list-style-type: none"> Set and approve policies Implement the Board and Ministry directives Motivation and incentive to produce and support production of quality statistics. Ensure data impact by making right data available to right people in the right format and at the right time.
Key MDAs: Office of the President, Ministry of Finance, Planning and Economic Development, Ministry of Local Government, National Planning Authority, Parliament and Office of the Prime Minister.	High	Key user Policy Organs	<ul style="list-style-type: none"> Require reliable data for planning, policy formulation and Resources allocation. Monitor and evaluate national development initiatives including NDP implementation. Inform legislation

Stakeholder	Power	Category	Interest/influence
Other Important MDAs	Medium	User/ Producer	<ul style="list-style-type: none"> As data users, they are interested in comprehensive and good quality data. As data producers, they are interested in building infrastructure and sustainable capacity and systems for data collection and management.
Other National Statistical Offices	Medium	Technical support, benchmarking and agenda setting	<ul style="list-style-type: none"> NSOs offer opportunities for benchmarking in undertaking censuses and surveys and methodologies for statistical production and development
Academia	Medium	User	<ul style="list-style-type: none"> General statistical data that can be utilized for research, curriculum development and teaching purposes. Academicians are interested in good quality data, how they are collected and managed. Increasingly they are demanding micro-data for their own detailed data analyses and modeling. Through feedback, they may influence data collection and management techniques.
Training Institutions	Medium	Skilling of statistical personnel	<ul style="list-style-type: none"> They provide the theoretical basis for designing and developing statistical systems, and training the personnel to build and implement statistical systems and programmes. Enhance learning as well as open new areas for research or academic pursuit.
International Community	Low	User Technical support	<ul style="list-style-type: none"> Interest mainly lies in assessing and monitoring the extent to which Uganda is adhering to global statistics commitments as well as observing international statistical standards.

Stakeholder	Power	Category	Interest/influence
Regional Economic Communities	Low	User Technical support	<ul style="list-style-type: none"> Uganda is a member to Regional Economic Communities and contributes to regional integration decisions and political processes. Regional bodies such as EAC, COMESA, IGAD, etc. are interested in statistics that will support regional integration and guide regional policy and decision-making. They can prevail on Uganda to provide such statistical data based on the regional protocols that Uganda has signed up.
Business community	Medium	User Supplier	<ul style="list-style-type: none"> The main interest of the business community lies in economic and financial related data. The business community can also influence national statistical systems by financing their areas of interest. And in context of big data, the business community can provide new data sources.
Civil Society Organisations (CSOs)	Medium	User Producer (CGD)	<ul style="list-style-type: none"> Use statistics, especially poverty trends and related data, to both guide own programming and policy advocacy. CSOs also generate plenty of granular data through non-traditional sources.
Local governments	Medium	Producer/ User	<ul style="list-style-type: none"> Local governments are interested in granular data for planning, decision-making and monitoring service delivery. Local governments generate administrative data for their own use and for sharing with other levels of government, especially line ministries. They largely influence the quality of the data generated.

Stakeholder	Power	Category	Interest/influence
Researchers	Medium	User	<ul style="list-style-type: none"> • Researchers add value to data holdings through detailed data analyses. • They can also validate the authenticity of statistical data hence the interest in statistical information. • Credible statistics to validate research findings and/ or information that presents researchable dimensions.
Media	Medium	User Communication agents	<ul style="list-style-type: none"> • The media is a major channel for statistical data dissemination. • Statistical information that is news worthy, but also informative and educative. • It can also heavily influence stakeholder opinions and perceptions about the quality and reliability of data provided.

Stakeholders with high power and interest require regular dialogue because they directly influence decision-making processes of the Bureau. Stakeholders with low power or high power but with low interest are those who are kept informed of progress throughout the plan’s period and do not influence the Bureau’s decisions.

2.6 Strengths, Weaknesses, Threats and Opportunities Analysis

The Strengths, Weaknesses, Threats and Opportunities (SWOTs) analysis involved specifying the Bureau’s objectives and identifying internal factors (strengths and weaknesses) and external factors (opportunities and threats) that may be favourable or unfavourable to achieving set objectives. These have been identified and are presented in the Table 2.4. Based on the SWOTs analysis; strategies will be designed to enhance the strengths identified, mitigate weakness, take advantage of opportunities and reduce the impacts of the threats.

Table 2.4: SWOT Analysis

<p>Strength</p> <ol style="list-style-type: none"> 1. Foresighted leadership at the Bureau. 2. Competent and qualified skilled workforce 3. Experience in managing large scale surveys and censuses. 4. Established NSS coordination mechanisms that effectively link the Bureau with NSS stakeholders. 5. Existence of data quality assurance mechanisms for improved confidence and credibility of statistics 6. Existence of a good geo-information database (including maps - a good basis for sound geo-data). 7. Availability of datasets spanning a longperiod of time. 8. Leadership in the designof the first version of the national standard indicator framework 9. Increased visibility of UBOS and her outputs in the national development agenda, policy formulation and public debates. 10. Enabling environment (UBOS home of statistics house) 11. Rich and supportive statistical legislation 	<p>Opportunities</p> <ol style="list-style-type: none"> 1. Existence of a number of statistical capacity building programmes at regional and international agencies. 2. Good will from the general public, data providers and suppliers 3. Recognition of statistics as a development issue in the National Development Plan (NDP III) 4. Donor support for some statistical projects and programmes 5. Various regional, continental and international statistical programmes that offer technical guidance and capacity building opportunities to UBOS. 6. Demand for statistics from various development frameworks as well as their associated statistical requirements 7. Existence of the School of Statistics and Planning at Makerere University and other Universities across the region which trains many professional statisticians. 8. Advances in ICT that make it possible to improve data collection, management, archiving, analysis, and dissemination.
<p>Weaknesses</p> <ol style="list-style-type: none"> 1. Inability to implement the long-term census and survey plan as scheduled 2. Inadequate feedback between data producers and users within the NSS. 3. Lack of career progression paths for staff and limited professional development 4. Lack of central repository (one stop centre) for all statistical products and datasets 5. Limited documentation of censuses, surveys and used resources (archives) for institutional memory. 6. Inadequate internal policies and strategies to guide organisational processes and decisions. 7. Lack of regional structures to coordinate statistical development at regional level. 	<p>Threats</p> <ol style="list-style-type: none"> 1. Slow implementation of common cadre scheme and removal of statistics position from some MDA and HLG structures 2. Limited statistical literacy across society including among technical staff in MDAs, politicians, and policy makers. 3. Poor statistical infrastructure especially at sub-national level e.g. lack of community level data. 4. Continuous increase in the number of administrative and political units e.g. districts, counties, parishes, etc. resulting in changing geographical boundaries. 5. The ever changing advancement of information technology systems, some of which are expensive and require constant training to keep up to date. 6. Declining share of the budget for statistics to the national budget.

2.7 Emerging Issues and Implications

The Uganda Bureau of Statistics has so far implemented two strategic Plans for Statistical Development with a recognizable level of success. However, several challenges have continued to constrain the achievement of some of the planned interventions. This has not only slowed down statistical development within UBOS, it has largely affected the entire NSS especially development of statistics in MDAs and HLGs to inform decision making.

Other changes on the statistical landscape that call for statistical systems to harness the statistics value chain emphasise data uptake, use and impact as well as innovation, modernisation and transformation of the NSS targeting beneficiaries, to address any inequalities and to reach the most vulnerable people, groups and regions of the country. The following emerging global issues contribute to shaping the UBOS five-year strategic framework:

Emerging Issues

- a. Unprecedented demand for development data - scope, quantity, quality, timeliness & disaggregation (SDGs)
- b. Frontiers of the National Statistical System are being extended - emerging data ecosystem (Statistics Act)
- c. Data revolution - which presents new and non-traditional data sources (e.g. Big Data, data analytics, Artificial Intelligence & Machine Learning - private sector & civil society) - and emerging data science competencies.
- d. Enhancing partnerships for development data
- e. “Open data” movement
- f. Innovative technologies

Implications

To achieve its strategic objectives, the UBOS needs to:

1. Meet data requirements of various development frameworks at the global, continental and national level as well as the data revolution that have created demand for more real time data with more detailed levels of disaggregation.
2. Develop and implement an NSS Advocacy Strategy that promotes and builds synergies in statistics advocacy to increase stakeholder engagement and participation.
3. Widen the current scope of data/statistics produced to address unmet data needs.
4. Identify and adopt modern and efficient methods and technologies for statistical production and services.
5. Design and implement a robust human capital development programme and facility with hands on regular trainings in all aspects along statistical value chain.
6. Spearhead the development and implementation of an NSS-wide Data Dissemination Framework (Policy, Strategy and Guidelines).

7. Mainstream the use of visualization techniques in the presentation and dissemination of statistics to improve understanding of findings.
8. And develop a long-term plan for enhancing and sustaining data uptake across the NSS.

Chapter Three: The Strategic Framework

3.1 Introduction

The UBOS SP III strategic framework sets the direction and thrusts for strengthening statistical capacity of the institution over the five-year period 2020/21 to 2024/25. To create and deliver value to data users, the Vision, the Mission, the Data Culture, the Values and the Strategic Goal as well as the Objectives and Initiatives form the basic precepts that define the UBOS strategic intent and priorities. These will drive reforms, transformation and modernisation of UBOS to address basic and emerging data challenges in a robust manner and consistent with international frameworks, principles and guidelines.

3.2 Strategic Direction

3.2.1 Vision: Striving to become a World Class National Statistics Office (NSO)

3.2.2 Mission: To Coordinate the National Statistical System and Provide Quality Statistics and Statistical Services that Support Development Processes.

3.2.3 Culture: Evidence Based

3.2.4 Core Values

1. Professionalism:	The Bureau shall uphold internationally acceptable laws, ethics, conventions and standards of the statistical profession in order to produce quality statistics.
2. Integrity:	The Bureau shall adhere to an ethical code of conduct, transparency and honesty in statistical production and dissemination.
3. Mutual Respect:	The Bureau staff shall uphold mutual respect as a key value among staff at different levels.
4. Teamwork:	The Bureau shall maintain effective team spirit through encouraging individual and team motivation.
5. User orientation:	The Bureau shall in execution of its mandate be demand driven and respond to user needs and priorities.

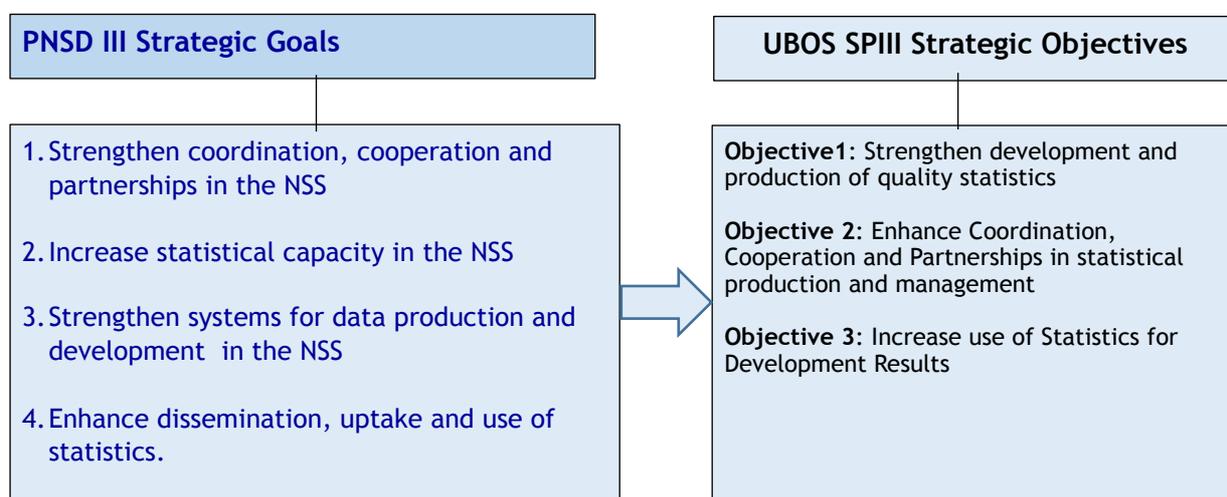
3.3 UBOS SP III Strategic Goal and Outcome

Attainment of the vision and mission will be guided by one strategic goal

Strategic Goal	Outcome
To Develop and Maintain an Integrated, Coherent and Reliable National Statistical System	Reliable and comparable official statistics

3.4 Alignment of the UBOS SP III to the PNSD III

The UBOS Strategic Plan III is one of the building blocks of the PNSD III. Hence, the Strategic Objectives of the UBOS SP III is consistent with those of the PNSD III, which is itself aligned to the NDP III objective of ‘Strengthening the capacity of the National Statistics System to generate data for national development’. UBOS SP III Objective 2 operationalizes Goal 1 of the PNSD III, while UBOS SP III Objective 1 contributes to Goals 2 and 3 of the PNSD III. UBOS SP III Objective 3 operationalizes Goals 4 of the PNSD III.



