THE REPUBLIC OF UGANDA

FOURTH PLAN FOR NATIONAL STATISTICAL DEVELOPMENT

(FY 2025/26 – FY 2029/30)

Theme: Innovating, Modernising and Transforming Statistical Services

November 2025

PLAN FOR NATIONAL STATISTICAL DEVELOPMENT

(FY 2025/26 – FY 2029/30)

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Vision

A World Class National Statistical System

Mission

Providing quality statistics and statistical services to support the national and international development agenda

Theme

Innovating, Modernising and Transforming Statistical Services

FOREWORD

Evidence--based policy and planning are critical to Uganda's socio-economic transformation. This, therefore, positions statistics as an integral and strategic component of the national development agenda. This Fourth Plan for National Statistical Development (PNSD IV) is designed to strengthen the production, dissemination and use of quality official statistics to support national, regional and global development frameworks including the Fourth National Development Plan (NDP IV).

The increasing demand for timely, reliable, disaggregated and accessible statistics has become even more critical. Evidence-based decision-making is indispensable for addressing emerging development challenges, measuring progress and ensuring that no one is left behind. This Plan therefore reaffirms Government's efforts to place statistics at the centre of national planning and governance.

Government recognises that strengthening the National Statistical System (NSS) requires deliberate efforts towards modernising statistical production systems, enhancing data integration and building institutional and human capacity. The PNSD IV, therefore provides a comprehensive framework for achieving these aspirations through the adoption of innovative technologies including Big Data Analytics and Artificial Intelligence in line with international standards and best practices.

I therefore call upon all stakeholders to embrace a culture of using statistics in planning, budgeting, implementation, monitoring and evaluation. There is also an urgent need to modernise our statistical systems through the adoption of innovative technologies, improved data integration and strengthened institutional capacities to enhance efficiency, reduce duplication and ensure that statistics remain relevant and accessible to all users.

Let us collectively commit to building a robust, responsive and modernised NSS that places data at the centre of national development. By doing so, we will strengthen evidence-based decision-making and accelerate Uganda's journey towards sustainable development and prosperity.

Finally, I commend the Uganda Bureau of Statistics (UBOS) Board of Directors, Management and staff and all stakeholders who contributed to the development of this Plan and urge all actors within the NSS to fully commit themselves to its successful implementation.

Amos Lugoloobi
Minister of State for Finance, Planning and Economic Development (Planning)

MESSAGE FROM THE CHAIRMAN UBOS BOARD OF DIRECTORS

Statistics continues to play a critical role in Uganda's development planning and management processes. The Uganda Bureau of Statistics (UBOS), as the coordinator, supervisor and monitor of the National Statistical System (NSS) remains central to ensuring the production and dissemination of integrated, relevant, reliable and timely statistical data for evidence-based decision-making.

This Fourth Plan for National Statistical Development (PNSD IV) provides the strategic framework through which this mandate will be realised over the period Financial Year 2025/26 to Financial Year 2029/30. The Plan is aligned to the Fourth National Development Plan and is designed to address emerging data needs, technological advancements and global reporting obligations, while strengthening coordination and capacity across the NSS.

This PNSD IV is informed by lessons and achievements from the previous plans, particularly progress in strengthening statistical production, expanding data dissemination platforms, increasing the integration of technology in statistical processes, and improving stakeholder engagement. At the same time, the Plan responds to emerging demands for real-time data, integrated information systems, advanced analytics, artificial intelligence, and more responsive statistical services that can address evolving development challenges.

The successful implementation of this Plan requires collective commitment and investment from all stakeholders. I therefore appeal to Ministries, Departments and Agencies (MDAs), Local Governments (LGs), Development Partners, Academia, Civil Society Organisations (CSOs), the private sector, Cultural Institutions and all data producers and users to prioritize investment in statistical production, institutional capacity development, research, digital infrastructure and innovation. I also encourage all NSS actors to strengthen coordination and integration of statistical and administrative data systems to minimize duplication, improve efficiency, and promote consistency in producing quality statistics.

On behalf of the UBOS Board of Directors, I express appreciation to the Government of Uganda, development partners, and all stakeholders who continue to support the advancement of official statistics in Uganda.

Together, we can build a modern, resilient, and responsive NSS that effectively supports national transformation and sustainable development.

Albert Byamugisha (PhD)
Chairman, Uganda Bureau of Statistics Board of Directors

PREFACE

Over the years, Uganda has registered significant progress in strengthening the National Statistical System (NSS) through the implementation of successive Plans for National Statistical Development (PNSDs). The PNSD III contributed to modernisation and transformation of statistical production, dissemination, coordination and use across the NSS. These gains have strengthened evidence-based planning and enhanced the role of statistics in monitoring national development priorities.

Among the key achievements realised under PNSD III were the strengthening of institutional statistical capacities of Ministries, Departments and Agencies and Local Governments, implementation of major censuses and surveys, including the 2024 National Population and Housing Census (NPHC), expansion of automated administrative data systems, increased adoption of digital technologies in data collection and dissemination and enhanced engagement with regional and international statistical frameworks and initiatives.

Building on these achievements, the Fourth Plan for National Statistical Development (PNSD IV) introduces a new phase of reforms to deepen statistical transformation and improve responsiveness to emerging data demands. The Plan emphasizes modernising statistical infrastructure, integrating administrative and survey data systems, adopting innovative technologies including artificial intelligence and advanced analytics, strengthening data governance frameworks and improving coordination within the NSS.

The PNSD IV further seeks to transform statistical services by promoting more timely, accessible, user-centred and disaggregated statistics that respond to the needs of policymakers, researchers, development partners and the private sector. Emphasis has been placed on improving data dissemination systems, strengthening statistical communication, expanding digital platforms, and enhancing data visualization and accessibility to increase public appreciation, uptake, and use of official statistics.

In addition, the PNSD IV promotes initiatives aimed at empowering data users and producers through continuous capacity development, statistical literacy, research partnerships, innovation and stakeholder engagement. This will strengthen the culture of evidence-based decision-making and foster greater demand for quality statistics across all sectors of society.

The Bureau commends the exceptional inclusivity of the PNSD IV design process, which successfully brought together a vibrant spectrum of stakeholders from across the NSS including MDAs, LGs, CSOs, development partners, Academia, Cultural and Faith-based institutions, private sector actors and media.

As UBOS leads the execution of the PNSD IV, I call upon all stakeholders to maintain their collaboration, commitment and investment in statistical development.

Chris N. Mukiza (PhD)
Executive Director, Uganda Bureau of Statistics

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LIST OF ACRONYMS

AI	Artificial Intelligence
AU	African Union
CAO	Chief Administrative Officer
CGD	Citizen-Generated Data
CNDPF	Comprehensive National Development Planning Framework
COMESA	Common Market for Eastern and Southern Africa
CSO	Civil Society Organisation
CTGAPSDD	Cape Town Global Action Plan for Sustainable Development Data
DPI	Development Plan Implementation
EAC	East African Community
EOC	Equal Opportunities Commission
FATMS	Full Monetization, Agro-Industrialization, Tourism, Mineral Development, and Science, Technology & Innovation
FY	Financial / Fiscal Year
GoU	Government of Uganda
ICT	Information and Communications Technology
IGAD	Inter-Governmental Authority on Development
ILO	International Labour Organisation
LG	Local Government
M&E	Monitoring and Evaluation
MAPS	Marrakech Action Plan for Statistics
MDA	Ministry, Department and Agency
MIS	Management Information System
ML	Machine Learning
MoFPED	Ministry of Finance, Planning and Economic Development
MoH	Ministry of Health
MoICT&NG	Ministry of Information and Communications Technology and National Guidance
MoLG	Ministry of Local Government
MoPS	Ministry of Public Service
MTEF	Medium-Term Expenditure Framework
NDP	National Development Plan
NITA-U	National Information Technology Authority – Uganda
NPA	National Planning Authority
NPHC	National Population and Housing Census

NPGEI	National Priority Gender Equality Indicators
NSDS	National Strategy for the Development of Statistics
NSI	National Standard Indicator
NSS	National Statistical System
NSTC	National Statistics Technical Committee
OPM	Office of the Prime Minister
PARIS21	Partnership in Statistics for Development in the 21st Century
PDM	Parish Development Model
PDMIS	Parish Development Management Information System
PEAP	Poverty Eradication Action Plan
PIAP	Programme Implementation Action Plan
PNSD	Plan for National Statistical Development
RIA	Regulatory Impact Assessment
RSDS	Regional Strategy for the Development of Statistics
SDG	Sustainable Development Goal
SHaSA	Strategy for the Harmonization of Statistics in Africa
SOP	Standard Operating Procedure
SPS	Strategic Plan for Statistics
SQACF	Statistics Quality Assessment and Certification Framework
STC	Statistics Training Centre
SWOT	Strengths, Weaknesses, Opportunities and Threats
ToR	Terms of Reference
TWG	Technical Working Group
UBOS	Uganda Bureau of Statistics
UGHUB	Uganda Government Hub (Integration Service Platform)
UGX	Uganda Shilling
UN	United Nations
UN FPOS	United Nations Fundamental Principles of Official Statistics
UNHCR	United Nations High Commissioner for Refugees
USS	Uganda Statistical Society
VNR	Voluntary National Review
UNFPOS	United Nations Fundamental Principles of Official Statistics
UNHCR	United Nations High Commissioner for Refugees
USS	User Satisfaction Survey
USS	Uganda Statistical Society
VNR	Voluntary National Review

EXECUTIVE SUMMARY

The Plan for National Statistical Development (PNSD) is Uganda's strategic framework for strengthening the capacity of the National Statistical System (NSS). The Fourth Plan for National Statistical Development (PNSD IV) is designed in fulfilment of Uganda's regional and international commitments on statistical development namely; Marrakech Action Plan for Statistics, the Busan Action Plan, the Cape Town Global Action Plan for Sustainable Development Data and the Medellin Framework for Action on Data for Sustainable Development. The PNSD IV design also conforms to the Regional Strategy for Statistics Development, the African Charter on Statistics and the United Nations (UN) Fundamental Principles of Official Statistics.

The PNSD IV will be implemented during a period of five years (FY 2025/26 – FY 2029/30), the same period as Uganda's Fourth National Development Plan (NDP IV). This plan conforms to the Uganda's Vision 2040 that implores the country to transform from a peasantry to a knowledge-based economy and several other development frameworks including 2030 Agenda for sustainable development, Africa Agenda 2063 and East African Community Vision 2050. Alignment of the PNSD IV to the various national and international development frameworks ensures that production is country-led, modernised, and integrated into national decision-making processes.

PNSD IV emphasized the transition towards high-quality SDG and NDP IV monitoring and the digital transformation of statistical systems to address emerging data landscapes and institutionalize sustainable statistical capacity across all government MDAs, LGs, CSOs and non-state actors.

The design of the PNSD IV was guided by the PARIS21 Guidelines, alongside the UN Fundamental Principles of Official Statistics and the National Quality Assurance Framework (NQAF) to ensure professional independence and data integrity.

The PNSD IV document is structured into eight chapters and supportive annexes. It begins with an Introduction (Chapter One) that provides the background and context, followed by a detailed Situation Analysis (Chapter Two) assessing the current state and needs of the National Statistical System.

The core of the document is the PNSD IV Strategic Framework (Chapter Three), which outlines the long-term vision, mission, goal and strategic objectives, supported by a Financing Framework and Strategy (Chapter Four) to ensure sustainable funding. Practical execution is addressed through Implementation Mechanisms (Chapter Five) and a Statistics advocacy, Communication and Feedback Strategy (Chapter Six) to manage stakeholder engagement. Finally, the document safeguards its objectives with a Risks Management and Compliance Strategy (Chapter Seven) and establishes a Monitoring and Evaluation Strategy (Chapter Eight) to track progress and measure success of implementation.

The situational analysis for the Fourth Plan for National Statistical Development (PNSD IV) evaluated the performance of PNSD III (FY 2020/21–FY 2024/25) noting foundational improvements in coordination and modernisation across the National Statistical System (NSS).

The analysis also unearthed several challenges including: inadequate functionality of the coordination and governance structures , weak coordination, financial constraints, reliance on external donor funding, weak administrative data systems, human resource gaps resulting from absence of position of statistician in the public service structure for most institutions, low statistical literacy among policy-makers, and a lack of capacity to leverage new data sources that must be addressed to enhance data production under PNSD IV

The PNSD IV strategic direction

The PNSD IV aims at adopting new technologies, harnessing big data and data revolution, statistical capacity development across the NSS to produce and use statistics effectively, and expand the coverage and scope of statistics produced in the NSS.

The PNSD IV vision, mission and strategic objectives are as follows;

Vision: A World Class National Statistical System

Mission: Providing quality statistics and statistical services to support the national and international development agenda

Goal: Strengthen the capacity of the National Statistical System to generate and use statistical data to inform development planning at all levels

The Plan will be achieved through four strategic objectives below:

i. **SO. 1:** Strengthen production, dissemination and communication of quality statistics.
ii. **SO. 2:** Enhance statistical capacity in the NSS.
iii. **SO. 3:** Enhance coordination and Supervision in the NSS.
iv. **SO. 4:** Promote collaboration and partnerships in the NSS.

The realisation of the objectives will be driven by core values of professionalism, integrity, mutual respect, teamwork and user orientation.

Implementation of the PNSD IV

The Plan will be implemented through enhanced awareness, strategic oversight by the UBOS Board of Directors, and a whole of government and a whole-of-society approach using a decentralized structure coordinated by the Uganda Bureau of Statistics (UBOS) to improve collaboration and data usage for development. The PNSD IV implementation, coordination and governance structures include;

i. **UBOS Board of Directors,** which is chaired by the UBOS Board of Directors, shall oversee the implementation of the PNSD IV and report to the steering committee and progress.

ii. **NSS Technical steering committee** which shall be chaired by the UBOS Executive Director and will oversee implementation of the PNSD IV in MDAs and LGs, including ensuring production of statistics for the National Standard Indicator (NSI) Framework.

iii. **National Statistics Technical Committee** chaired by the Director Methodology and Statistical Coordination Services shall be responsible for regular discussions, consultations and coordination of the PNSD IV.

iv. **MDAs/LGs/CSOs Statistics Committees** shall be responsible for designing the individual strategic plans for statistics to support development and production of statistics from the reliable data systems.

Financing of the PNSD IV

The budget covers centralized activities Ministries, Departments and Agencies (MDAs), and Local Governments (LGs) are expected to incorporate in their respective statistics budgets in their workplans.

To support NDP IV priorities and data-driven development, the government has costed the plan at Uganda shillings One trillion four hundred forty-four billion (1,444.21 Tn) an average of Uganda shillings two hundred eighty-eight billion (288.8 bn) annual budget based on action logs within the results framework. Strategic Objective 1 focusing on production, dissemination and communication of quality statistics got the highest allocation due to significant investments expected in ICT infrastructure for strengthening administrative data, digitizing censuses and surveys. The plan will be financed through national budgeting, support from various development partners, domestically raised tax and non-tax revenues and public private partnerships.

Communication and feedback strategy

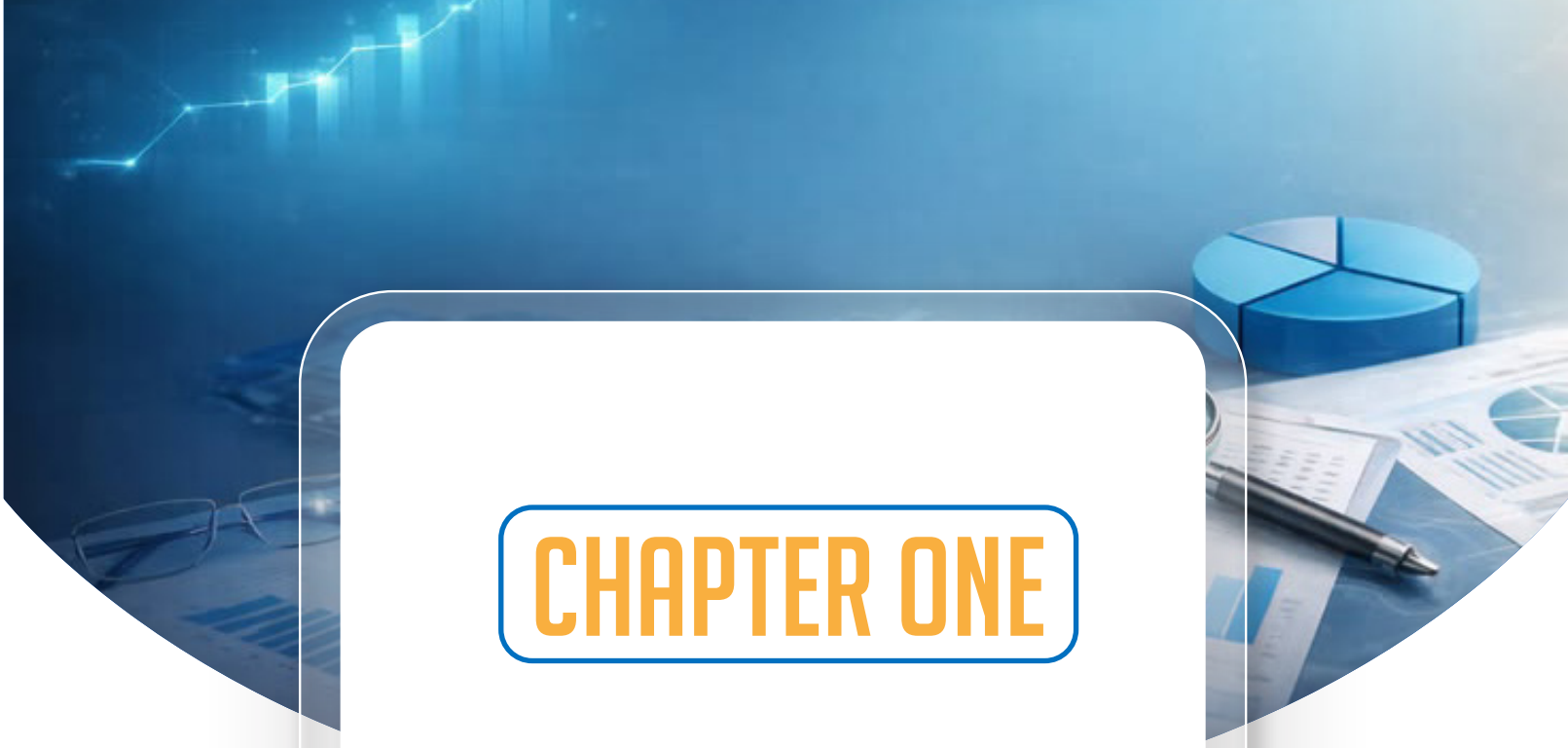
The Communication and Feedback Strategy for the Plan aim to enhance the visibility, utilization, and advocacy of statistics for evidence-based decision making through key initiative including targeted stakeholder engagement, a unified dissemination approach via a new release calendar, and a structured feedback mechanism to improve data responsiveness and literacy.

Risk management and compliance for the PNSD IV

The plan highlights the potential risks that could affect effective implementation of the PNSD IV amidst the volatile, uncertain, complex and ambiguous (VUCA) statistical ecosystem that require regular monitoring to inform adjustments in the implementation by the actors in the NSS. The PNSD IV, therefore, presents proposed mitigation measures which if complied to, will support achievement of the intended PNSD IV objectives and the in the long term the NSS vision. The compliance, financial, operational and strategic risks identified will require investment in technology and effective statistical data management and commitment of NSS producers including the functionality the PNSD IV structures. .

Monitoring and Evaluation (M&E) strategy for the PNSD IV

The M&E strategy for PNSD IV outlines an outcome framework matrix with indicators and targets for tracking, analysing and reporting on progress in statistical activities in the NSS for FY2025/26 to FY2029/30. The strategy mandates annual reviews, requiring MDAs, LGs and CSOs to monitor performance indicators in their respective Strategic Plans for Statistics to ensure evidence-based decision making. Midterm Evaluation shall be conducted to assess the half year progress of the plan to inform the rest of the implementation period while an End Term evaluation of the plan shall be conducted to assess the overall performance, relevance, effectiveness, efficiency, impact, and sustainability of the PNSD IV outcomes and to inform design of the successor PNSD V.



CHAPTER ONE

INTRODUCTION

1.0 Background to the Plan for National Statistical Development

Statistics are essential in measuring social and economic transformation, effectiveness of service delivery, environmental management and informing private sector choices and operation. In Uganda, statistics have increasingly become an integral part of development, planning and decision making over the years. The current global environment is dynamic and characterized by changes in the economic landscape, geopolitical uncertainties, climate change, and rapid technological advancement. Therefore, the capacity of the National Statistical System must continuously be strengthened to ensure that quality statistics are available to inform policies that will steer Uganda's Development Agenda.

As recommended by the Marrakech Action Plan for Statistics (MAPS)[1], Uganda's NSS adopted a strategic approach towards statistical production and use in 2006. The approach ensures statistics are aligned with the priorities and objectives of National, Regional and International Development Frameworks.

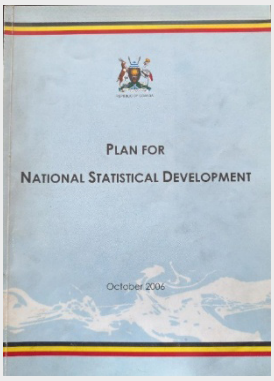
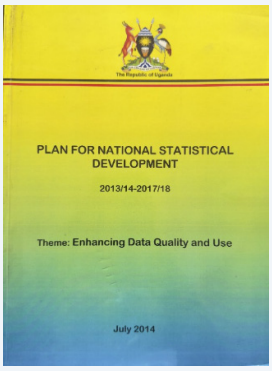
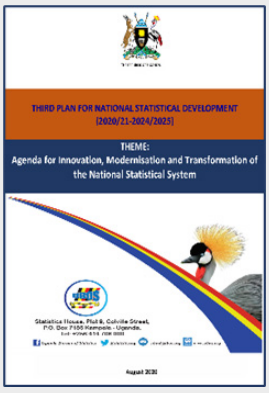
The PNSD IV is built on the foundation of the Medellin Framework for Action on Data for Sustainable Development and preceding frameworks including, the 2017 Cape Town Global Action Plan for Sustainable Development Data (CTGAPSDD) and 2011 Busan Action Plan for Statistics.

The PNSD IV provides a unified NSS strategic direction for strengthening statistical capacity that supports production and development of statistics that inform SDGs, Africa Agenda 2063, EAC Vision 2050, Uganda Vision 2040 and related medium-term plans (NDP IV). The Plan is executed through the design and implementation of Strategic plans for Statistics by MDAs, LGs and CSOs in the NSS.

1 The second international roundtable on managing for development results in Morocco 2004 developed the Marrakech Action Plan for Statistics (MAPS) which recommended for development of a National Strategy for Development of Statistics (NSDS) by developing countries. .