3.5 Strategic Objectives and Interventions

3.5.1 Strengthen Development and Production of Quality Statistics

The Bureau undertakes censuses, surveys and other data collection activities aimed at generating quality statistics to inform the NDP III as well as other national, regional and international development agendas. In the recent past, there has been an increase in the demand for information because of the requirement to report on the different global, regional, national and sub-national development frameworks in addition to protocols, conventions and treaties that the government has ratified. Thus, the focus of this goal will be on expanding the scope, coverage and frequency of statistical products, strengthening the human resource capacity for statistical production and dissemination, as well as enhancing the infrastructure including ICT systems to support statistical production at the Bureau. The bureau will adopt new methodologies and embrace new technologies.

Previously, the Bureau experienced capacity gaps which have constrained effective production and sharing of quality statistics. Hence, UBOS will have to enhance its capacity¹ to deliver quality statistics products and other statistical services to potential users at all levels. Specifically, UBOS will strengthen the capacity of its staff to generate quality statistics products from both traditional and non-traditional sources. Strengthening of the capacity will entail not only increasing the number of personnel deployed to the generation of statistics but as well building their skills and competences to match the new technologies and analytical methodologies. The capacity enhancement will cover all stages along the statistical value chain.

This goal also focuses on UBOS establishing sustainable structures to support the production of statistics. In particular, Regional/Zonal offices will be created and operationalised to not only reduce the cost of data collection, but also enhance the coordination function with the other actors in the NSS, especially at the sub-national level. Other key initiatives will be the redevelopment of the UBOS Premises in Entebbe Municipality, Wakiso District to host the EAC Statistics Bureau, In-service statistical training centre and a data science laboratory so as to harness new and non-traditional data sources as well as understanding of their methodological approaches, to support their transformation into official statistics to complement censuses, surveys and administrative actions data. In addition, the Professional Services arm will be operationalised to buttress the UBOS efforts in data production at the national level. It will be used as an avenue for mentoring, coaching and sharpening skills in diverse multi-disciplinary areas that enhance the value of statistics such as in-depth analysis, research and communication of statistics.

To ensure continuous production of reliable and real-time data, innovative, cost-effective and efficient methods of statistical production should be adopted. Production of real time data requires adoption of appropriate IT capabilities that will enable the processing of huge amounts of structured and unstructured data. The bureau will also enhance its capacity through acquisition of modern IT equipment to support its business processes for collection, analysis and dissemination of quality data in real time.

The COVID-19 pandemic and other global developments present methodological challenges to the traditional approach of data collection of using face to face interviews. Similarly, technological developments have created avenues for

¹Statistical capacity includes human resource, ICT infrastructure and other physical infrastructure.

cheaper collection of information. There is need to adopt and employ alternative approaches for sustainable and secure data production processes by the Bureau. This requires UBOS, in collaboration with the other actors in the NSS, to develop guidelines on how to address the methodological issues triggered by these changes in statistical production.

The Bureau’s Objective, therefore, is to strengthen production and development of statistics through realisation of the following strategic interventions.

Strategic Interventions;

SI 1.1: Expand The Scope and Coverage of the Social and Economic Statistics Production.

SI 1.2: Enhance Quality Assurance, Monitoring and Evaluation

SI 1.3: Strengthen Human Resource Management and Development for Statistical Production and Management.

SI 1.4: Strengthen ICT Systems and Infrastructure to Support Statistical Production

SI 1.5: Enhance Support Services for UBOS Operations

Strategic Intervention	Strategic Actions
SI 1.1: Expand the Scope and Coverage of the Social Economic and Environment Statistics Production.	<ol style="list-style-type: none"> 1. Undertake production of Economic, Social, Demographic and Environmental Statistical Indicators 2. Development of National Standard Indicator Version 2 Framework aligned to national, regional and international frameworks 3. Develop Methodologies and Update SDG indicators. 4. Implement national surveys and censuses to inform National, Regional and International data requirements. 5. Enhance administrative data Systems in NSS to support the compilation, management and use of administrative data for official statistics. 6. Harness new data sources including big data, data science, Artificial Intelligence, block chain technologies, Citizens Generated Data and geospatial technologies in statistical production. 7. Establish a community Information System working with LGs 8. Undertake research to improve methodologies for key statistics and indicators 9. Strengthen compilation and integration of statistics for cross cutting issues (such as Gender, Human Rights, migration, etc.) in statistical production.

Strategic Intervention	Strategic Actions
SI 1.2 Enhance Quality Assurance, Monitoring and Evaluation	<ul style="list-style-type: none"> 10. Strengthen standardisation in the collection, collation, analysis, and publication of quality statistics 11. Build and maintain statistical infrastructure to enhance statistical production 12. Mainstream documentation of methodologies (Metadata) for NSS indicators. 13. Undertake Statistics Audits and Certification
SI 1.3 Strengthen Human Resource Management and Development for Statistical Production and Management.	<ul style="list-style-type: none"> 14. Improve systems for Human Resource Planning, Management and Development 15. Attract and maintain a competent and motivated workforce to facilitate fulfilment of the UBOS mandate 16. Capacity building programme to enhance capacity along the Data value chain to deliver quality statistics 17. Operationalise the in-service training centre 18. Support statistical professional development and application through collaboration with the academia and relevant organizations
SI 1.4 Strengthen ICT Systems and Infrastructure for Supporting Statistical Production	<ul style="list-style-type: none"> 19. Operational and updated UBOS website 20. Updated national Statistics Database 21. Business Continuity operationalized 22. Adopt the use of new and innovative technologies for statistical production and management 23. Automation of statistical production and management processes 24. Acquire and maintain appropriate ICT infrastructure for UBOS operations 25. Establish a data science laboratory
SI 1.5 Enhance Support Services for UBOS Operations	<ul style="list-style-type: none"> 26. Establish effective and efficient Audit and Accounts systems 27. Develop and implement Risk Management and compliance strategy 28. Establish and operationalise regional/zonal offices/statistical field organisation 29. Provide administrative and managerial support to statistical coordination, production and development 30. Maintain an enabling working environment for statistical production and related services. 31. Redevelopment of UBOS Entebbe Premises to host the EAC Statistics Bureau, In-service statistical training centre and a data science laboratory 32. Develop and maintain a sound financial management system that supports statistical production and related services 33. Develop and implement an effective risk management and compliance strategy 34. Maintain an efficient procurement and disposal system that supports statistical production and related services 35. Ensure UBOS complies with statutory and regulatory frameworks

3.5.2 Enhance Coordination, Cooperation and Partnerships in Statistical Production and Management

Coordination of the National Statistics System (NSS) is essential for unified management and governance of MDAs and HLGs decentralised statistical programmes. The Uganda Bureau of Statistics Act 1998 lists coordination of the NSS as one of the functions of the Bureau. Coordination of national statistical systems is also articulated in various statistical frameworks including the UN Fundamental Principles of Official Statistics, the Cape Town Action Plan for Sustainable Development Data (2017), the Strategy for Harmonisation of Statistics in Africa and the Africa Statistics Charter. Thus, the Bureau has the role of coordinating the production and management of statistics in the NSS, broadening cooperation and partnership in statistical production and management, strengthening the legal framework for statistical production and management and also advocating for institution sustained financing for statistics.

The UBOS SSPS II realised a general improvement in the appreciation of statistics among the data users in the government and private sectors in Uganda. However, the impact is yet to be realised in terms of the paralleled resource allocation to statistical programmes from government. Among data providers, there has been a declining and poor response in some programmes due to their limited appreciation and incentive to providing accurate information. More advocacy by the statistics community is needed for data providers to appreciate the value of providing timely and accurate data, and data users to gain more insight on the evidence-based culture.

Under this Objective, UBOS will focus on strengthening institutional collaboration arrangements, structures and partnerships with the NSS (MDAs, HLGs, the Academia and the non-government actors) for a harmonized and coherent statistical system. The Bureau will spearhead initiatives aimed at increasing awareness on the importance of statistics in society, especially timely provision of information by targeting data providers (communities, households, and businesses), users (policymakers, researcher, and development partners) as well as the media. Although advocacy for statistics in the NSS is an obligation of all data producers, the Bureau has the role of its coordination. Professional associations and groups such as the Uganda Statistical Society (USS) and the ISIBALO Young African Statisticians Association-Uganda Chapter (IYASA) may be supported to undertake that role.

In response to the increasing demand for real-time data, statistical reforms, development of policies and guidelines, Standard Operating Procedures and cooperation agreements with new actors from non-traditional data sources and traditional data sources along the Statistical Value Chain to inform development agenda monitoring and reporting progress are needed. This will inter alia call for amendment of the UBOS Act, 1998, to strengthen the role of UBOS and various actors in the NSS. Public-Private Partnerships will engender the fast-changing innovative technology for data collection, processing, and dissemination especially in the interim period characterized by COVID19 and other potential externalities.

The Bureau’s objective, therefore, is to achieve a coordinated NSS through realization of the following strategic interventions.

Strategic Interventions;

SI 2.1: Coordinate the Production and Management of Statistics in the NSS

SI 2.2: Broaden Cooperation and Partnership in Statistical Production and Management

SI 2.3: Strengthen the Legal Framework for Statistical Production and Management

SI 2.4: Institute Sustained Financing for Statistics

Strategic intervention	Strategic Actions
SI 2.1. Coordinate the Production and Management of Statistics in the NSS	<ul style="list-style-type: none"> 36. Adopt a strategic approach in the production and management of statistics in the NSS 37. Constitute and operationalise statistics governance structures 38. Strengthen supervision, monitoring and evaluation of statistical programmes within the NSS. 39. Establish and operationalize the Professional Services Unit (PSU) 40. Support operationalisation of the Statistics Common Cadre 41. Strengthen staff Continuous Professional Development (CPD)
SI 2.2. Broaden Cooperation and Partnership in Statistical Production and Management	<ul style="list-style-type: none"> 42. Establish partnerships with regional and international bodies on statistical production and development. 43. Enhance cooperation with development partners in statistical production and development 44. Strengthen collaboration between and among MDAs, HLGs, academia, private sector, researchers and civil society in statistical production. 45. Strengthen partnerships with professional bodies, Universities, and associations especially the Uganda Statistical Society and ISI

Strategic intervention	Strategic Actions
SI 2.3 Strengthen the Legal Framework for Statistical Production and Management	46. Amend the UBOS Act, 1998 in line with the African Charter on Statistics and EAC Statistics Act. 47. Create awareness about the statistics Legal frameworks 48. Develop regulations and guidelines for statistics production and development.
SI 2.4: Establish Sustained Financing Mechanism for Statistics	49. Mobilize funds for statistics production and development 50. Advocate for mainstreaming statistics into national policy, planning and budget processes. 51. Align the UBOS Work plan to NDP III Results and reporting Framework.