1.1 Evolution of the PNSD

The priorities of the PNSD change in relation to the country's development agenda at the time. Therefore, PNSD IV is the statistical strategy for the fourth National Development Plan and builds on the achievements of the preceding three PNSDs as highlighted below:

i. PNSD I: (FY 2006/07–2010/11)		The PNSD I was guided by the Marrakech Action Plan for Statistics (MAPS) and aimed at creating a coordinated National Statistical System (NSS). The Plan was aligned to the Millennium Development Goals (MDGs) and the Poverty Eradication Action Plan (PEAP) and contributed to the data requirements of the First National Development Plan (NDP I). The Theme of the Plan was ***"Strengthening Statistical Production and Dissemination."***
ii. PNSD II: (FY 2013/2014–2017/2018) and Extended PNSD II (FY 2018/2019-2019/2020)		This plan was responsive to the Busan Action Plan for Statistics (BAPS) and aligned to NDP I & II data requirements. The plan was extended for two years to align to the NDP II implementation time frame, the Global Agenda 2030 of Susatianble Development and was guided by the Cape Town Action Plan. The plan was implemented under the Theme ***"Enhancing Data Quality Assurance and Use".***
iii. PNSD III (FY 2020/2021 – 2024/2025)		The PNSD III was aligned to NDP III with focus on strengthening capacity within the NSS to produce data and statistics that inform Agenda 2030 for SDGs, Africa Agenda 2063, EAC Vision 2050 and Uganda Vision 2040. The plan was guided by the 2017 Cape Town Global Action Plan for Sustainable Development Data (CTGAPSDD). The plan was implemented under the Theme ***"Agenda for innovation, Modernisation, and Transformation of the National Statistical System".***

1.2 Organisation of the National Statistical System

The National Statistical System (NSS) comprises actors and Standard Operating Procedures that govern statistical production and use. The actors include:

i. **Data Users:** A wide and diverse group that demands and uses statistical information for evidence-based decision-making. This includes government policymakers and planners, the private sector, researchers, academia, civil society, the media, development partners, and the public.

ii. **Data Suppliers:** These are primary data collection points where or on which information is collected such as households, businesses, agricultural enterprises, hospitals, schools and custodians of administrative registers.

iii. **Data Producers:** These are state and non-state actors responsible for compiling statistical data through census, surveys and administrative actions.

iv. **Statistics Training Institutions:** These are institutions that offer training in statistics. They are vital for skilling statistics professionals and statistics personnel in the NSS.

Principles, Procedures, Statistics Standards and Guidelines that govern statistics production and use include the UN Fundamental Principles of Official Statistics, national and international statistical standards, manuals, guidelines, and legal instruments that ensure quality statistics are produced and used in the NSS..

1.3 Legal frameworks that govern Statistical production in Uganda

The production of official statistics in Uganda is anchored in a robust legal and regulatory framework designed to ensure professionalism, integrity, and public trust. They include;

i. **The United Nations Fundamental Principles of Official Statistics (UNFPOS):** As a member of the United Nations, Uganda adheres to these ten principles: Official statistics should be relevant, impartial and promote equal access; Adherence to scientific principles and professional ethics; Accountability and Transparency; Prevention of misuse of statistics; Use of appropriate data sources; Confidentiality of individual information collected for statistical purpose; the laws, regulations and measures under which statistical system operates should be made public; Promote National Coordination within the NSS; Use of international standards; and Bi lateral and multi-lateral cooperation in statistics

ii. **The African Charter on Statistics:** Ratified by the Government of Uganda in 2017, the Charter commits Uganda to uphold the fundamental principles of official statistics at the continental level. It reinforces the need for professional independence, quality, mandate for data collection and resources, dissemination, confidentiality and coordination and cooperation of statistical activities within the country. A key provision of the Charter urges the Member States to allocate adequate financial resources, recommending 0.15 percent of the national budget for statistical development.

iii. **The Uganda Bureau of Statistics Act CAP 333:** This is the foundational legal instrument that establishes UBOS as the principal data collecting and disseminating agency. The Act gives mandate to the Bureau to be responsible for:

   a) Development and maintenance of a National Statistical System to ensure collection, analysis and publication of integrated, relevant, reliable and timely statistical information.

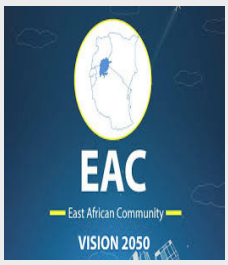
   b) Coordinating, monitoring and supervision of the National Statistical System.

1.4 Development frameworks that define statistical needs

Statistics are an indispensable tool for tracking progress and informing policy within national, regional, and global development frameworks. The PNSD IV is designed to respond directly to the data demands of these key agendas.

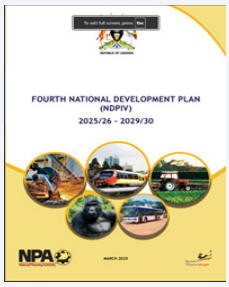
The SDGs agenda which is guided by the slogan "Leave No One Behind" comprises 17 goals, 169 targets, and 232 global indicators, of which 201 are applicable to Uganda. These indicators provide the framework for monitoring and reporting progress on SDG implementation at the national level. To institutionalize and accelerate realisation of the SDGs, Uganda put in place the SDG Secretariat at the Office of the Prime Minister to coordinate implementation, monitoring and reporting. The Plan for National Statistical Development (PNSD) integrates SDG data requirements, which are consolidated under the National Standard Indicator (NSI) Framework to support coordinated production of statistics.

At continental level, the Africa Agenda 2063 is the framework towards attainment of the Pan African Vision of an integrated, prosperous and peaceful Africa driven by its own citizens representing a dynamic force in the international arena. Africa Agenda 2063 was adopted in 2013 by member states of the African Union and is implemented through successive 10-year implementation plans covering the period 2013 to 2063. There are 81 indicators for monitoring and reporting progress on the agenda. Through the PNSD, the data requirements for the Africa Agenda 2063 are integrated into regular statistics production and reporting in the NSS.



At the regional level, the PNSD IV will provide data to track progress on the East African Community (EAC) Vision 2050, which aims for a prosperous and politically united region. The PNSD IV will contribute to the harmonization of statistics within the Community and is aligned to the EAC Regional Strategy for Development of Statistics (RSDS).

In addition, the plan responds to the data requirements for; Doha Programme of Action for the least developed countries, Common Market for Eastern and Southern Africa (COMESA) treaty and Intergovernmental Authority on Development (IGAD) protocol.



At the National level, the PNSD is anchored on Uganda Vision 2040 which is a development framework that aims at transforming the country from a low-income to a competitive upper-middle-income nation by 2040 which is implemented through a series of five-year National Development Plans (NDPs). PNSD IV is aligned to the Fourth National Development Plan (NDP IV 2025/2026 to 2029/2030).

The goal of the NDP IV is ***'Achieve higher household incomes, full monetisation of the economy, and employment for sustainable socio-economic transformation' under the theme 'Sustainable Industrialization for Inclusive Growth, Employment, and Wealth Creation'.*** The objectives of NDP IV are:

i. Sustainably increase production, productivity and value addition in agriculture, minerals, oil & gas, tourism, ICT, and financial services;

ii. Enhance human capital development along the entire life cycle;

iii. Support the private sector to drive growth and create jobs;

iv. Build and maintain strategic sustainable infrastructure in transport, housing, energy, water, industry, and ICT; and

v. Strengthen good governance, security, and the role of the state in development.

The NDP IV objectives will be actualised through the 18 Programme Areas and inform the National Standard Indicator (NSI) framework.

1.5 Statistical Frameworks that guided the PNSD IV design

The strategic direction of the PNSD IV was guided by international, continental, regional and national frameworks that shape modern statistical systems:

Globally, the aspirations of the PNSD IV were based on the 2017 Cape Town Global Action Plan for Sustainable Development Data and the 2024 Medellin Framework for Action on Data for Sustainable Development. The Medellin emphasizes data innovation, partnerships, high level political and financial support for data, and built a pathway to better data.

At continental level, the plan is informed by the Strategy for the Harmonization of Statistics in Africa (SHaSA) which provides a general framework for production of harmonized and quality statistics covering all aspects of inclusive and sustainable development to support integration and development policies in Africa. One key aspect of the SHaSA is recommendation to African countries to allocate 0.15 percent of their national budgets to finance statistical development.

At regional level, the plan is informed by the EAC Regional Strategy for the Development of Statistics (RSDS), which guides the development of statistics required to support regional integration and monitoring of the EAC Vision 2050. In addition, the strategy provides for coordination and development of regional compilation guidelines across various statistical dimensions and technical training on reference standards and methods.

National Context: the PNSD IV will be implemented through the strategic plans for statistics for: Ministries, Departments and Agencies; Local Governments; Civil Society Organisations and Cultural institutions that are aligned to their institutional/development plans. These Strategic Plans for Statistics are the building blocks of the PNSD.

1.6 Rationale for PNSD IV

Recognizing the ever-changing needs and demands of the global data ecosystem, the Government of Uganda is committed to ensure evidence-based monitoring and reporting on progress of the development agenda and has integrated statistical development in the NDP IV. The Fourth Plan for National Statistical Development (PNSD IV) has been developed to address the data requirements of NDP IV and respective Result and Reporting Framework (RRF) and Programme Implementation Action Plans (PIAPS). These will be achieved through strengthening administrative data systems in the MDAs and Local Governments as well as implementation long term Census and Survey Plan.

The integration of Citizen Generated Data (CGD), Big Data and other non-traditional data sources into official statistics presents a strategic opportunity to address persistent data gaps, enhance the relevance and timeliness of statistics for policy and planning, and strengthen reporting on national, regional, and international frameworks.

The PNSD IV, therefore, has integrated mechanism for production of statistics from non-traditional data sources.

1.7 Process of developing the PNSD IV

The process of developing the fourth Plan for National Statistics Development (PNSD IV) was consultative and followed the PARIS 21 guidelines for designing the National Strategy for Development of Statistics (NSDS).

This was to ensure the PNSD IV design process was participatory, builds on achievements of predecessor strategies, responsive to national and international statistical requirements, and nationally owned by all stakeholders in the NSS. The key aspects of the process include:

i. **Learning from Past Experiences:** The Plan was informed by the Annual PNSD implementation Reports as well as the related MDA and LG progress Reports on implementation of their respective strategic plans for statistics. It was also informed by the PNSD III midterm evaluation and National Annual Performance reports, NSI reports and SDG implementation progress reports and NDP implementation progress reports.

ii. **Document Reviews:** The design of the PNSD IV was informed by the; United Nations Fundamental Principles of Official Statistics, Medellin Framework for Action on Data for Sustainable Development (Successor to Cape Town Global Action Plan for Sustainable Development Data), the SDG Agenda 2030, Strategy for Harmonization of Statistics in Africa (SHaSA), Strategies for Regional Economic Communities (RECs) that define statistical priorities, report of specialized technical group on NSDS (STG-NSDS 2025), SDG Review Reports and Acceleration Framework. In addition, the NDP IV and related Results and Reporting Framework and Programme Implementation Action Plans (PIAPs) were reviewed and the UBOS Act 1998 among others.

iii. **PNSD III End term Review:** UBOS commissioned the End Term Review of the PNSD III to document achievements and successes, lessons learnt and best practices. The evaluation also covered challenges during implementation of PNSD III, risks that materialized and proposals for improving the implementation of PNSD IV. The findings of the evaluation informed the design of the PNSD IV.

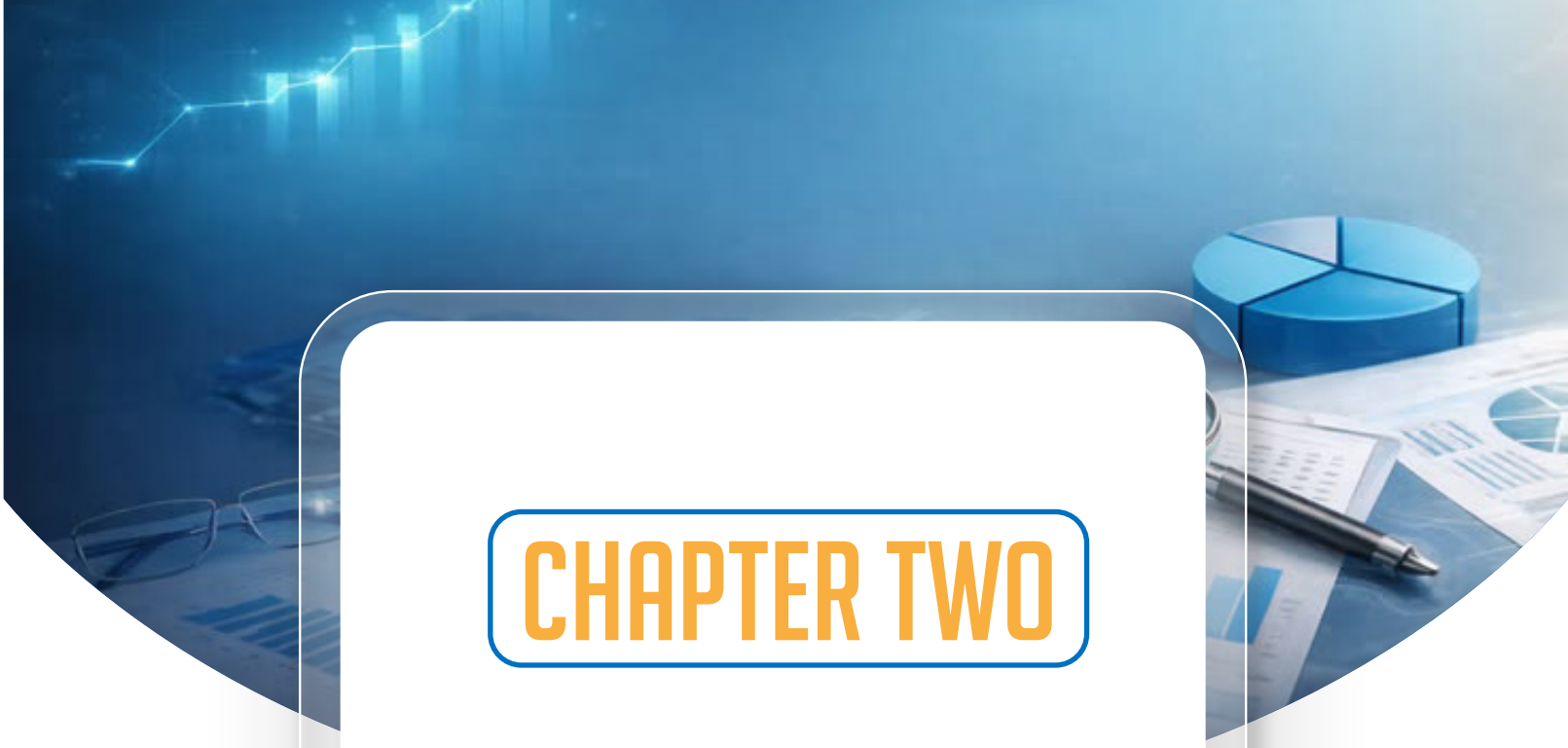
iv. **Stakeholder Consultations:** Several Stakeholder consultations were conducted. The MDAs, LGs, CSOs, development partners and private sector were consulted to gather information that informed the PNSD IV strategic framework, the status of data production and management practices in the NSS and challenges during implementation of statistical activities. In addition, the consultation facilitated identification of user needs and data gaps, data quality assurance mechanism, statistical capacity needs, coordination arrangements and proposals for effective implementation of the PNSD IV. As part of the consultations, stakeholders validated the findings and the draft PNSD IV document that was subsequently presented to UBOS management for approval.

1.8 Scope and coverage of PNSD IV

Similar to predecessor PNSD III, the PNSD IV adopted a holistic approach in addressing the relevant development agenda and took into account traditional and non-traditional data sources, cross-cutting issues such as Gender, HIV/AIDS, Environment and Climate Change, migration and refugees as well as principles of Human Rights Based Approach to Data (HRBAD). The PNSD IV recognises data production challenges and threats arising from geopolitical environment, rapid technological advancement, and economic, sociological and environmental aspects. It covers all NDP IV programmes, MDAs, Local Governments (LGs), Cultural and Faith-based Institutions, a segment of the Civil Society Organisations (CSOs) and statistics training institutions.

1.9 Structure of the PNSD IV

The PNSD IV document is organised in eight chapters and annexes. From this point forward the document presents: Situation Analysis, PNSD IV Strategic framework, Financing framework and strategy, Implementation mechanisms, Communication and Feedback Strategy, Risks management and compliance strategy and Monitoring and Evaluation Strategy.



CHAPTER TWO

SITUATION ANALYSIS

2.0 Introduction

This chapter presents the status of the NSS highlighting the progress made under PNSD III and emerging issues, and lessons learned to guide the implementation of PNSD IV. It further examines the roles and interests of key stakeholders, assesses strengths, weaknesses, opportunities, and threats of the NSS, and outlines the key challenges that need to be addressed under PNSD IV.

2.1 Performance of the PNSD III

The PNSD III (FY 2020/21 – FY 2024/25) was implemented under the theme "Agenda for Innovation, Modernisation and Transformation of the National Statistical System." Its aim was to strengthen the NSS to meet the growing data demands of the National Development Plan III (NDP III), the Sustainable Development Goals (SDGs), and other development frameworks. The performance highlights achievements by strategic goal, emerging issues and lessons learned as presented in subsequent sections.

2.1.1 Performance of the PNSD III by strategic goal

Overall, the PNSD III made significant strides in strengthening the capacity of the NSS. The key achievements and challenges by each of the four strategic goals include:

Goal 1: Strengthen Coordination, Cooperation, and Partnerships in the NSS

i. **Statistical coordination and management:** PNSD III was premised on five coordination structures. Three out of the five committees were functional throughout the implementation period, and these include; UBOS Board of Directors, National Statistics Technical Committee and Institutional Statistics Committees (MDAs, LGs and CSOs).

However, the High-Level Steering Committee was constituted but not active throughout the period because the members were already on other Government committees with similar membership that could deliberate on similar issues. The National Inter Agency Statistics Committee on the other hand was constituted but never held any meeting because the steering constituted for the National Population and Housing Census 2024 drew same members who were constituted for the committee.

ii. **Implementation of Strategic Plans for Statistics:** By the end of PNSD III, 71.4 percent (LGs-91.5 percent, MDAs-34.2 percent and CSOs-21.4 percent) of the NSS institutions actively implemented the Plan through their approved Strategic Plans for Statistics (SPSs). However, 28.6 percent of the institutions implemented respective SPSs in draft forms.

iii. **Legal and Regulatory Framework:** A Regulatory Impact Assessment (RIA) was conducted and found that the Statistics Act is sufficient but requires regulations to enhance the implementation. The draft regulations are in place pending finalization.

iv. **Partnerships:** Several Memoranda of Understanding (MoUs) signed with national, regional, and international bodies to strengthen data production and use in the NSS. In addition, a Joint UN and Government of Uganda programme for Data and Statistics was developed and implemented during the period.

v. **Advocacy:** Under PNSD III, significant steps were taken to enhance statistical advocacy. A draft NSS Advocacy Programme Strategy was developed pending finalisation. However, appreciation and use of statistics during the implementation period remained low.

Goal 2: Develop Statistical Capacity in the NSS

i. **Human Resources:** There was an improvement in the number of institutions (MDAs and LGs) that recruited statisticians. Training was provided to numerous staff across MDAs, LGs, and CSOs to enhance statistical skills, communication, advocacy, and use of the Citizen Generated Data (CGD) toolkit. However, a comprehensive NSS capacity needs assessment revealed absence of qualified statistics personnel in most MDAs and LGs as well as skill gaps in statistical data management.

ii. **Infrastructure:** During the period, the country acquired over 100,000 tablets to support the first digital NPHC 2024, part of which were distributed to stakeholders in the NSS to strengthen administrative data systems and data collection for the Parish Development Management Information System (PDMIS).

iii. **Institutional Structures:** The PNSD III focused on strengthening the functionality of statistics units across the NSS. There was increase in the number of institutions that had active units with personnel and financial resources. At the NSO (UBOS), a Professional Service Department was established to foster research, professionalism and capacity development in the NSS. However, many institutions still lacked a well-established statistics unit and the In-Service Training Centre for the NSS was not in place by the end of June 2025..

Goal 3: Strengthen Systems for Data Production and Development

i. **Statistical Outputs:** The NSS successfully implemented 81.9% of planned censuses and surveys under PNSD III. The National Standard Indicator (NSI) Framework integrated SDGs, Africa Agenda 2063 and other developments frameworks and were updated regularly. By the end of 2025, 80% of NSI level I & II indicators were up to date with the most recent data from censuses, surveys and administrative data sources.

The key highlights of the statistical outputs / products include; NPHC 2024 report, annual GDP estimates, regular price indices, UNHS 2023/24, UDHS 2022, FINSCOPE Uganda 2023, NSDS 2021, National Livestock Census report 2021, National Labour Force Survey Report 2021, Annual Personal Transfer survey reports, UHIS reports, updated NSI framework aligned to NDP III, among others. The number of SDG indicators reported in Uganda's Voluntary National Review (VNR) increased from 92 in 2020 to 148 in 2025.

ii. **Automation of all data processes:** The NSS embraced automation for most of the surveys and censuses including the first digital National Population and Housing Census (NPHC) 2024, the inaugural Uganda Aquaculture Census 2025 and the Baseline Education Census 2025. In addition, progress was made in automation of administrative data systems in some MDAs, LGs, CSOs and Cultural Institutions by acquisition of IT equipment that was able to transfer their operations from manual to electronic databases. Community data for parish profiling is compiled by parish chiefs using tablets and the data management is on the PDMIS platform. However, integration of administrative data systems remains a big challenge and data collection at most of the service delivery points remains manual.

iii. **Data Quality and Standards:** The Statistics Quality Assessment and Certification Framework (SQACF) was updated and the Operational Guidelines for Production of Quality Statistics in Uganda was developed. Statistical assessments were done in several institutions whose findings led to further improvement in the quality of statistics produced in the NSS. However, the Statistical Standard Profile which is meant to enhance standardisations of statistics compilation in the NSS is in draft form and there exists lack of validation mechanisms in most institutions.

iv. **Cross-cutting Issues:** Over 88 percent of NSS institutions compiled and integrated at least one of the cross-cutting issues in their statistical production including gender, HIV/AIDS, disability, climate change mitigation and adaptation, refugees, internally displaced persons and migration. However, many institutions are yet to fully integrate most of the cross-cutting issues.

Goal 4: Enhance Dissemination, Uptake, and Use of Statistics

i. **Dissemination:** Different dissemination channels in the NSS were adopted to improve uptake and use of statistics. These include among others enhancement of the UBOS website, several MDAs and LGs had statistical pages on their websites, interactive online platforms (YouTube and X), weekly statistical briefs, monthly press releases and exhibitions at National events among others.

ii. **Data access and use:** Several open data portals were developed in the NSS to enhance accessibility and usability of statistical data. In addition, the SDG metadata handbook and metadata for NSI indicators was compiled to improve the use of statistics in the NSS. User Satisfaction Survey (USS) was conducted to assess the perception of the users of statistics in the NSS on the statistical products and services.

iii. **Data Sharing:** Several institutions had their systems integrated to enhance data sharing. Notably among them are; NIRA (Foundational registration system), National Citizenship and Immigration Control (e-immigration system), URSB (Online Business Registration System-OBRS), URA (Electronic Fiscal Receipting and Invoicing Solution-EFRIS and Automated System for Customs Data -ASYCUDA) among others. Findings from the End Term Evaluation of the PNSD III show that 29.4 percent of the MDAs and 8.9 percent of the LGs had entered partnerships to share data through Memoranda of Understanding (MoUs) and bilateral agreements.