3.5.3 Increase Use of Statistics for Development Results

There has been a marked increase in the demand for statistics by both public and private sector institutions as well as individuals. The Busan Action Plan (2012) underpinned the need to promote open access to statistics by all other users. However, access to and timeliness of information has remained inconsistent with data needs. There is a concern about the fact that the existing data are not easily accessible to a section of the stakeholders. In addition, there is a low level of statistical literacy and limited appreciation of the importance of statistics in decision making by some decision makers, which is attributed to limited user capacity to interpret and utilise the data to meet their needs.

This goal aims to increase access and satisfaction of vast data user needs. This calls for cheaper and more accessible means of information as well as taking deliberate move to address statistical literacy and use to increase its value and importance among government and non-government decision makers.

The increasing data needs and changing statistical landscape will necessitate adopting innovative technologies and new opportunities in the world of data analytics. Use of modern techniques such as simulation and data visualisation will be key in the generation of policy-oriented information.

Modernisation of the statistics dissemination initiatives and processes is essential for the Bureau to increase usability of its data. Appropriate technologies will be required to increase data sharing options and connection to users. Therefore, the Bureau will develop an effective and efficient system, to enhance the data dissemination, uptake and use of statistics. Thus, the Bureau will adopt relevant,

secure, user-friendly and low-cost technologies that support innovation, wide information sharing, and delivery of statistical outputs, and services to data users.

The need for effective connectivity with a wide range of data-users in the public and private domain calls for utilisation of appropriate IT infrastructure and capabilities. In light with technological developments, the Bureau will advocate for and promote the establishment of open data portals across the NSS, so as to reach a wider spectrum of data users.

The Bureau will develop an effective and efficient data dissemination system across the NSS, enhance uptake and use of statistics, strengthen data user capability to access and use data as well as promote establishment of open data portals across the NSS.

There is also a need for creation of a one stop centre for data and statistics generated in the NSS. Such a centre will ease triangulation of statistics from the different sources and hence ensure consistency in statistics produced by the different actors in the NSS.

The Bureau will attain this objective through realization of the following strategic interventions.

Strategic Interventions;

SI 3.1: Develop an Effective and Efficient Data Dissemination System across the NSS

SI 3:3: Strengthen Data User Capability to Access and Use Data

SI 3.3: Promote Establishment of Open Data Portals across the NSS

Strategic interventions	Strategic Actions
SI 3.1 Develop an Effective and Efficient Data Dissemination System across the NSS	52. Promote extensive use of data visualisation technologies in communicating statistics. 53. Widen the scope, avenues, channels and technologies for dissemination of UBOS' statistical information.
SI 3:2 Strengthen Data User Capability to Access and Use Data	54. Develop and operationalise a client charter 55. Empower users to accurately interpret and use statistics.
	56. Enhance availability of survey/census micro datasets 57. Increase statistical literacy to harness data use.
	58. Institute mechanisms for data user feedback.

Strategic interventions	Strategic Actions
SI 3.3: Promote Establishment of Open Data Portals across the NSS	59. Adopt the Open data movement and platform under the Africa Information Highway 60. Promote the use of open data platforms in the NSS 61. Develop and maintain a one stop centre for data and statistics in NSS. 62. Develop and maintain the National Statistics database

Chapter Four: Financing Strategic Framework

4.1 Introduction

This chapter presents how the UBOS Strategic Plan III will be financed from different sources. Financing of statistics is key for sustainable development and production of statistics

4.2 Financing for Statistics

UBOS in collaboration with Office of the Prime Minister, National Planning Authority and the MoFPED will develop, update, and implement the National Standard Indicator Framework (NSI) as a tool for prioritization of statistical activities in the NSS over the five years. The NSI which is in tandem with the NDP III Results framework, will have clear output and outcome indicators for all the program areas. On an annual basis specific targets will be identified aligned to the statistical requirements in the ensuing budget.

Funding for the UBOS SP III shall be secured from two major sources namely:

1. Appropriation from the Government of Uganda;
2. Grants and donations from any source approved by the Ministry of Finance, Planning and Economic Development.

The total budget for the UBOS SP III (2020/21 to 2024/25) amounts to UGX 713.96 Billion. The budget is based on the Medium Term Expenditure Framework (MTEF) for the current statistical demands and data production requirements. Projects such as the Population and Housing Census planned for 2023 are incorporated. The projected source of funding is given in Table 4.3.

Table 4.1: Five-Year Budget (Uganda Shillings - billions)

Source of Funding	Financial Year						Share of total budget
	2020/21	2021/22	2022/23	2023/24	2024/25	Total	
GoU - Recurrent	40.3	48.36	59.44	59.44	59.44	266.98	28%
GoU - Retooling	20.4	20.41	85.46	196.9	34.76	357.93	54%
Dev't Partners	13.95	15.1	20	20	20	89.05	18%
Total	74.65	83.87	164.9	276.34	114.2	713.96	100%

Source: Division of Finance, Estimates from Medium Term Expenditure Framework

Table 4.2: Five Year Budget by Strategic Objective (Billion Uganda Shillings)

Strategic Objective	Financial Year						% Share By Goal
	2020/21	2021/22	2022/23	2023/24	2024/25	Total	
Strengthen development and production of quality statistics	69.01	77.5	152.4	255.5	105.6	660.0	92.4
Enhance Coordination, Cooperation and Partnerships in statistical production and management	3.52	3.9	7.8	13.0	5.4	33.6	4.7
Increase use of National Statistics for Development Results	2.13	2.4	4.7	7.9	3.3	20.3	2.9
Total	74.65	83.9	164.9	276.3	114.2	713.96	100.0

Source: DSCS, Estimates from Directorate/Division Activity Plans

On an annual basis, the Bureau will be presenting to the Ministry of Finance, Planning and Economic Development the resource requirements for the next financial year for consideration and later submit to Parliament for appropriation. The resource requirements will be based on the activities agreed upon for implementation in the financial year. The Bureau shall develop a resource mobilization strategy.

Chapter Five Strategy implementation

5.1 Introduction

Strategy implementation is an important stage of the planning process. It is primarily an operational process that focuses on efficiency and requires considerable resources including organisation and leadership skills as well as funding; motivation of personnel; and coordination among many stakeholders (institutions and people). The purpose of Plan implementation is to:

- deliver the results, achieve purpose and contribute effectively to the overall Plan goals;
- manage the available resources efficiently; and
- monitor and report on progress to support performance management.

In particular, implementation of Goal 2 of this plan will operationalise implementation of the PNSD III. Hence, key partners under the PNSD III will contribute to delivery and success of the strategic objectives through the implementation of their respective SPSs, effective use of data, statistical advocacy, strengthening statistical capacity, financing and harmonized statistical governance and coordination mechanisms. Implementation of this plan will primarily involve institutional and organizational enhancement and mobilization of drivers of strategic success, viz., people, processes and technology improvement.

5.2 Institutional Enhancement

(a) Creating Awareness about the UBOS SP III

Awareness about this Strategic Plan will be created at all levels to ensure buy-in, appreciation and support. Special focus shall be placed on internal staff awareness through operationalization of the statistics committees, staff induction and orientation, during internship programmes and at staff general meetings. The Executive Director and Executive (EXCOM) Committee shall take special role to always report on the UBOS SP III, especially progress of implementation during EXCOM, Management and staff meetings.

The UBOS Strategic Plan shall be widely shared with development partners and all visiting delegations in order to enlist pragmatic awareness creation by the different development partners and donors. Both hard and soft copies of the Plan will be shared manually and using the UBOS website to enhance accessibility and reference. Advocacy materials such as brochures, briefs, leaflets, etc will be produced and shared widely at major events such as Statistics week and with major visitors to the Bureau.

(b) Organisational Strengthening

The Uganda Bureau of Statistics Act was enacted in 1998. However, the Act does not specify the obligations of the other actors in the NSS, and the supervisory role of UBOS. In addition, there have been major changes in the statistical landscape which the Act which couldn't have been anticipated at the time of its formulation. This, therefore, calls for revision of the statistics legislation to take care of the following dimensions;

1. Better articulation the role of various actors NSS and UBOS as a coordinator of the NSS;
2. Recognizing new sources of data as potential sources of official statistics; and
3. Taking care of technological developments in data collection, management, analysis and dissemination.

(c) Institutional Restructuring

Best practice requires that a change in strategies is accompanied by change in structure to implement the strategy. Therefore the UBOS structures has been revised to provide for an enabling environment to implement this plan. The new structures will enhance the Bureau's efficiency. It also provides for strengthening of Zonal Offices, establishing of an In-service Training Centre as well as the business arm of the Bureau. The structure introduces the:

- a. Proposed field 39eorganization (Zonal offices) - to reduce on the cost of data collection and enhance the liaison function at the sub-national level.
- b. In-Service Training Centre - despite the existence of STCs, they cannot offer all the skills required in the NSS. The Bureau should set up an in-service training centre which can offer tailored training to practicing statisticians in selected aspects of statistical production. The curricula for such trainings would be developed taking into consideration the theoretical background of the trainees as well as the needs and environment of their offices.
- c. Directorate of Methodology and Professional Services (DM&PS) - The country has a vast resource of skilled personnel whom the Bureau can tap into on a 'when needed basis' to enhance its capability. The DM&PS would be able to bid for and undertake statistical activities outside the activities those planned for under the GoU work plan.
- d. Risk Management Unit- Risk management has become an important component in strategic management and has been incorporated under the corporate services to mitigate risks.

5.3 Coordinating Implementation of the UBOS SP III

As enshrined in the UBOS Act, 1998, the UBOS Board of Directors will provide policy direction regarding implementation of the UBOS Strategic Plan III. Under the leadership of the Executive Director, UBOS in collaboration with MDAs and Local Governments, Research and Civil Society Organizations, Academia, Professional bodies and Development Partners will execute the interventions stipulated in this plan. The office of the Executive Director will have one Deputy Executive Director and a Department of Public Relations. The Executive Director together with the Deputy Executive Director and the 8 directors will form the Executive Committee (EXCOM) of the Bureau, whereas the Directors and Heads of Departments will form the Management Committee of the Bureau.

The UBOS management committee will review progress on the implementation of the Plan on a monthly basis. Other structures that will facilitate coordination of the plan implementation include the Finance and Planning Committee, Training Committee and the Statistics Committee. In addition, the Executive Director may appoint other committees to manage specific tasks.

5.4 Structural Themes of UBOS Operations

In order to streamline the operations of the UBOS, the institution will operate under 8 core thematic area.

1. Economic Statistics

This thematic area will focus on the Agriculture, Environment, Business, Industry, Infrastructure, External Trade, Price and Government Finance Statistics. In addition, compilation of key economic indicators and compilation of national accounts will be covered under this thematic area.

2. Population and Social Statistics

This thematic area will focus on production of demographic statistics, accommodation and social statistics including health, education, crime, governance, peace and security statistics. This area will also focus production of socio-economic statistics through nationwide household surveys and censuses.

3. Statistical Coordination Services

This thematic area will focus on promoting cooperation and partnership in statistical production and management, monitoring and supervision, statistical capacity development of the NSS statistical programmes as well as ensuring adherence to national and international standards and best practices. In addition, support to the provision of small area statistics to facilitate community level planning and targeting will be a key aspect under this area.

4. Methodology and Professional Services

This thematic area will focus on development of methodology for statistical production in the NSS, provision of professional statistical services and management of projects at UBOS. This will provide a business arm of the bureau to facilitate generating internal revenue as well as maintaining the in-service training centre to train new and practicing Statisticians.

5. Digital Solutions and Data Capability

This thematic area will be responsible for providing geographical information services related to socio-economic data, as well as assisting other units in UBOS to utilize geographic information for analyzing and disseminating data. In addition, communications, automation of business processes and statistical data management will a key function under this thematic area.

6. Corporate Services

This thematic area will cover Human Resources management, proper management of the Bureaus resources and ensure that the workplace environment, ensure efficient and prudent procurement and disposal system including electronic procurement as well as risk management.

7. Legal Services and Board Affairs

This area will focus on Board matters and also ensure that all UBOS operations are in line with legal and policy requirements.

8. Internal Audit

This area will focus on internal controls and compliance to statutory guidelines and regulatory frameworks

5.5 Roles and Responsibilities of Implementing Partners

In addition to the UBOS Directorates and Divisions, there are several partner institutions which will play a critical role in the implementation of the UBOS SP III. These are outlined in Table 4.1.

Table 4.1: Roles and Responsibilities of the UBOS SP III Implementing Partners

Category of institution	Roles and responsibilities
Office of the Prime Minister	<ol style="list-style-type: none"> 1. Articulating data needs for monitoring and evaluation of performance of Government 2. Enlisting high-level support for evidence-based decision making 3. Mobilizing resources for statistics
Ministry of Finance, Planning and Economic Development.	<ol style="list-style-type: none"> 1. Provide funding for statistics activities in the NSS 2. Spearhead creation and operationalization of common cadre for statistics 3. Lead operationalization of the National Standard Indicator (NSI) Framework

Category of institution	Roles and responsibilities
National Planning Authority	<ol style="list-style-type: none"> 1. Articulating NSI/NDP data demands 2. Advocacy for statistics 3. Create partnerships with key producers in unique areas of statistics such as administrative data
Ministry of Local Government	<ol style="list-style-type: none"> 1. Articulation of the data requirements of Parish Development Model 2. Support the implementation of the Community Information System
Development Partners	<ol style="list-style-type: none"> 1. Support Government in statistical development through financial, technical and any other forms of assistance
Professional Associations	<ol style="list-style-type: none"> 1. Creating advocacy for statistics 2. Promoting professionalization within the statistics profession
Non-State Actors (i.e. CSOs, Private Sector)	<ol style="list-style-type: none"> 1. Engage in statistical production, dissemination and use to provide indicators for development frameworks and also to enhance evidence-based decision making and reporting on their operations 2. Participate in UBOS's activities aimed at enhancing data quality
Training Institutions, Academia	<ol style="list-style-type: none"> 1. Offer tailor-made training to practicing statisticians 2. Undertake in-depth and policy-oriented analysis and research
Economic Policy Research Centre	<ol style="list-style-type: none"> 1. Partner in the production and analysis of thematic statistics such as poverty analysis 2. Undertake audit of statistical processes
Other Ministries, Department and Agencies, & Local Governments	<ol style="list-style-type: none"> 1. Production of quality administrative data 2. Set up statistical systems and Infrastructure 3. Statistical Advocacy & participation in Capacity Building

5.6 Institutional Sustainability Arrangements

The Bureau's sustainability arrangements will continue to leverage operationalization of existing coordination structures at MDAs and HLGs levels; utilization of the Lead Government Agencies under the 18 NDP III Programmes as focal points for data production, review of the 1998 Statistics Act to include all the non-state actors and the emerging data needs of the NSS among others

The technical and financial sustainability arrangements include putting in place mechanisms for adequate skilled and competent human resource and an uninterrupted flow of financial resources for statistics required to compile quality statistics in the Bureau. Further, the Bureau will continue to collaborate and cooperate with stakeholders at national, regional and international levels to boost its statistical capacity to develop and produce high quality statistics.

5.6.1 Human Resources for Statistics

The Bureau will maintain an adequate competent and motivated staff that can undertake internal UBOS functions but also provide technical support to other actors in the NSS. Specifically, the Bureau will leverage the In-Service Training Centre and the STCs to develop technical competences and skills in the NSS.

Partnerships with other professions are essential to build a multi-disciplinary team that can support data management systems, statistical production and development in the country. UBOS, MoFPED, and MoPS will re-engage to operationalize the Statistics Common Cadre and institutionalise statistics structures in all MDAs/HLGs to ensure sustainable compilation of quality statistics in the NSS.

5.6.2 Partnerships and Collaborations

Through existing collaboration and coordination arrangements, enhanced stakeholders participation will ensure sustainability of statistical programs and activities at national and subnational levels. Moreover, continuous partnership and collaboration with international and regional organisations under south-to-south cooperation arrangements will build institutional statistical capacity to produce quality statistics that meet users needs.

Chapter Six: Communication Strategy

6.1 Introduction

The United Nations Fundamental Principles of Official Statistics emphasizes that ‘... official statistics that meet the test of practical utility are to be compiled and made available on an impartial basis by official statistical agencies to honour citizens’ entitlement to public information’.

The UBOS SSPS II end-term evaluation showed that although UBOS has had a tested record of disseminating data that were accessible through website and online databases as well as workshops targeting key stakeholders, there is no supporting policy. The lack of consolidated communication policy and advocacy strategy for the NSS has had far reaching consequences. The communications and advocacy policy is a brief statement of what the Bureau intends to do or not to do and how it intends to do what it intends to do. However, a communications and advocacy strategy is a more detailed critical piece bridging the situation analysis and the implementation of the SPSS. It is a written plan that details how an SPSS will communicate and advocate for its vision, given the situation analysed. The consolidated communication and advocacy strategy for the UBOS SPS III will use a systematic process and theory to design and implement communication and advocacy activities that encourage production and use of statistics.

6.2 Statistics Communication and Dissemination Strategy

The UBOS SPS III recognises that when data are produced, they should be put to use especially for policy, decision-making, monitoring and evaluation of development programmes and processes. This Strategic Plan aims to ‘Develop an effective and efficient data communication and dissemination system across the NSS’. An NSS-wide dissemination strategy and policy will serve to ensure that data and information are provided to key users in a user-friendly manner with sufficient metadata. Of crucial importance will be achievement of timeliness in data release according to pre-announced release calendar, as well as ensuring that data are released to all users at the same time.

6.3 Feedback Strategy

The Bureau will put in place a feedback mechanism to enable stakeholders in the NSS to provide appropriate feedback about their experience and impact in the use

statistics. In addition, the user satisfaction surveys Bureau will be conducted to elicit statistics user's satisfaction of statistics products and services.

7.1 Introduction

Risk Management is the process designed to reduce or eliminate the risk of certain kinds of events happening or having an impact on the business of an entity. A number of potential risks that can affect the successful implementation of the strategy namely; strategic, operational, financial, and compliance risks are presented in the

7.2 Risks in implementing the Strategic Plan

Table 7.1. The identified risks will be regularly monitored, evaluated, and mitigated to the extent possible, based on the probability of their occurrence.

Table 7.1: Risks in implementing the Strategic Plan

Description of risk	Level of risk	Impact	Mitigation measures
Strategic risks			
1. Ineffective plan implementation	Medium	<ul style="list-style-type: none"> Failure to introduce and manage change Failure to introduce modern management systems and procedures 	<ul style="list-style-type: none"> Mobilizing drivers of strategic success, including a strategy supportive culture and action plan Achieving strategic alignment through advocacy
2. Failure or delay in amending/enacting and passing the NSS Statistics Act	High	<ul style="list-style-type: none"> Weak statistical systems in the NSS Weak statistical coordination structures in the NSS NSS failing to produce required indicators for development frame 	<ul style="list-style-type: none"> Strong advocacy and lobbying to MFPED, MoPS, Parliament and other high level circles to have the enactment of the Draft Bill fast tracked
Operational risks			
3. Staff attitudes and behaviors	Medium	<ul style="list-style-type: none"> Staff failure to champion Modernisation and transformation of the NSS Duplication of efforts and resource wastages The innovation, creativity and timeliness in delivery of the right statistical products may be undermined 	<ul style="list-style-type: none"> Work ethics and change-oriented thinking will have to be promoted to all staff The Balanced Score Card will be used to foster organizational change Effective operationalization on UBOS communication policy to diffuse understanding of the plan strategies, mobilize staff to support it, and provide for feedback on the strategies
4. Data insecurity, inadequate data back-up and recovery	High	<ul style="list-style-type: none"> Data loss Leakages of confidential information 	<ul style="list-style-type: none"> Establishing offsite data storage facilities Putting in place and promoting an archiving, backup and recovery programme

Description of risk	Level of risk	Impact	Mitigation measures
5. Respondent fatigue	Medium	<ul style="list-style-type: none"> Increased number of refusals/none responses in surveys 	<ul style="list-style-type: none"> Ensuring good coordination among data producers to minimize the burden on respondents Ensuring effective advocacy campaigns before commencements of planned surveys and periodically for the routine programs
6. Inadequate data from MDAs/HLGs/CSOs	High	<ul style="list-style-type: none"> Poor quality data 	<ul style="list-style-type: none"> UBOS will support building statistical capacity for MDAs/HLGs/CSOs
7. Effect of COVID-19 Pandemic	High	<ul style="list-style-type: none"> Failure to carry out data collection 	<ul style="list-style-type: none"> Encouraging online data collection where possible Strengthening and equipping regional offices Strengthening and making use of Community Information System (CIS).
8. Political interference	Medium	<ul style="list-style-type: none"> In accurate data coming from the sectors Fall out with political leadership on release of indicators such as that of poverty 	<ul style="list-style-type: none"> The UBOS Act and its provisions will be widely promoted within the sectors and across NSS
9. Lack of or inadequate commitment to statistical coordination and collaboration.	High	<ul style="list-style-type: none"> Duplication of efforts and wastages of resources Respondent fatigue Inadequate data quality in the NSS 	<ul style="list-style-type: none"> Enacting the NSS Act to strengthen the coordination Establishing and operationalizing the statistics common cadre Carrying out statistical advocacy
Financial risks			
10. Inadequate financing for statistics (budget cuts)	High	<ul style="list-style-type: none"> Unfunded statistical programs Failure to produce all required indicators 	<ul style="list-style-type: none"> Mainstreaming statistics in sectoral budget policies and programmes Advocating for statistics Carrying out sensitization and awareness programmes, and keeping abreast of changing data requirements in government and among development partners
11. Withdrawal of donor supports	High	<ul style="list-style-type: none"> Loss of jobs of temporary staff Stalling of donor supported programs 	<ul style="list-style-type: none"> Conducting high level Donor breakfast meetings annually Statistical advocacy
Compliance risks			

Description of risk	Level of risk	Impact	Mitigation measures
12. Supply of sub-standard goods/ services/supplies for statistics production	Medium	<ul style="list-style-type: none"> • System failures • Data loss 	<ul style="list-style-type: none"> • Awarding contracts to competent and recognized suppliers • Adhering to PPDA guidelines
13. Noncompliance to the statistics policies, guidelines and procedures by statistics producers in the NSS	High	<ul style="list-style-type: none"> • Poor quality data 	<ul style="list-style-type: none"> • Popularize statistics policies, guidelines and procedures by statistics producers in the NSS

Chapter Eight: Monitoring and Evaluation Arrangements

8.1 Introduction

Monitoring and evaluation (M&E) are processes that help improve project and organizational performance so that you can achieve the results you want. The monitoring piece of M&E provides detailed information on assessed activities and where improvements can be made

8.2 Monitoring

Monitoring the implementation of a strategic plan is important for tracking progress by identifying achievements, challenges and proposing corrective actions where need arises. The Bureau will develop a gender-responsive monitoring, review and evaluation plan in line with the UBOS SP III results framework. Similarly, evaluation of the outputs, impacts and outcomes of the UBOS SP III is necessary to determine overall performance of the Plan. The Bureau will continue to monitor and evaluate implementation of this Strategic Plan and processes for efficient and effective statistical production, development, and management in the NSS. Progress of the UBOS SPS III will be monitored along the PNSD III Results Framework and NDP III Results Framework. Specifically M&E will be undertaken to:

- a) guide planning and allocation of resources;
- b) facilitate improvements;
- c) generate lessons for continuous learning and innovation; and
- d) demonstrate results, for accountability and preservation of the institutional memory.