2.1.2 Emerging Issues

The implementation of PNSD III occurred amidst a rapidly changing landscape, bringing to the fore issues that the PNSD IV should address:

i. **The Data Revolution and Non-Traditional Data:** The potential of big data, citizen-generated data, and geospatial information to complement traditional sources is immense. However, its use within the NSS remains limited and largely unstructured. No standardised frameworks currently guide the production, validation, and integration of data from non-traditional sources into official statistics. In addition, institutional capacity among CGD producers, particularly Civil Society Organisations (CSOs) is inadequate, and coordination mechanisms for CGD are not yet fully established, highlighting a significant capacity and utilization gap.

ii. **Digitalisation and Innovation:** The success of the fully digital census underscored the opportunities presented by digitization of statistics production processes. However, the adoption of data science, artificial intelligence (AI), and machine learning (ML) remains low across the NSS. This presents both an opportunity to leverage frontier Technologies for Official Statistics and increase efficiency and a risk of living many behind.

iii. **Demand for Disaggregated and Small Area Data:** The implementation of programs like the PDM and the SDGs, with emphasis on leaving no one behind is still a challenge. This has created unprecedented demand for granular, small-area statistics from the lowest administrative units, which remains a challenge. The government strategy to grow the economy tenfold by 2040 further calls for investment in statistics to provide granular statistical information on the four key growth pillars aimed at driving the country's Tenfold Growth Strategy Namely Agro-Industrialisation, Tourism Development, Mineral-Based Industrial Development (including oil and gas), and Science, Technology, and Innovation including ICT (ATMs) and their enablers. This calls for greater efforts to strengthen investment in administrative data systems to ensure automation and data interoperability of systems in the NSS during PNSD IV.

iv. **Data Governance and Integration:** To future-proof the National Statistical System (NSS), leadership must rapidly modernise a legacy landscape of siloed agency systems, poor data quality, and delayed reporting by addressing critical emerging vulnerabilities in data security, algorithmic privacy, and AI-readiness. Transitioning to an advanced, agile data governance framework is strategically imperative to enforce cross-platform interoperability, mitigate modern cybersecurity threats, integrate non-traditional data sources (like big data and geospatial feeds), and build a secure, high-integrity foundation capable of driving real-time, trusted insights for national development.

v. **Increasing Data Demands:** The growing need for statistics in new and complex areas, including climate change, minerals / energy, migration and tourism's full economic impact, digital economy, and the social and environmental costs of economic activities has created a demand for an Integrated Statistic Data System (ISDS) which helps to link and update data for use by diverse stakeholdersto produce timely statistics in those areas.

2.1.3 Lessons Learned from PNSD III Implementation

The following are the key lessons learned and implications for PNSD IV:

1. **Ownership & Advocacy:** Participatory approaches in designing institutional statistical plans foster ownership and improve implementation, while sustained advocacy and visibility are essential for stakeholder buy in. This approach should be advanced through participatory planning across MDAs, LGs, and CSOs, and by launching a national advocacy and communication strategy to elevate the value of statistics in development.

2. **Capacity & Human Resources:** High staff attrition in MDAs, LGs, and CSOs undermines continuity in statistical production. Hence, continuous training and capacity building programs should be in sinusoidalized to safeguard institutional memory and sustain statistical capacity across the NSS.

3. **Financing & Sustainability:** Insufficient and unsecured funding, especially at the local government level, constrains implementation of statistical activities, while coordination structures only functioned where resources were available. Thus, deliberate mainstreaming of statistics into national and local budgets, with ring-fenced allocations and secure, dedicated financing for statistical committees, is needed to sustain effective coordination.

4. **Data Systems & Integration:** Fragmented and parallel data systems limit harmonization and sharing, while the full potential of administrative data remains untapped despite successes in institutions with strong systems. MDA, LG, and CSOs should embrace automation, integration, and interoperability of data systems to strengthen administrative data generation and use to unlock efficiency and expand the evidence base for policy.

5. **Data Products & Dissemination:** User friendly statistical products such as popular visions of statistical reports and bulletins enhance uptake and bridge producer–user gaps, while automation of production and dissemination improves efficiency and timeliness. There is need to Standardise the production of accessible statistical outputs and expand automation to accelerate data release and access, ensuring statistics are both usable and timely..

2.2 Stakeholder Analysis

The NSS is an integrated ecosystem with diverse categories of stakeholders that are fundamental to effective statistical coordination, collaboration, and stakeholder engagement in implementing this strategic plan. Table 1 presents designated key stakeholders, their influence, and role in the new frontiers of the NSS.

Table 1: Stakeholder Analysis

Stakeholder Category	Key Actors	Primary Interest/Role in NSS	Influence
Data Producers	MDAs, LGs, CSOs and Cultural Institutions	• Custodians of relevant data and statistics from censuses, surveys, administrative sources, and other sources. • Ensure availability of quality, harmonized, and timely statistics • Embed international statistical standards, set policies, provide strategic guidance, • Ensure alignment of statistical production with development frameworks.	High
Data Users	MDAs, LGs, CSOs, Private Sector, Academia, Researchers, Media, General Public, Development Partners, Cultural institutions, Faith-based institutions	• Define data needs & shape priorities relevant for policy formulation, planning, decision-making, monitoring and evaluation (M&E), advocacy, investment decisions, and research. • Champion data use and investment in statistics production and development. • Provide feedback on data gaps, usability, quality, and accessibility. • Drive innovation in statistics production.	High
Data Suppliers/ Providers	Households, Business Enterprises, Institutions (e.g. hospitals, schools), Individuals	Provide primary data through surveys, censuses, or as part of administrative processes (e.g., registrations, tax filing).	High
Statistics Training Institutions	Academia (Universities), Statistics Training Centres (STCs)	Facilitate training and professional development for statisticians, strengthening their skills and promoting continuous learning within the National Statistical System.	Medium
Researchers	Research Institutions, MDAs, Private Companies and individuals	Conduct research, develop new methodologies, supply technological solutions, foster professional development and ethical standards.	Medium
Media	Print media (newspapers), Electronic media (radio, TV), Online/Social Media platforms	• A primary channel for communicating statistical data and findings to the general public in an accessible format. • Use statistics to promote accountability, inform public debate and advocate for evidence-based policies.	Medium

2.3 Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis

This section presents the Strengths, Weaknesses, Opportunities and Threats of the NSS as detailed in Table 2

Table 2: SWOT Analysis

STRENGTHS	WEAKNESSES
i. Existence of the UBOS Act CAP 333, which provides a legal basis for statistical production, supervision, and coordination in the NSS. ii. Continued Government funding for statistics production and development to support evidence-based planning. iii. Existence of trained and skilled statisticians within the NSS. iv. Availability of key frameworks, guidelines, and standards, including the NSI, SQACF, National Priority Gender Equality Indicators (NPGEIs), and Operational Guidelines for Production of Quality Statistics v. Successful transition to digital data collection for censuses and surveys (e.g., NPHC 24) and existence of integration platforms such as UGHUB. vi. Strong partnerships and collaborations with stakeholders in statistical production and development. vii. Existence of the Department of Professional Services aimed at professionalization and capacity development.	i. Weak Administrative Data Systems (manual processes, incompleteness, limited scope and coverage) limiting their use for official statistics. ii. Inadequate statisticians and skilled personnel for statistical activities in many LGs and MDAs Planning Departments. iii. High staff turnover resulting from lack of incentives in terms of career growth and low pay in some cases. iv. Fragmented data Systems among MDAs, LGs, and CSOs leading to duplication of effort, limited data integration and sharing, comparability, and weak evidence base, etc v. Low uptake and use of statistics due to reduced investment and innovation to suit the needs of different users. vi. Limited capacity among users to access and interpret statistics. vii. Weak statistics coordination Structures in MDAs, LGs, and CSOs. viii. Inadequate and inconsistent funding of statistical activities, especially at the MDA and LG levels, with no dedicated budget lines.
OPPORTUNITIES	**THREATS**
i. Government sustained support and Political will towards supporting PNSD Outcomes and interventions. ii. Support from Development Partners which complements government's efforts towards statistics production and development and innovation drive. iii. New developments like the NDP IV M&E system that is being developed to interface with PBS, IFMIS, and the NSI system. iv. The Parish Development Management Information System (PDMIS) that provides a platform for compilation and reporting on granular data collected from the grassroots level. v. National / Regional /Global commitments resulting in strong demand for data for SDGs, Africa Agenda 2063, EAC Vision 2050 and NDP IV. vi. The efforts towards harmonisation of statistics production processes by the Regional Economic Communities (RECs) including East African Community (EAC), Intergovernmental Authority on Development (IGAD) and Common Market for Eastern and Southern Africa (COMESA) for migration and refugee data, harmonized CPI, climate and environment statistics, trade, among others. vii. The restoration of the position of statisticians in all MDAs and LGs planning departments.	i. Increased digitization exposes the NSS to cybersecurity and privacy risks including threats of data breaches, hacking, and misuse. ii. Failure to sustain fast-evolving technologies (Hardware, software, and related skills). iii. Loss of skilled staff to the international organisations and abroad resulting into loss of institutional memory, brain drain and investment cost on training new personal iv. Externalities: Pandemics, climate change, and natural disasters disrupt data collection activities.

2.4 Strategic Priorities for PNSD IV.

Based on the challenges identified, emerging issues, lessons learned, and the SWOT, the prioritised interventions for PNSD IV include;

i. Strengthen coordination for statistics by operationalising statistics units and governance structures across all MDAs and LGs for effective harmonisation, integration and accountability within the NSS.

ii. Accelerate the integration of data science, machine learning, and artificial intelligence in data production.

iii. Invest on modern ICT infrastructure and human resource capacity for increased use of administrative data for statistical purposes.

iv. Strengthen administrative data systems by standardising compilation processes, automation, integration, and interoperability to facilitate statistics production.

v. Strengthen the production of small area, granular, and high-frequency statistics.

vi. Implement a robust NSS capacity-building program.

vii. Integrate funding for statistical activities in MDAs' and LGs' budgets.

viii. Establish and operationalize regional statistics offices.

ix. Develop and implement a 10-year census and survey program.

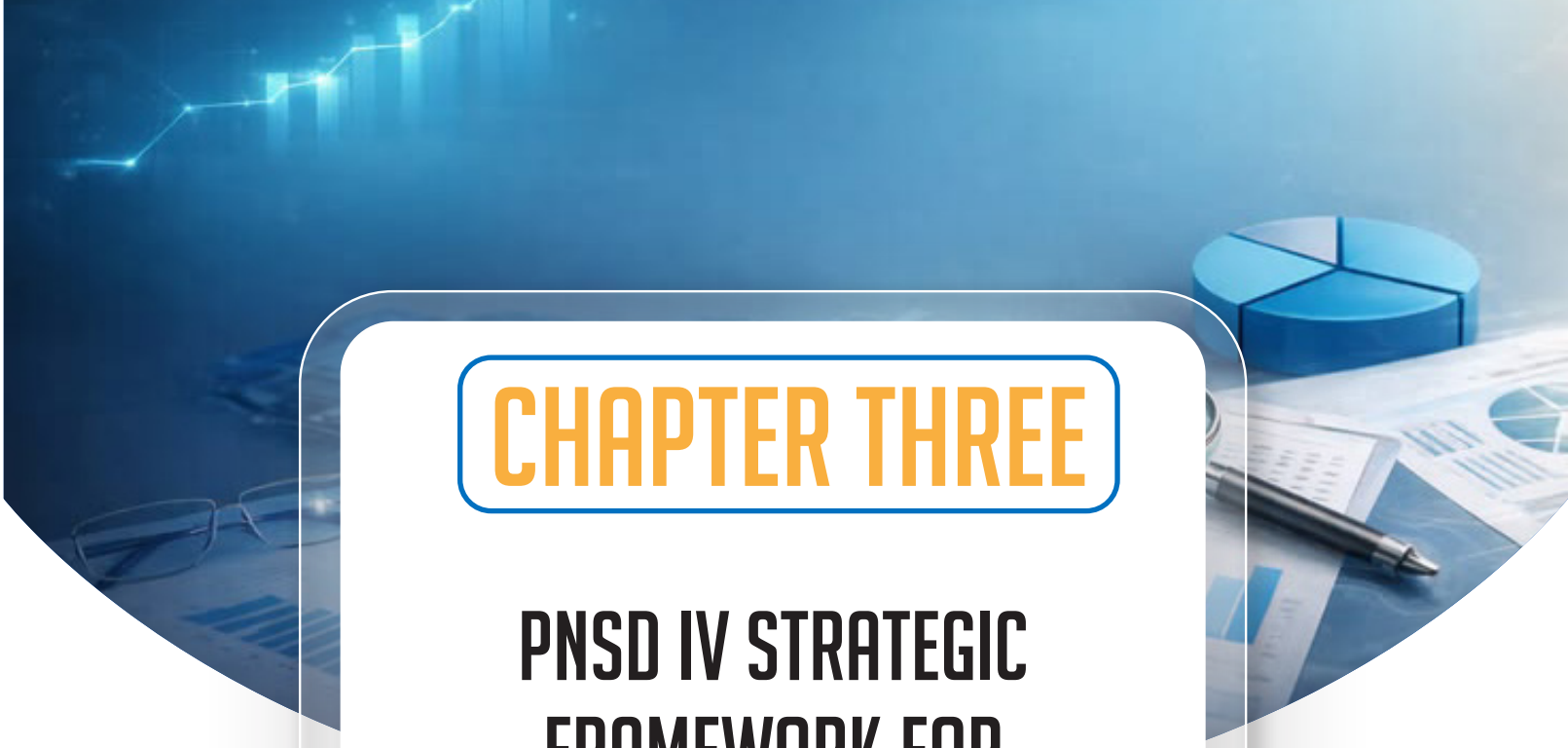
x. Enhance the capacity of data users to access and use available statistics.

xi. Promote the use of micro data in the NSS.

xii. Strengthen coordination, Monitoring, and supervision of NSS in statistical production and development.

xiii. Strengthen collaborations and partnerships in statistical production and development.

xiv. Promote data sharing and system integration for statistics production and development in the NSS.



CHAPTER THREE

PNSD IV STRATEGIC FRAMEWORK FOR 2025/2026-2029/2030

3.0 Introduction

This chapter presents the Vision, Mission, Goal, Core values, and strategic direction (strategic objectives and strategies) for the Fourth Plan for National Statistical Development covering the period 2025/2026-2029/2030.

3.1 Vision

A World Class National Statistical System

3.2 Mission

Providing quality statistics and statistical services to support the national and international development agenda

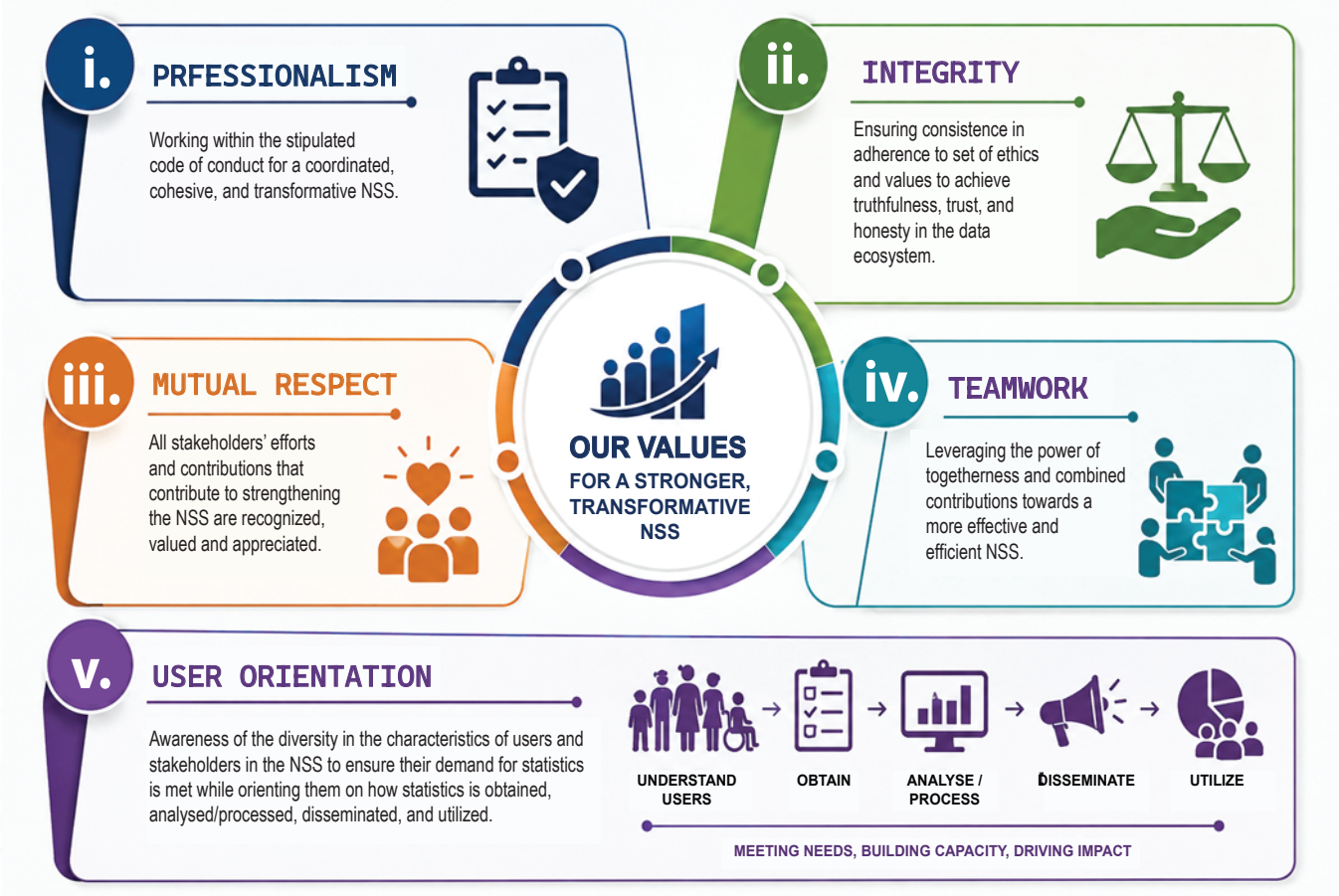
3.3 Goal

Attainment of the PNSD IV Vision and Mission will be guided by a single Goal: Strengthen the capacity of the National Statistical System to generate and use statistical data to inform development planning at all levels.

Table 3: PNSD IV Goal, Outcome and Performance Indicators

Goal	Outcome	Performance Indicators
Strengthen the capacity of the National Statistical System to generate and use statistical data to inform development planning at all levels	Increased production and use of quality statistics for planning, policy, and decision-making.	• The NSS statistical quality score • Proportion of NSIs with up-to-date data (level 1,2 &3) • Statistics User Satisfaction Index. • Percentage of MDAs, LGs, and CSOs producing reliable statistics through harmonized systems aligned with NSS standards statistics.

3.4 Core Values



3.5 Strategic Objectives

To achieve the above goal, the NSS will be guided by four strategic objectives namely:

i. **SO. 1:** Strengthen production, dissemination and communication of quality statistics.
ii. **SO. 2:** Enhance statistical capacity in the NSS.
iii. **SO. 3:** Enhance coordination and Supervision in the NSS.
iv. **SO. 4:** Promote collaboration and partnerships in the NSS.

Table 4: Strategic objectives, outcomes and indicators

Strategic Objective	Expected outcome	Performance indicators
Strengthen production, dissemination and communication of quality statistics	• Expanded scope and coverage of statistics from censuses, Surveys and administrative data sources. • Increased use of non-traditional data sources in statistical production • Increased access and availability of statistics • Increased statistics user satisfaction	• Proportion of the long-term censuses and survey plan implemented • Proportion of MDAs and LGs producing Annual Statistical Abstracts • Number of statistical indicators compiled from non-traditional data source • Proportion of users accessing the data dissemination platforms as a fraction of total number accessing the UBOS website. • Proportion of MDAs with statistical pages on their websites
Enhance statistical capacity in the NSS.	• Functional statistics units in all MDAs and LGs. • Enhanced expertise and skills in data management and statistics production.	• Proportion of MDAs and LGs with functional statistics units. • Proportion of the NSS capacity building programme implemented
Enhance coordination and Supervision in the NSS.	• Strengthened coordination mechanism in place. • Increased quality of statistics produced in the NSS. • Strengthened Monitoring, Evaluation and Learning systems in the NSS • Mechanisms for sustained financing for statistics production in the NSS established.	• Proportion of functional PNSD IV coordination and implementation structures. • Proportion of MDAs and LGs with functional statistics committees. • Proportion of institutions implementing the PNSD IV. • Proportion of institutions with dedicated Government budget lines for statistics production in the NSS.
Promote collaboration and partnerships in the NSS.	• Increased partnerships with professional bodies and association, academia and training institutions in statistics production and development within the NSS. • Increased number of indicators for reporting at National, regional and international levels.	• Number of MoUs between the NSO and Actors in the NSS and international bodies. • Proportion of indicators from different reporting frameworks with up-to-date data.

3.6 Strategic interventions and Actions

To achieve the PNSD IV strategic objectives, several strategic interventions and actions will be undertaken under each of the core objectives as shown below:

3.6.1 SO1: Strengthen production, dissemination and communication of quality statistics

Aligned with NDP IV and SDGs for 2030, this objective aims to modernise the National Statistical System (NSS) by transitioning to rapid, innovative, and user-centric data production. It emphasizes a shift toward accessible, actionable data, fostering a data-driven culture to guide national progress, implemented via strategic interventions in Table 5.

Table 5: Strategic interventions and actions under SO1

Strategic interventions	Actions
1.1 Strengthen the use of Information Communication Technology (ICT) in statistical production	Automate statistical production processes
	Acquire modern ICT resources to facilitate statistical production
1.2 Standardise collection, analysis and publication of statistical data across the NSS	Develop, disseminate and provide technical support to NSS institutions to adopt and apply global, regional and national statistical standards, guidelines and methodologies in statistical production.
	Conduct regular statistical quality assessments (statistical audits) and certification of selected indicators using national and international standards
	Develop and disseminate practical guidelines to standardise the production of citizen-generated data.
1.3 Strengthen compilation of quality statistics from administrative data (Including small area statistics)	Foster the compilation of quality statistics from administrative data
	Standardise the tools and processes of compilation of administrative data
	Enhance the utilization of the Harmonised Local Government data collection tool (for PDMIS, CIS (small area data) and administrative data) through continuous trainings and technical support.
1.4 Increase the compilation of quality statistics from non-traditional data sources	Mainstream the use of data science (Machine Learning and Artificial Intelligence and big data analytics) in statistical production processes
	Update and roll out the Citizen Generated Data toolkit in CSOs and Private actors.
	Develop quality guidelines for production of statistics from non-traditional data sources
	Incorporate the use of geographic information systems (GIS) in statistical production and use.
1.5 Strengthen compilation and integration of cross-cutting issues such as human rights, migration, gender, refugees, disability and others in statistical production	Harmonise the compilation and reporting of cross cutting issues
	Update the National Priority Gender & Equality Indicators (NPGEIs)
1.6 Develop and implement an effective long-term plan for censuses and surveys in the National Statistical System (NSS)	Conduct censuses and surveys according to the approved Long-term plan
	Enforce the census and survey standards, guidelines and procedures in the NSS

Strategic interventions	Actions
1.7 Develop and implement an integrated NSS Data Dissemination Policy and Data Sharing Protocol	Promote timely dissemination of Statistical products in line with the approved release calendar for the National Statistical System (NSS).
	Maintain and update an interactive UBOS website
	Establish a statistical data repository for the NSS. (a one stop centre for data & statistics in UBOS)
	Facilitate and strengthen institutional capacity to effectively disseminate statistical information
	Develop and implement a strategy for advocacy, media and communication of statistics in the NSS
1.8 Enhance access and use of data in the NSS	Regular update of the National Standard Indicator (NSI) Framework
	Expand access to and encourage the utilization of micro data across the National Statistical System (NSS).
	Promote the use of open data portals across the NSS
	Establish and operationalize effective feedback mechanisms for statistical products.