Systematic and periodic reporting shall be a critical component of the plan implementation spearheaded by the Directorate for Statistic Coordination Services (DSCS). Harmonisation of progress reporting systems and requirements will be made during implementation of the Strategy. Regular reports will be produced and discussions will be organized to communicate with the respective stakeholders regarding their results and challenges in activity implementation, to address issues and take any necessary corrective actions.

The Bureau has automated its M&E systems. However, the system is undergoing improvements and is yet to facilitate effective feedback. Feedback is necessary for regular monthly, quarterly, and annual reports. Over the UBOS SP III period, the system will be expanded to cover other MDAs and HLGs under the PNSD III. The e-M&E system will be elaborated to monitor the SPS implementation to ensure it is

on track and that specified outputs, outcomes and impact are measurable. The automated M&E system will increase efficiency and generation of real time M &E performance reports during implementation of this Strategic Plan. The system will be broadened to include performance indicators set at the Bureau, national, regional and international level.

The M&E unit of the DSCS will play a pivotal and leading role in this activity with support from other Departments and Directorates in line with the NSS M&E framework. Participatory and consultative M&E approaches will be adopted during the implementation of M&E activities to ensure buy-in and appreciation of the processes as well as results. All M&E findings shall be disseminated to the stakeholders using different approaches and ICT platforms.

The following activities will be undertaken;

1. Monthly Directorate/Division, Sector and Management meetings shall be conducted to monitor performance of the Directorates/Divisions, Sectors and the Bureau, respectively. The monthly meetings will be chaired by heads of Directorates or Divisions. The monthly briefs shall be prepared to inform the respective meetings.
2. Quarterly UBOS Statistics Committee meetings to review progress of the plan implementation and prepare the performance reports will be held. The meetings will be chaired by the Director, DSCS. Other quarterly performance reports shall be prepared and submitted to relevant authorities such as the Ministry of Finance, Planning and Economic Development. The progress shall be reported on the e-M&E system.
3. UBOS Bi-annual performance reviews shall be conducted to discuss and share the performance of the Directorates/Divisions, generate lessons and strategies for improvement at the plenary. The performance reviews will be chaired by the Executive Director. The Bureau shall as well compile progress on her performance and submit to the Office of the Prime Minister for the Government Annual Performance Review (GAPR) and the National Planning Authority.

8.3 Evaluation

Evaluation of core Bureau activities and programmes will be undertaken by the Directorate of Statistical Coordination Services. An evaluation criteria will be applied to statistical programmes costing over Uganda Shillings Five Hundred Million (UGX 500 Million).

Overall, this Plan will be monitored and evaluated basing on the performance indicators/M&E framework that will be set along the levels of the results chain. The PNSD Theory of Change and NSS M&E Framework shall be the guide. In order for M&E to remain at the cutting edge, measures aimed at integrating ICT and modern methods of M&E will be explored. In addition, the Bureau will support

benchmarking, study tours in model organisations and continuous staff skills development through training of staff undertaking M&E.

A baseline study will be conducted to guide the formulation of performance indicators and target setting for this Plan. The overall results will be incorporated in the UBOS M&E Framework aligned to the National Development Planning guidelines.

8.4 Periodic Reviews

Annual reviews to identify good practices and lessons learned and provide feedback to management as a basis for possible implementation adjustments will be undertaken. Midway through the implementation period of the UBOS SPS III, a review (preferably two years into the plan implementation) by an external consultant to establish and document achievements, best practices, challenges, success stories and lessons learnt will be undertaken. The results will inform any gaps and challenges to the attainment of the planned goals and objectives set in the plan.

An end of term evaluation will be undertaken covering the entire UBOS SP III period (2020/21 to 2024/25). The end of term evaluation will also be used to document achievements registered, challenges encountered, best practices generated, lessons learnt, and proposals made on the way forward in designing the UBOS SPS IV and PNSD IV.

Chapter Nine: Censuses and Surveys

During the period of the UBOS SP III, the Uganda Bureau of Statistics will undertake several projects-data collection activities with varying degrees of intensity and financial requirements. However, all these are regular activities although with varying periodicities. The Bureau will prepare detailed project documents for each of these activities outlining among others the target population, methodology, data collection period, expected results and the budgetary implications.

9.1 Censuses

9.1.1 National Population and Housing Census

The Uganda Bureau of Statistics Act No. 12 of 1998 provides for the Minister responsible for Planning to direct ‘that a Census be taken’ on any matter specified in the Act. This is the legal basis for conducting the National Population and Housing Census (NPHC) in Uganda. The long-term objective of the National Population and Housing Census (NPHC) is to ensure availability of bench-mark demographic and socioeconomic data for use in planning, evidence based decision making, policy formulation and programme evaluation. The Census report presents the results in broad categories of population and household characteristics and housing conditions. The population characteristics covered include spatial distribution of the population, age and sex composition, religious and ethnic composition, education and literacy, economic activity, orphan hood and disability. The household and housing conditions include socio-economic amenities available to households and quality of housing among other variable. The NPHC is conducted every after 10 Years.

9.1.2 Census of Agriculture and Aquaculture

Agriculture is one of the main economic activities in Uganda; it is the second most important sector after service contributing about 24.8 percent to Gross Domestic Product (GDP) (UBOS, 2014), employs about 72 percent of Uganda’s population and about 40 percent to total export earnings. About 85 percent of the population live in rural areas of the country where most of them derive their livelihood from agriculture. Much of the agricultural production in Uganda takes place at household level, essentially using household labour. Agricultural production in the country is based on smallholder production. There are now about 6 million such holders who carry out rain fed agriculture and who, on average, cultivate less than

1.5 hectares mainly using hand hoes, pangas and ploughs. Many of them live still at the subsistence level.

A census of agriculture is the main source of structural data on agriculture including data on the number, size and distribution of agricultural holdings, characteristics of agricultural households and their holdings, role of women, land tenure, land use, crops, irrigation, livestock, agricultural practices, agricultural labour, use of machinery and equipment, and other agricultural inputs, urban agriculture, etc. It provides *benchmark* data on the sector for the country as a whole and for the administrative sub-divisions, such as districts. Uganda has had only three censuses of agriculture, the first being in 1963/65, the second one was conducted during 1990/91. However, its results were contested by Government and were not widely used. Ideally another round would have been conducted during 2000/01 in conformity with FAO recommendations. However, lack of funding did not allow the census to be undertaken. The only structural data that is now available and representative of the agricultural sub sector in Uganda is that collected during the Uganda Census of Agriculture (UCA 2008/09). The third one is being planned for 2023 after conducting the National Population and Housing Census. The planned census will have three-near census modules and these are; the Crop Census Module, the Livestock Census Module and the Aquaculture module. The long-term objective of the Agriculture Census is to have a system of Food and Agriculture Statistics (FAS) in place. The Agriculture Census is supposed to be carried out every after 10 year as per the World Census of Agriculture Recommendations.

9.1.3 The National Livestock Census (NLC)

Livestock rearing is one of the most important economic activities in the rural areas of the country contributing significantly to the national economy. It provides supplementary income to most of the family dependent on agriculture and for many landless families, the income generated through the livestock rearing activities has been the mainstay. Apart from providing a subsidiary income to the families, livestock is also a source of protein in the form of milk, eggs and meat. During 1963/65, the Uganda Government was assisted by FAO and the Department of Technical Cooperation of the United Kingdom, to conduct the first Census of Agriculture, which collected livestock data, too. The second census called the National Census of Agriculture and Livestock was conducted during 1990/91. It covered the whole country except the Karamoja, Teso and Acholi sub-regions due to the security situation prevailing then. However, its results were contentious. An Agricultural Module was included in the PHC, 2002 and collected data on crop plots as well as on livestock and poultry numbers. In the Uganda National Household Survey (UNHS) conducted in 2005/06, an Agricultural Module was made a core module for UNHS and livestock data was collected. In 2008, The Ministry of Agriculture, Animal Industry and Fisheries in close collaboration with UBOS undertook a livestock Census in all the districts as at July 2007 on a sample

enumeration basis. Besides the major statistical exercises mentioned above as sources of livestock data, others are: periodic and ad hoc sample surveys, research institutes and experimental station records and administrative records and returns. The long-term objective of the National Livestock Census is to have information on the structure and organization of the livestock sector. The exercise is undertaken as part of the Agriculture census and happens every after ten years.

9.1.4 Census of Business Establishments - COBE

The Census of Business Establishment (COBE) is a complete Enumeration of all operating economic units with a fixed location in the country, irrespective of the number of employees. Business Register (BR) is a record of all active business establishments in the country. Essentially, it contains structural information about each business, including (but not limited to) name, economic activity, location and employment by sex. This structural information is central to the collection of business statistics because it enables one to identify and describe more precisely each business' participation in the economy. It provides a frame from which a sample that accurately represents a population of business establishments to be surveyed and studied can be selected. The fieldwork covers all businesses with fixed premises, including market stalls, shops and kiosks where at least one person is employed. The specific objectives of this census included;

- Obtain the spread of businesses by economic activity
- Determine the employment in businesses by Sex
- Determine the Ownership Status of Businesses
- Determine the location of businesses in the country

The COBE is carried out every after 10 years with update of the Business Register once in the ten year duration. The next COBE will be conducted in 2030/31 with the BR updated once in 2025/26.

9.2 Economic Surveys

These are surveys conducted on a set of economic units. The economic units include agricultural holdings, business establishments, other institutions and economic enterprises. They also cover economic activities outside household settings.

9.2.1 Annual Agricultural Surveys

The overall objective of the Annual Agricultural Survey (AAS) is to provide high quality and timely current agricultural data on priority core macro and micro development indicators on the performance of agriculture sector as well as indicators on crop, livestock and environment interaction for better agricultural policy making. It also provides a plat form for developing, piloting and validating

innovative methods for the collection and dissemination of data. In addition, the AAS aim at addressing the emerging data requirements posed by the Sustainable Development Goals (SDGs) such as data on biofuels, global warming, and the environment as well as food security. Additionally, it also provides data with high-quality statistical evidence for the implementation and monitoring of development programs and policy such as the Comprehensive Africa Agriculture Development Programme (CAADP, 2015-2025), the NDP III, and the National agricultural Sector policies and programmes. Moreover, the AAS aims at re-enforcing the integration of the census of agriculture in a multi-year survey programme which is consistent with Agricultural Integrated Survey (AGRIS) concept as outlined in the World Programme for the Census of Agriculture 2020. The AAS is implemented using a modular approach with both core and rotating modules. Core Module: yearly data collection on current agricultural production (crop and livestock) integrated with economic and socio-demographic statistics (roster). Rotating Modules: thematic data collected with lower frequency (2-5 years): economy, labor, machinery & equipment, production methods & environment.