3.6.2 SO2: Enhance statistical capacity in the NSS

This strategic objective recognizes that statistical capacity is not limited to data collection alone; it encompasses the entire data ecosystem, from infrastructure and human capital to the legislative frameworks that ensure data integrity and public trust.

Despite advancements in previous planning cycles, the NSS must evolve to meet the challenges of a rapidly digitalizing global economy and increasing domestic demand for real-time, and granular data.

Through these interventions, the PNSD IV (2025/26–2029/30) will build a resilient and agile NSS that transforms general data into a strategic national asset for the prosperity of all Ugandans. The objective will be implemented through strategic interventions in Table 6.

Table 6: Strategic interventions and actions under SO2

Strategic interventions	Actions
2.1 Develop and implement a functional NSS capacity building programme	Establish and Implement the NSS capacity building programme.
	Conduct a statistical capacity needs assessment
	Operationalize the in-service training centre
	Train staff in the production and compilation of statistics including from non-traditional sources and on Monitoring and Evaluation requirements for the PNSD IV
	Train in-service statisticians on the global, regional and national statistical strategies, frameworks, standards, guidelines and methodologies
	Train CSOs in the application of practical guidelines for producing high- quality Citizen Generated Data.
	Design and institutionalize a regular Data Maturity Assessment Framework to track progress in statistical capacity development across the NSS
2.2 Operationalize the statistician cadre in the NSS	Facilitate the establishment of functional statistical units within MDAs and LGs organisational structure
	Advocate for the reinstatement of the statistician position in the organisational structure of MDAs and LGs
	Integrate statistics in Institutional development/strategic/corporate plans and Budget Framework Papers
2.3 Strengthen statistical literacy, advocacy and awareness in the NSS	Conduct Statistical literacy and advocacy in the NSS
	Conduct awareness campaigns on statistical products and services

3.6.3 SO3: Enhance coordination and Supervision in the NSS.

As the country embarks on the implementation of the Fourth National Development Plan (NDPIV) 2025/26 – 2029/30, the demand for coordinated, harmonized, disaggregated, and high-quality real-time official statistics has never been more critical to track the nation's "Tenfold Growth Strategy" and the 2030 Agenda for Sustainable Development.

While significant strides were made under previous strategies in coordinating and supervising statistical development across Government Ministries, Departments, and Agencies (MDAs), Local Governments (LGs), and non-state actors, challenges such as data silos, inconsistent standards, and duplication of effort persist in the production and use of statistics. This strategic objective seeks to address the identified gaps through the strategic interventions in Table 7.

Table 7: Strategic interventions and actions under SO3

Strategic Interventions	Actions
3.1 Strengthen coordination in the production of quality statistics in the NSS	Constitute and operationalize the PNSD IV coordination structures
	Develop and implement Strategic Plans for Statistics under the PNSD IV
3.2 Establish mechanisms for sustained financing for statistics production in the NSS.	Lobby for increased government funding for the production of statistics in MDAs and LGs budgets
	Develop and implement resource mobilization strategies and mechanisms to enhance statistical production and development in the MDAs and LGs.
3.3 Strengthen Supervision of the NSS in Statistical production and development	Establish and operationalize regional statistics offices
	Supervise the production of statistics in the NSS
	Develop regulations and operational guidelines to enhance implementation of the UBOS Act Cap. 333. in the NSS
	Enhance awareness of the Legal frameworks for statistics production
	Undertake monitoring and evaluation of statistical activities in the NSS

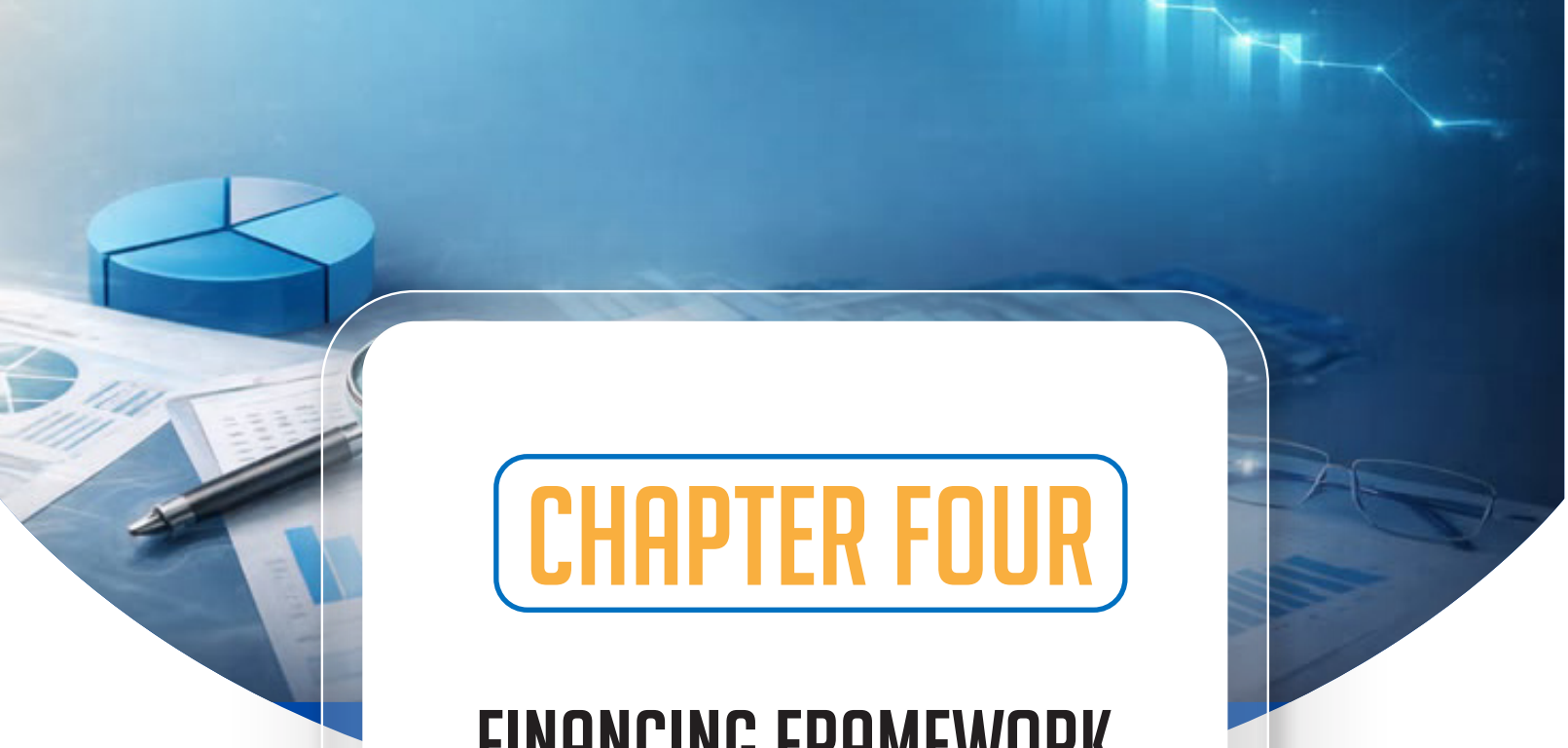
3.6.4 SO4: Promote collaboration and partnerships in the NSS

The strategic objective focuses on creating a unified, collaborative environment among key data producers and users in the country to meet the increasing demand for high-quality statistics. By fostering partnerships and collaboration across Government Ministries, Departments and Agencies (MDAs), Local Governments, the Private Sector, and International Partners, the NSS aims to eliminate duplication and optimize use of available resources and to align with NDP IV and Sustainable Development Goals (SDGs) data requirements.

The objective will be executed through specific interventions detailed in Table 8, ensuring that statistical production is coherent and integrated to deliver on all data requirements for the National Development Agenda using the scarce resources at hand.

Table 8: Strategic interventions and actions under SO4

Strategic Interventions	Actions
4.1 Strengthen collaborations and partnerships in statistical development in the NSS	Collaborate with statistical professional bodies and associations to promote inclusive participation
	Enhance partnerships with academia and training institutions for continued statistical capacity building, mentorship and professional development.
	Strengthen partnerships with national, regional and international bodies on statistical development
4.2 Promote data sharing and system integration for statistical production	Promote interoperability of the NSO data systems to those of MDAs
	Promote data sharing mechanisms among institutions within the NSS.



CHAPTER FOUR

FINANCING FRAMEWORK AND STRATEGY

4.0 Introduction

In line with the NDP IV Implementation Programme (DPI) priority areas, Government has earmarked resources to finance this Plan. This is part of the broader endeavour to ensure that statistical programs are funded to inform planning and implementation of government projects and programs.

4.1 Financing of the Plan

The cost of implementing the plan over the next five years is estimated at Uganda shillings one trillion four hundred forty-four billion (1,444.21 Tn), which is an average of Uganda shillings two hundred eighty-eight billion (288.8 bn) per annum. The expenditure estimates are based on centrally managed activities within the NSS by UBOS.

Notably, strategic objective 1 receives the largest share of financial allocation compared to other strategic objectives, largely due to the substantial costs associated with census and survey programs, as well as investments in ICT infrastructure to strengthen administrative data systems in the NSS. Details of the budget by strategic objective are provided in Table 9.

Table 9: PNSD IV Budget projections

Strategic Objectives	Estimated Cost (UGX Bn)					
	2025/26	2026/27	2027/28	2028/29	2029/30	Total
SO. 1. Strengthen production, dissemination, and communication of quality statistics	73.82	87.65	98.29	110.69	111.10	481.55
SO. 2. Enhance Statistical Capacity in the NSS	63.09	87.45	97.79	110.19	111.10	469.62
SO. 3. Enhance Coordination and supervision in the National Statistical System	63.09	87.15	98.79	111.19	110.10	470.32
SO. 4. Promote Collaborations and Partnerships in the National Statistical System	9.45	3.56	4.10	3.80	1.80	22.71
Total	**209.46**	**265.81**	**298.97**	**335.87**	**334.1**	**1,444.21**

Source: *Estimates from UBOS SP IV and GoU support towards strengthening Administrative in the NSS (MDAs &LGs)*