9.2.2 National Manpower Survey (NMPS)

The overall strategic goal of the NMPS is to provide policy-makers, planners and other key stakeholders at the national, sub-national, and international level with an improved understanding of the country's human resource capacity, utilization and needs. The survey results facilitate the work of the NPA and other sector Ministries, development partners and the civil society in developing policy briefs to for improved service delivery. In particular, the survey collects information on human resources capacity, development and utilization in Uganda and provide an analysis of the human resource dynamics in Uganda which is a major input into the country's national development priorities and labour market indicators. The survey is supposed to be undertaken every five years and Uganda has since undertaken two surveys and is planning to undertake a third one during this financial of 2021/22.

9.2.3 Informal Cross-Border Trade (ICBT) Survey

The Informal Cross-Border Trade (ICBT) Survey is conducted monthly by UBOS in collaboration with Bank of Uganda and Uganda Revenue Authority (URA). The survey collects quantitative data on informal cross-border transactions of goods between residents and non-residents along the main borders. Currently, the survey covers 20 designated border posts along Uganda and her neighbours and 4 bus terminals in Kampala. Informal imports and exports of goods are recorded during the monitoring weeks.

The data from this survey is used to fill existing data gaps in international merchandise trade statistics so as to improve estimates for Balance of Payments and National Accounts.

9.2.4 International Trade in Services (ITS) Survey

The Bureau collects quarterly information on imports and exports of services between residents and non-residents from selected enterprises/companies. The companies covered under the survey are engaged in supplying services to non-residents or consuming services from non-residents. The data is coded in accordance to EBOPs classification to facilitate international comparability. The information collected is used for monitoring the performance of external services sector. Data is updated on quarterly basis and a report is produced annually.

9.2.5 Price Surveys

Price Surveys are conducted to measure changes in price levels in the economy and generate indicators for Inflationary measures. The Bureau will continue to conduct the following price surveys;

i. Consumer Price Index (CPI) Survey

The CPI is designed to measure the price changes over time for a fixed basket of consumption goods and services commonly purchased by the households. The CPI Survey is conducted weekly (for Kampala) and monthly at all the designated 10 centers in Uganda. The centres covered are; Kampala (Kampala High Income, Middle Income and Low Income), Jinja, Mbale, Masaka, Mbarara, Gulu `Fort Portal and Arua.

In addition, the CPI survey has been expanded to include rural centres in the country to collect the prices of goods and services consumed by the rural households. The rural CPI index is currently under development and will soon to be produced.

The weekly and monthly CPI are used by the central bank in determining the Central Bank Rate, which is the rate at which commercial banks borrow from the central bank. In addition, it is used to measure inflation in the country.

ii. Producer Price Index Survey- Manufacturing & Utilities (PPI-M&U), Hotels and Restaurants (PPI-H&R) and Agriculture

The PPIs are used to deflate GDP series and are used for comparison of input and output costs for particular products.

- PPI-MU is an index that measures changes in the prices of Index) or as they enter the production process (Input Price Index).
- PPI-H&R measures the average change in the prices that Hotels and Restaurant service providers receive for their services. It is an output Price Index designated to reflect the price trend of a constant well-defined and representative basket of services provided by Hoteliers. The index is divided into two categories namely Accommodation and Catering services. The catering services are further divided into two categories; food and snacks and drinks.
- PPI-Agriculture measures changes in farm-gate prices received by farmers at the point of production for a particular commodity.

iii. Construction Sector Indices (CSI)

CSI measures the monthly and annual changes of input prices for the whole Construction Sector (Covering material prices, wage rates and equipment hire

rates). It shows composite input price for the construction sector and their basic heading components. The base period for this index is February 2021.

iv. Import Price Index Survey

The Import price survey is conducted quarterly to collect prices of selected imported goods from enterprises/companies that are engaged in international trade. The prices collected are used to compute the import price indices for a particular quarter.

v. Real Estate Index

The Indicator covers real estate prices and data is collected on a quarterly basis to produce the Residential Property Price Index (RPPI). The geographical coverage of the indices is the Greater Kampala Metropolitan Area (GKMA), covering Kampala district and urban areas of Wakiso district. Specifically the indices is produced for the areas of Kampala and Makindye. Nakawa, Wakiso, Kawempe and Rubaga. Uganda Bureau of Statistics (UBOS) uses the method of Hedonic pricing approach to compute the RPPI. Hedonic pricing is a method that identifies price factors. The factors are represented as price determining characteristics that exist and affect both internal and external features of the property.

9.2.6 Index of Production (IOP) Survey

The Index of Production (IOP) is a quantum index that measures monthly trends in the volume of goods produced by the manufacturing sector in the country. Monthly data for the compilation of the index is collected on a quarterly basis. The number of establishments from which data is collected ranges between 190 and 209 operational establishments.

In the compilation of the index, the manufacturing sector is divided into eight groups: Food Processing which includes processing of meat, fish and dairy products; grain milling; bakeries, sugar and jaggery; coffee roasting; coffee processing; tea processing; other food processing and animal feeds, Beverages and Tobacco, Textile, Clothing, Leather and Footwear, Timber, Paper and Printing, Chemicals, Paint, Soap and Foam Products, Bricks and Cement, Metal Products, Miscellaneous group, which includes manufacturing of vehicle accessories, plastic products and electrical products.

9.2.7 Uganda Business Inquiry (UBI)

The Uganda Business Inquiry (UBI) is an economic survey covering only a sample of the formal businesses in the economy. The UBIs is undertaken every 5 - 7 years, unlike the annual Business Survey (ABI) is an annual survey.

The major objective of the UBI is to provide vital information on the economic performance of the main sectors of the Uganda economy and evaluate their contributions to the Gross Domestic Product (GDP) The information obtained from the UBI will be used to update and improve our estimates of GDP in Uganda.

9.2.8 Distributive Trade statistics (DTS)

Distributive Trade statistics (DTS) is concerned with provision of data about economic units whose main activity is wholesaling and Retailing (i.e. sale without transformation) of any types of goods together with performing services incidental to sales such as repair, installation and delivery.

The growing interest in Distributive Trade Statistics is due to a steady increase of contribution of distribution trade to the total economy in terms of Value added and employment in most countries. Increasingly, the distributive trade provides a link between producers and buyers who are not only residents of a given economy but also producers and buyers operating on the global markets as exporters and importers. In this context, availability of high quality distributive statistics becomes a precondition for an in-depth analysis of globalization. While in developed countries distributive trade is well organized and can, normally, be captured by standard statistical means, in developing countries a lot of distributive trade is still carried out in the informal sector of economy which complicates statistical observation.

Distributive trade is important source of information for developing and monitoring effectiveness of economic policy and carrying out business cycle analysis. The analysis performed with short-term distribution trade statistics include comparison of activities of distributive trade units between two different points in time and comparison within one reference period of two or more different sub -populations.

9.2.9 Resource Flows Survey on Family Planning

Statistical information on resource flows for Family Planning within a country is critical for evidence-based policy and decision making in the Health sector. The information is also critical for monitoring progress in achievement of Government commitments to FP service provision in Uganda.

The annual Resource Flows Survey therefore aims to track the flow of funds towards Family Planning activities in Uganda. The survey collects information on funds received for Family Planning and expenditures towards Family Planning methods and services.

The information is mainly used for advocacy and mobilization of resources towards implementation of the International Conference on Population and Development- Programme of Action (ICPD - PoA) and achievement of Family Planning goal 2020 by development partners and other stakeholders.

The Uganda Bureau of Statistics (UBOS) has been conducting the annual Resource Flows Survey (RFS) in Uganda since 2011. Data collection usually spreads over a 3-month period. Data is collected from all institutions undertaking Family Planning activities namely; Government Ministries, Department and Agencies (MDA), Non-Government Organisations (NGO), Importers of Contraceptives and selected Private Health facilities. It is ongoing this year 2020, 2021 2030

9.3 Social Surveys

These are surveys that are household based and mainly cover socioeconomic characteristics, behavioral patterns, attitudes and perception of households.

9.3.1 Uganda Demographic and Health Survey (UDHS)

The UDHS are undertaken to address the needs of Health Sector Programs. The survey is designed with the broad goal to provide policy makers in the Ministry of Health and other organizations with information to monitor and plan future interventions effectively, especially in its health sector reform activities. Information from the UDHS is essential for informed policy-making and planning, monitoring, and evaluation of health programs in general and reproductive health programs in particular, at both the national and regional levels.

The UDHS provides National and Regional estimates on population and health that are comparable to data collected in Uganda's six previous Demographic and Health surveys and similar surveys in other developing countries.

The Uganda Bureau of Statistics will be conducting the seventh Uganda Demographic and Health Survey (UDHS) in 2021. The 2021 UDHS is designed as a follow-up to the 1988/89, 1995, 2000-01, 2006, 2011 and 2016 Uganda Demographic and Health Surveys that take place every five years. The 2021 UDHS is a national sample survey covering all districts in the country. The anticipate timeline is as follows: conduct Pretest data collection in April 2021, main survey data collection starts July to December 2021. The next will take place in 2026.

9.3.2 Uganda Functional Difficulties Survey

The Uganda Functional Difficulties Survey (UFDS)-disability survey is undertaken to address the data needs for measurement of equalisation of opportunity based on disability status. The survey is designed with the broad goal of providing policy makers in the Ministry of Gender, Labour and Social Development (MGLSD), Ministry of Health (MoH), Ministry of Education and Sports (MoES) and other organisations with information to effectively monitor and plan future interventions, especially in its disability reform activities.

More specifically, the UFDS is aimed at providing information for both adult and child disability prevalence, status of equalization of opportunities in the country. Specifically, the UFDS collected information on prevalence of discrimination, violence against persons with disability, accessibility to services, deprivation etc.

It is also aimed at generating other indicators relevant to the Persons with Disability Act of 2006, the National Development Plan (NDP), the Sustainable

Development Goals (SDGs) and the UN Convention on the Rights of Persons with Disability (CRPD).

The UFDS is planned every five years- first Survey was conducted in 2017 and the second survey will take place in 2022 as was agreed to be conducted as a follow up to the 2021 UDHS. The data collection activity lasts about 4 months in all districts across the country. The next will take place in 2027.

9.3.3 Uganda Population HIV Impact Assessment Survey - UPHIA

The Population-based HIV Impact Assessment (PHIA) is a multicounty project funded by the United States President's Emergency Plan for AIDS Relief (PEPFAR) to conduct national HIV-focused surveys that describe the status of the HIV epidemic. The surveys measure important national and regional HIV-related parameters, including progress toward the achievement of the UNAIDS 90-90-90 targets, and guide policy and funding priorities.

UPHIA is led by the government of Uganda through the Ministry of Health (MOH) with technical assistance by United States Centers for Disease Control and Prevention (CDC). The Survey objectives included to estimate incidence and prevalence of HIV in Uganda, to assess the coverage and impact of HIV services at the population level, and to characterize HIV-related risk behaviours using a nationally representative sample of adults and children among others. This Survey's turn-around time is every after five years.

9.3.4 Uganda National Household Survey (UNHS)

The survey collects information on socio-economic characteristics at both household and community levels. The main objective of the survey is to collect high quality data on demographic and socio-economic characteristics of households for monitoring Uganda's development performance of key indicators in the various sectors. The Survey collects data using a number of evolving modules and these include the Socio-Economic, Labour Force, Community, and Market price modules.

The survey collects data for several on Education, Health, Household Expenditure and Poverty, Food security, Income and loans, Information and Communication Technology, Vulnerable Groups, Community Characteristics and Non-crop household enterprises, presented at national, rural-urban, regional and sub-regional levels. The survey is conducted every four years and has specific focus on the measurement of poverty and unemployment for the country as well informing Sustainable Development Goals (SDGs) and the National Development Plan II (NDP II) among other policy frameworks.

9.3.5 Uganda National Panel Survey (UNPS)

The UNPS is conducted annual and aims at producing estimates in key policy areas; and providing a platform for experimenting with and assessing national policies and programs. Explicitly, the objectives of the UNPS include:

1. To provide information required for monitoring the National Development Strategy, of major programs such as National Agricultural Advisory Services (NAADS) and General Budget Support, and also to provide information for the compilation of the National Accounts (e.g. agricultural production);
2. To provide high quality nationally representative information on income dynamics at the household level as well as information on service delivery and consumption expenditure estimates annually; to monitor poverty and service outcomes in interim years of other national survey efforts, such as the Uganda National Household Survey (UNHS), Uganda Demographic and Health Survey (UDHS) and National Service Delivery Surveys (NSDS);
3. To provide a framework for low-cost experimentation with different policy interventions to e.g. reduce teacher absenteeism, improve ante-natal and post-natal care, and assess the effect of subsidies on agricultural inputs among others
4. To provide a framework for policy oriented analysis and capacity building substantiated with the UGDR and support to other research which feed into the Annual Policy Implementation Review; and
5. To facilitate randomized impact evaluations of interventions whose effects cannot currently be readily assessed through the existing system of national household surveys.

9.3.6 National Labour Force Survey

Statistics on Labour are critical in the measurement of economic growth and development of a country. These statistics provide indicators of the labour market that support detailed analysis of the relationships between employment, income and other socio-economic variables necessary for planning and monitoring Government programmes on employment, training and the general livelihood of the population. Information on wages collected from the labour force survey is essential to evaluate the living standards and conditions of work and life of persons in paid employment.

To support generation of detailed labour market indicators, the Uganda Bureau of Statistics (UBOS) initiated a stand-alone National Labour Force Surveys (NLFSs) in 2011/12. Before then, the main source of labour market indicators was the National Population and Housing Census, the Annual Urban Labour Force Surveys - ULFS (only for the greater Kampala area) and labour force modules in the Uganda National Household Surveys (UNHS). However, the 2016/17 NLFS was the second National Labour Force Survey after the NLFS 2011/12. The National Labour Force

Survey (NLFS) aims at generating high quality data on Labour Market Indicators in Uganda following international standards.

The specific objectives of the survey are to:

- i. Provide information on the labour force status of the population;
- ii. Measure underutilisation, formal and informal employment; and
- iii. Generate and build a trend on - labour market indicators over time.

The NLFS is carried out every after five years and the next NLFS will be conducted in 2020/21.

9.3.7 National Service Delivery Survey (NSDS)

The Government of Uganda has the obligation to provide services to its citizens and to steer economic growth and development through the provision of public services. The public service is the main implementing machinery for national development programmes - specifically, the delivery of public services. It is, therefore, very important for the public service to monitor and evaluate the delivery of public services and to obtain feedback from service recipients, regarding their efficiency and effectiveness.

The National Service Delivery Survey (NSDS) has been institutionalised by the Government as a key instrument to that effect. The overall objective of this NSDS is to provide a comprehensive assessment of the trends in service delivery in the areas of Health, Education, Water and Sanitation, Environmental Management, Energy Use and Minerals, Lands and Housing Conditions; Justice, Law and Order, Agricultural services, Transport services (Road Infrastructure, Water and Air transport), Public Sector Management and Accountability; and Projects implemented. The Survey is conducted every after 5 years and is being aligned to the NDP series implementation so that the survey is conducted after implementing a given National Plan.

9.3.8 National Governance Peace and Security Survey

With reference to the African Charter on Democracy, Elections, and Governance and the African Union Protocol on the Establishment of the Peace and Security Council, UBOS conducted the first National Governance Baseline Survey (NGBS) in 2013 with the aim of providing the country's decision-makers, and all other data users with reliable, harmonized statistics on aspects of Governance, Peace and Security at the regional and national levels.

The 2017 National Governance, Peace and Security Survey was a follow- up survey designed to collect a wider scope of indicators including: Access to justice, Compliance to national registration programmes and electoral systems; Democracy, transparency and accountability; Democratic governance, Peace and Security; and Perceptions on women's rights (legal, economic and political participation) - in the country. As part of regularising this survey, it will be conducted every after five years and the next Survey will be conducted in

2022/23. The main objective of the survey is to generate harmonized statistical indicators of Governance, Peace, and Security (GPS) using appropriate methodologies for developing, measuring, and assessing governance in the country. The Survey covers a number of areas including; Access to Justice; National Registration and Electoral Systems; Democracy; Transparency and Accountability; Democratic Governance; Peace and security; Women's rights (Legal, economic and political participation)

9.3.9 National Education Indicator Survey (NEIS)

This survey will be regularised after conducting the Baseline Education Census (BEC). The BEC had been slated to take place during 2020 but activities were cut short due to the emergence of the COVID-19 Pandemic. The main objective of the BEC is to generate comprehensive data relating to learner characteristics, location, ownership, teaching and non-teaching staff, and teaching and learning materials, sports facilities and equipment from all schools / education institutions in the country. These indicators and many more will be produced on a more regular basis using the NEIS which is to be conducted every after 5 years.

9.3.10 Gender Based Violence Surveys

Gender Based Violence (GBV) in all its manifestations (physical, sexual, Female Genital Mutilation (FGM), emotional and psychological) remains critical in human rights, public health and economic development (MGLSD, 2016). GBV is perpetrated against men, women, boys and girls however, the vast majority of cases reported involve women and girls. Existence of GBV violates one's rights and slows down progress in achieving sustainable inclusive human development. The bureau in collaboration with key partners will undertake period surveys focusing on GBV so as to inform policy decisions.

9.4 Strengthening Data Systems

9.4.1 Harmonized data system for GBV/SRH/HP

Detailed data is required to gauge the magnitude and dimensions of Gender Based Violence (GBV), Sexual Reproductive Health (SRH) and Harmful Practices (HP). The main sources of data on gender-based violence are population-based surveys, which can be used to generate information on the prevalence of GBV/HP. On the other hand, information from administrative sources are useful for measuring the incidence and character of GBV/HP in the community. The Bureau therefore aims to strengthen GBV Data systems integration and linkage in order to have a holistic and routine picture of the incidence and character of GBV/SRH/HP in Uganda based on administrative data. This will create a one stop point for GBV/SRH/HP data.

This is a stepwise activity that started in 2019 and should conclude by 2022. The next step of implementation is driven by the outcome of the previous activity. GBV

systems integration is ongoing starting with aggregated records across all entities that generate GBV data.

9.4.2 The Community Information System (CIS)

There are several sources of information for development planning in Local Governments. The CIS is within the National framework to generate statistics at Local Government level. The framework involves equipping and facilitating Local Governments to collect, analyse and disseminate Local Government Statistics. The CIS integrates data needs and gaps of all sectors at all levels of Local Governments. It is on this basis that, data on Government and Government aided Institutions at all levels in the LG was collected using mobile phones.

The main objective of the CIS is to collect high quality institutional and community level data on selected variables. The specific objectives of the additional module are:

- i. Generate indicators for monitoring and evaluation of NDP III Parish model
- ii. To generate and build socio-economic indicators to enable monitoring of public sector investments
- iii. To provide small area statistics for the Local Governments at Parish Level.

The CIS will be rolled out to all districts by 2024 and will be updated bi-annually with each District receiving a separate socio-economic report.

Appendices

Appendix 1: UBOS Strategic Plan III Performance Indicator Framework

Objective 1: Strengthened Development and Production of Quality Statistics

Strategic Intervention	Strategic Actions	Expected Output	Performance Indicators
SI 1.1: Expand the scope and coverage of the demographic, social, economic and environmental statistics production.	Review the National Standard Indicator Framework (NSI) in line with the NDP III, Agenda 2063 and SDGs	Updated National Standard Indicator(NSI) Framework updated by 2021 Updated SDG Indicator Matrix Updated NPGEIs	Proportion of NDP III, Agenda 2063 and SDGs indicators incorporated in the NSI SDG Indicator Matrix annually updated NPGEIs annually updated
	Align and implement national surveys and censuses to International and National data requirements	Long-term Census and Survey programme implemented	Proportion of census and survey programme implemented as scheduled
	Support the compilation, management and use of administrative data	Updated standards and guidelines for compilation of administrative data	Proportion of MDAs/ LGs implementing the PNSD compiling statistical abstracts
	Harness new data sources including big data, data science, block chain technologies and geospatial technologies in statistical production	Non-traditional data sources adopted	Number of indicators compiled using non-traditional data sources
	Strengthen standardisation in the collection, collation, analysis, and publication of quality statistics	Updated Statistical Quality Assurance and Certification Framework (SQACF)	Updated Statistical Quality Assurance and Certification Framework (SQACF) by 2021
		NSS Compendium of statistical concepts and definitions	Proportion of NSI concepts integrated in the NSS Compendium of statistical concepts and definitions
	Build and maintain statistical infrastructure to enhance statistical production	Master Sampling Frame	Number of Annual Statistical Abstracts
	Mainstream documentation of methodologies (Metadata) for NSS indicators	Metadata dictionary in LG and MDAs	Proportion of NSI with up to-date metadata

	Strengthen compilation and integration of statistics for cross cutting issues (such as gender, refugees, migration etc.) in statistical production	Statistics on cross-cutting issues	Proportion of statistical reports with cross-cutting issues
	Institutionalize the community Information System	Functional CIS at Parish level	Proportional of parishes with functional CIS
	Undertake research to improve methodologies for key statistics and indicators	Statistical methodological research reports	Number of Statistical methodological research reports
SI 1.2 Strengthen human resource management and development for statistical production and management	Attract and maintain a competent and motivated workforce to facilitate fulfilment of the UBOS mandate	Competent and motivated workforce	Staff turnover Proportion of staff scoring above 70% and above in performance appraisals
	Enhance staff capacity along the data value chain to deliver quality statistics	Statistical capacity needs assessment UBOS staff Capacity building programme	Statistical capacity needs assessment report by 2021 UBOS staff Capacity building programme report by 2021 Number of Statistical personnel by sex trained in line with the UBOS statistical capacity needs
	Operationalise the in-service training center	Functional in-service Training Centre for statistics at UBOS	In-service Training Centre for statistics practitioners established at UBOS by 2022
	Support statistical professional development and application through collaboration with the academia and relevant organizations	New global trends of statistical production integrated in the Statistics Curriculum	Proportion of new concepts integrated in the new curriculum
	Establish and operationalize the Professional services unit	Functional Professional Service Unit in UBOS.	Functional Professional Service Unit in UBOS by 2020
	Support operationalization of the Statistics Common Cadre	Profile of common cadre in the NSS by MDA/LG	Number of statisticians deployed in MDAs/LG by sex

SI 1.3 Strengthen ICT systems and infrastructure for support statistical production	Adopt the use of new and innovative technologies for statistical production and management.	Digitalized data collection e.g. CAPI, CATI, CASI	Proportion of censuses and surveys using digitalized data collection methods
	Automation of statistical and management processes	Automated systems for statistical production and UBOS management	Proportion of statistical production and UBOS management systems fully automated and in use
	Strengthen data storage, and backup systems	High capacity data storage systems installed Functional data backup systems	Increased data storage capacity Proportion of work stations that access the backup system
	Strengthen ICT protection and security systems	Functional Disaster recovery center ICT security systems installed ICT security guidelines developed SLAs signed	Number of systems simulated for recovery Number of ICT security incidences registered ICT security guidelines approved and adopted by 2020 Number of SLAs signed
	Acquire and maintain appropriate ICT infrastructure for UBOS operations	Inventory of ICT equipment Inventory of ICT software	Proportion of functional ICT equipment Proportion of active ICT software
SI 1.4 Enhance support services for UBOS operations	Establish and operationalize regional/ zonal offices/ statistical field organization	Regional statistical offices established	Proportional of statistical regions with UBOS operational offices
	Provide administrative and managerial support to statistical coordination, production and development	Reliable transport system UBOS assets inventory	A functional transport system Proportion of assets in a good condition
	Maintain an enabling working environment for statistical production and related services	Secure and conducive working environment	Operational service agreements for Security, Cleaning, Garbage and Cafeteria Proportion of staff with allocated office space

	Develop and maintain a sound financial management system that supports statistical production and related services	Financial management system Financial reports	Number of Qualified Audit reports Number of financial reports produced and submitted in accordance with the statutory requirements
	Develop and implement an effective risk management and compliance strategy	Risk management and compliance strategy	A Risk management and compliance strategy developed by 2021
	Maintain an efficient procurement and disposal system that supports statistical production and related services	Procurement and disposal system	Proportion of suppliers who deliver goods and services as per contract

Objective 2: Enhanced Coordination, Cooperation and Partnerships in Statistical Production and Management

Strategic Intervention	Strategic Actions	Expected Output	Performance Indicators
SI 2.1. Coordinate the production and management of statistics in the NSS	Adopt a strategic approach in the production and management of statistics in the NSS	Strategic Plans for Statistics developed for MDAs, CSOs and HLGs	Proportion of MDAs/LGs/CSOs with approved Strategic Plans for Statistics
	Constitute and operationalize statistics governance structures	Functional Statistics governance structures	Number of Functional Statistics governance structures by type
	Strengthen supervision, monitoring and evaluation of statistical programmes within the NSS	Quarterly NSS M&E reports M&E reports for statistical programmes	Proportion of quarterly monitoring reports produced on time Proportion of statistical programmes with M&E Reports
SI2.2. Broaden cooperation and partnership in statistical production and management	Establish partnerships with regional and international bodies on statistical production and development	Memoranda of Understanding (MoUs) with regional and international bodies	Number of Memoranda of Understanding (MoUs) on statistical production with regional and international bodies
	Enhance cooperation with development partners in statistical production and development	MOUs with development partners	Increased cooperation with development partners

	Strengthen collaboration between and among MDAs, HLGs, academia, private sector, researchers and civil society in statistical production	Increased data sharing among PNSD-implementing MDAs/LGs	Proportion of PNSD-implementing MDAs/LGs with data sharing agreements
	Strengthen partnerships with professional bodies and associations	Membership subscriptions to professional bodies and international associations	Growth in membership and subscription to professional bodies and international associations
SI 2.3 Strengthen the legal framework for statistical production and management	Amend the UBOS Act, 1998 in line with the African Charter on Statistics and EAC Statistics Act	Amended UBOS Act, 1998	NSS Statistics Bill enacted by 2025
	Create awareness about the statistics Legal frameworks	NSS stakeholders sensitized on the legal framework	Number of stakeholders sensitized by institution
	Develop regulations and guidelines for statistics production and development	Statistics regulations and guidelines.	Number of Statistics regulations and guidelines developed by type
SI 2.4: Institute sustained financing for statistics	Mobilize funds for statistics production and development	Increased resources for statistics	Proportion of the total Budget allocated to statistics units in MDAs and LGs
	Advocate for mainstreaming statistics into national policy, planning and budget processes	Budget-lines for statistics Integrated in Annual Work-plans and budgets for MDAs and LGs	Proportion of MDAs/LGs with budget lines for statistics
	Align the UBOS Work plan to NDP III and the PFMA 2015	Annual Budget Framework paper	Percentage of compliance of the UBOS policy statement to the NDP III

Objective 3: Increased Use of Statistics for Development Results

Strategic Intervention	Strategic Actions	Expected Output	Performance Indicators
SI3.1 Develop an effective and efficient data dissemination system across the NSS	Strengthen standardization in the dissemination of statistical information	NSS dissemination guidelines	NSS dissemination guidelines produced by 2021
	Promote extensive use of data visualization technologies in communicating statistics	Simpler / popular versions of statistical products	Proportion of statistical products with simpler / popular versions

	Widen the scope, avenues, channels and technologies for dissemination of UBOS' statistical information	Widened avenues, channels and modes of dissemination	Proportion of UBOS statistical products disseminated using electronic and print media
SI 3.2 Enhance uptake and use of statistics	Develop and operationalize a client charter	UBOS Client Charter	A UBOS Client Charter produced by 2020
	Empower users to accurately interpret and use statistics	Statistical literacy programme	Number of stakeholders sensitized on statistics use by sex, category
	Promote a culture of use of data for decision making	Bilateral UBOS and MDA/ CSOs/HLG top Management engagements	Number of Bilateral UBOS and MDA/ CSOs/HLG top Management engagements
SI 3:3 Strengthen data user capability to access and use data	Enhance availability of survey/ census micro datasets	Accessible Micro datasets	Proportion of surveys/ censuses with online micro datasets
	Increase statistical literacy to harness data use	Statistical literacy programme	Number of stakeholders sensitized on statistics use by sex, category
	Enhance data user feedback	Data user feedback reports	Proportion of technical directorates with statistics user feedback mechanisms
	Undertake user satisfaction studies	User satisfaction survey report	User satisfaction survey conducted biennially
SI 3.4: Promote establishment of open data portals across the NSS	Adopt the Open Data movement and platform under the Africa Information Highway	Updated data portals	Number of updated data portals
	Promote the use of open data platforms in the NSS	Functional statistics dissemination platforms for UBOS	Downtime for web-based statistics dissemination platforms Increased number of users by platform
	Develop and maintain a one stop centre for data and statistics in NSS	A UBOS website up-to-date with statistical products	Proportion of UBOS website tabs up to date with statistical products

Appendix 2: UBOS Long-Term Census and Survey Plan

Name of Activity	Project Frequency	Census/Survey implementation Year(s)									
		2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Annual Agricultural Survey	Annually										
Baseline Education Census	5										
Census of Agriculture and Aquaculture	10										
Census of Business Establishments - COBE	5										
National Livestock Census	10										
Community Information System at Household level	Annually										
Functional Disability Survey	5										
Governance Peace and Security Survey	5										
National Labour Force Survey	5										
National Manpower Survey	5										
National Population and Housing Census	10										
National Service Delivery Survey	5										
Uganda Business Inquiry	5										
Uganda Demographic and Health Survey	5										
Uganda National Household Survey	3										
Uganda National Panel Survey	Annually										
Uganda Population HIV Impact Assessment Survey - UPHIA	5										
Informal Cross-Border Trade (ICBT) Survey	Monthly										
International Trade in Services (ITS) Survey	Quarterly										

Appendix 3: Acknowledgement

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Approval Team

1. Dr Albert Byamugisha - Chairman Board of Directors
2. Dr Joseph Muvawala, Board Member
3. Dr Robert Wamala, Board Member
4. Dr Jacob Opolot, Board Member
5. Ms Rosettee Nakavuma, Board Member
6. Mr Bernard Mulengani, Board Member
7. Dr. Chris Mukiza, Executive Director, UBOS
8. Ms. Pamela Ninsiima, Secretary to the Board

Management Committee

1. Dr. Chris Mukiza, Director, Executive Director
2. Dr. Imelda Atai Musana, Deputy Executive Director, Statistical Production and Development
3. Mr. Vitus Kato Mulindwa, Deputy Executive Director, Corporate Service
4. Mr. John Mayende, Director Statistical Coordination Services
5. Ms. Alizik Kaudah Lubega, Director, Macroeconomic Statistics
6. Mr. Patrick Okello, Director, Agriculture and Environment Statistics
7. Mr. Godfrey Nabongo, Ag. Director, Information Technology
8. Mr. James Muwonge, Director, Professional Services and Project Management
9. Mr. Stephen Baryahirwa, Ag. Director, Socio-Economic Surveys
10. Mr. Winfred Nankya Mulindwa, Director, District Statistics and Capacity Development
11. Ms. Helen Nviri, Director, Population and Social Statistics
12. Mr. Peter Opio, Director, Business and Industry statistics
13. Mr. David Ocheng, Manager, Audit
14. Mr. Paul Waiswa Mugoya, Manager, Risk Management and Compliance
15. Mr. Charles Walube, Ag. Manager, Human Resource
16. Mr. Bernard Muhwezi, Manager, Geo Information Services
17. Mr. Edgar Mbahamiza, Manager, Communication and Public Relations
18. Ms. Pamela Ninsiima, Manager, Legal Services
19. Ms. Florence Obiro, Ag. Manager, Finance and Administration
20. Mr. Victor Ogwal, Ag. Head Procurement and Disposal Unit

Design Team

1. Mr. John Mayende, PNSD Coordinator
2. Mr. Thomas Rutaro, Principal Officer, Statistical Coordination
3. Ms. Molly Nina Acan, Senior Officer, Statistical Coordination
4. Mr. Paul Okello, Officer, Statistical Coordination
5. Mr. Hillary Muhanguzi, Senior Officer, M&E
6. Ms. Diana Byanjeru, Senior Officer, Gender Statistics
7. Mr. Suuna Luutu, Senior Officer, Research
8. Ms. Esther Nabwire, Officer, M&E
9. Ms. Noor Namiyonga, Officer, Standards
10. Ms. Stella Nassolo, Officer, Gender Statistics

11. Mr. Muminu Matovu Mulindwa, Principal Statistician - PSU

Technical Team

1. Ms. Molly Nina Acan, Directorate of Statistical Coordination Services
2. Mr. Henry Ngiya, Division of Risk Management and Compliance
3. Mr. Muminu Matovu Mulindwa, Directorate of Professional Services and Project Management
4. Mr. Timothy Mpagi, Directorate of Business and Industry
5. Ms. Lydia Namono, Directorate of Macroeconomic Statistics
6. Mr. Buyondo Herbert, Directorate of District Statistics and Capacity Development
7. Ms. Catherine Bekunda, Division of Communication and Public Relations
8. Mr. Byron Twesigye, Directorate of Socioeconomic Surveys
9. Mr. George Kawase, Directorate of Population and Social Statistics
10. Ms. Flavia Ouma, Directorate of Information Technology
11. Ms. Charlotte Kimuli, Division of Human Resources
12. Mr. William Matovu, Division of Finance and Administration
13. Ms. Esther Muyisa, Division of Finance and Administration
14. Mr. Andrew Walungama, Division of Internal Audit
15. Mr. Sam Okalang, Procurement and Disposal Unit
16. Ms. Flavia Naiga Oumo, Directorate of Agriculture and Environment Statistics
17. Ms. Winnie Nyemera (PhD), Division of Geo Information Services

Consultants

1. Prof. Ben Kiregyera, International Consultant
2. Dr. Norah Madaya, Lead National Consultant
3. Mr. Andrew Mukulu - Resource Person, UBOS
4. Mr. David Bizimana - Resource Person, Monitoring and Evaluation

Review Team

1. Dr. Chris Mukiza, Director, Executive Director
2. Dr. Imelda Atai Musana, Deputy Executive Director, Statistical Production and Development
3. Mr. John Mayende, PNSD Coordinator
4. Mr. Thomas Rutaro, Principal Officer, Statistical Coordination
5. Mr. Emanuel Menyha, Principal Statistician, Quality Assurance
6. Ms. Molly Nina Acan, Senior Officer, Statistical Coordination
7. Ms. Faith Tushabe, Senior Officer, Monitoring and Evaluation

8. Prof. Ben Kiregyera, International Consultant
9. Mr. Alfred Musamali, Senior Officer, Editor

Uganda Bureau of Statistics

Address: Plot 9 Colville Street
P.O. Box 7186
Kampala
Tel: 0414 706000
Fax: 0414 237553
Email: ubos@ubos.org
Website: www.ubos.org