To finance this plan, the Government will utilize various sources that will include:

i. Financing from the national budget

ii. Leveraging support from various development partners led by UN Agencies, bilateral and multilateral organisations

iii. Resources raised domestically through tax and non-tax revenues

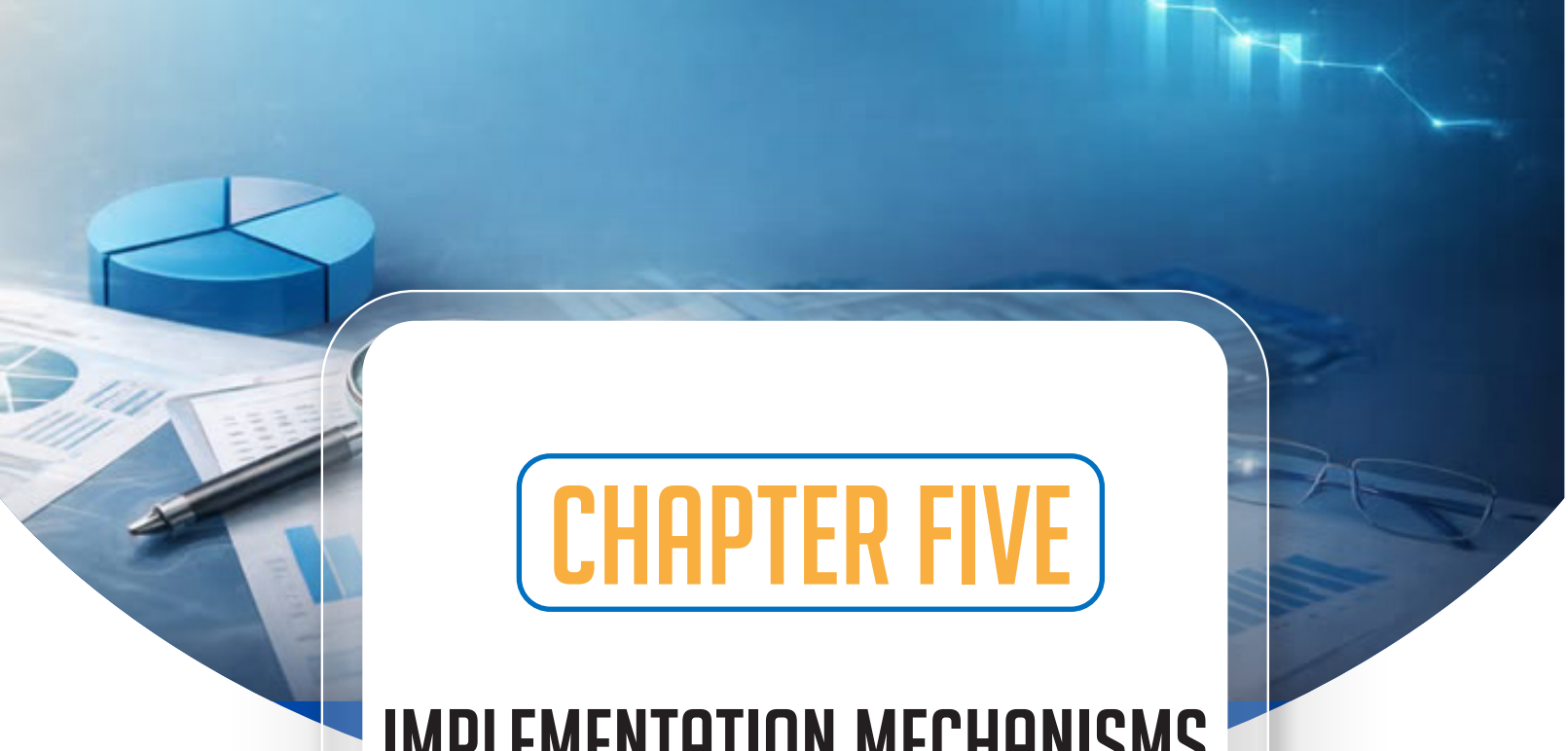
iv. Public Private Partnerships for interventions that UBOS can undertake with other NSS institutions, among others

4.2 Resource Mobilisation

The National Standard Indicator (NSI) Framework emphasized the importance of securing adequate resources to facilitate the production of essential data and indicators needed to monitor and report on progress toward national and broader development agendas. Through the NDPIV Programme Working Groups, UBOS and MDAs will engage Accounting Officers and Development Partners to complement government funding for statistical investments.

Resource mobilization will be pursued through a structured approach. Uganda Bureau of Statistics will advocate for the provision of adequate statistical budgets for MDAs and Local Governments within the government's national budget. The Bureau will also develop funding proposals for multilateral donor agencies to support censuses, surveys and other statistical work identified as critical during PNSD IV implementation.

In addition, Accounting Officers of MDAs and LGs will be encouraged to dedicate adequate resources to support statistical activities within their institutional budgets and work plans.



CHAPTER FIVE

IMPLEMENTATION MECHANISMS FOR THE PLAN

5.0 Introduction

This chapter outlines the framework for translating the strategic goals into actionable results, building on the experiences and lessons learned from the PNSD III. It details the processes for creating awareness and implementation of the PNSD IV, the roles and responsibilities of various entities, the sustainability arrangements to ensure long-term impact, the critical partnerships required for statistical development and production, and the human resource plan to build a capable and motivated statistical workforce.

5.1 Creating awareness and coordination of implementation process

A critical lesson from the PNSD III evaluation attributed the minimal profile and role in driving the statistics-for-development agenda to limited awareness of the PNSD processes among stakeholders. To ensure the success of PNSD IV, a structured and sustained awareness and communication strategy will be implemented.

i. **Popularising the Plan:** This effort aims to inform and increase visibility of PNSD processes within the country. It is expected to raise awareness among the population on the role of statistics in development planning, performance evaluations, and other technical work by various programs, private entities, and individual users.

ii. **Providing strategic oversight:** The UBOS Board of Directors will provide strategic direction and oversight to the Plan. The Board will ensure that the plan aligns with National development priorities.

iii. **Providing operational oversight:** The Heads of Planning in MDAs, LGs and CSOs will provide operational direction to the Plan. They will ensure that the Plan is implemented through Strategic Plans for Statistics for the different institutions.

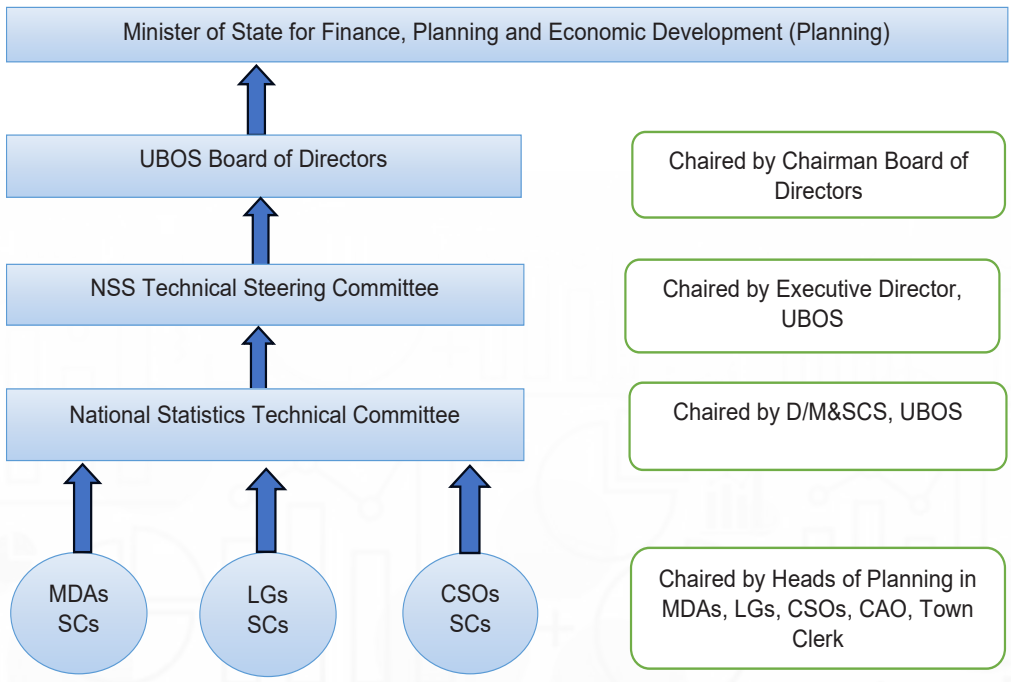
5.2 Roles and responsibilities for organisational and Functional structures

The PNSD IV will be implemented by an elaborate whole-of-government and whole-of-society approach that brings together all state and non-state NSS actors. UBOS, as the National Statistical Office will be secretariat for the PNSD IV. The PNSD IV will operate under a decentralized structure through established committees with the goal of increasing coordination, collaboration, and cooperation between UBOS and other key data producers. The implementation and coordination structures for the plan at the national and sub-national levels include:

i. UBOS Board of Directors
ii. NSS Technical steering Committee
iii. National Statistics Technical Committee
iv. MDAs/LGs/CSOs Statistics Committees

These are shown in hierarchical display in Figure 1.

Figure 1: PNSD IV Implementation and coordination structures



5.2.1 UBOS Board of Directors

As the governing body of the National Statistical Office, the UBOS Board of Directors will oversee the implementation of the PNSD IV. The Board will receive submissions from the NSI technical Committee on the progress of this Plan's implementation. The functions of the Board include;

i. Final approval of statistics programmes and issues recommended by the NSS technical steering Committee.
ii. Final approval of budgets and procurement plans for the PNSD IV and UBOS SP IV.

The Board of Directors meets quarterly.

5.2.2 NSS Technical Steering Committee

The UBOS Executive Director (ED) will chair this committee. This committee will oversee implementation of the PNSD IV in MDAs, LGs, CSOs and Cultural institutions. The NSI framework, which is the main tool for prioritisation of statistics production in the National Statistical System will be the guide in the execution of the tasks of this committee. The committee is composed of Executive Committee (ExCOM) of UBOS, Ministry of Finance, Planning and Economic Development (MoFPED), National Planning Authority (NPA), Office of the Prime Minister (OPM), Office of the President (OP), Ministry of Information and Communications Technology and National Guidance (MoICT&NG), Ministry of Local Government (MoLG), Ministry of Education and Sports (MoES), Ministry of Health (MoH), Bank of Uganda (BoU) and Ministry of Public Service (MoPS) at the level of Assistant Commissioner and above. It is responsible for;

i. Development of the National Standard Indicator (NSI) structure that articulates the alignment of statistical production to the national, regional and international development agendas.

ii. Examine and approve the Annual workplans of the various MDAs, LGs and CSOs in line with the NSI framework.

iii. Provide effective guidance, supervision and address critical issues around the implementation of the PNSD IV.

iv. Advocate for strategies on enhancing the appreciation, coordination and investment in Statistics by MDAs, LGs, and CSOs including the functionality of the statistics cadre.

v. Provide the strategic direction on emerging statistical user needs and requirements and track their integration.

vi. Review consistency of identified risks and mitigation measures and recommend key findings.

This committee will meet quarterly during the PNSD IV implementation period.

5.2.3 National Statistics Technical Committee

The UBOS Director for Methodology and Statistical Coordination Services (D/M&SCS) will chair the National Statistics Technical Committee (NSTC) and its membership will include Contact Persons from each MDA and CSO implementing the PNSD IV. The NSTC will provide a platform for regular discussion, consultation and coordination of the PNSD IV and the related MDAs and CSOs Strategic Plans for Statistics implementation. The functions of the NSTC are:

i. To examine the statistical programmes of the various agencies on a quarterly basis to achieve greater co-ordination and avoid unnecessary duplication of efforts.

ii. To develop a national statistical programme for the approval of UBOS Board of Directors.

iii. To develop strategies that shall ensure uniform standards and methodologies amongst the various MDAs and CSOs with a view to improving on the quality, comparability, and timeliness of their statistical outputs.

iv. To collegially discuss and address the prevailing concerns from producers, users, and other stakeholders in the NSS.

v. Promote effective SPS implementation and foster partnerships for data sharing, development of data management systems, databases, and data portals as well as the development of a dissemination and quality-conscious culture.

vi. Documentation and reporting of SPS implementation progress.

This Committee will meet quarterly during the PNSD IV implementation.

5.2.4 MDAs/LGs/CSOs Statistics Committees

These committees shall prioritise the design and implementation of Strategic Plans for Statistics and the PNSD in each of the MDAs/LGs/CSOs. They will inform the National Statistics Technical Committee.

a) MDAs/CSOs Statistics committees

The Heads, Planning will chair the MDAs/CSOs Statistics Committees. The membership comprises representatives of all departments and the PNSD IV focal person is the secretary. The functions of the committees are:

i. Production of Annual Statistical Abstracts

ii. Alignment of statistical programmes to the PNSD IV and NDP IV data requirements

iii. Preparation of the annual workplans.

iv. Monitoring performance of the SPS implementation and consistency with risk and mitigation measures.

v. Maintenance of an up-to-date list of user needs, engage key stakeholders in the design and maintain the National Standard Indicator list.

vi. Promotion of data quality culture in the generation, analysis, dissemination and use of statistics.

vii. Mainstream cross cutting issues including gender into statistics production and dissemination.

viii. Collaboration and partnerships are established with other institutions and stakeholders in the generation, dissemination and use of statistics.

ix. Provide support to LGs and other stakeholders in enhancing the quality of data generated, analysis, dissemination and use of statistics.

b) LGs Statistics Committees

The CAO/Town Clerk/City Clerk will chair the LGs Statistics committees in the Districts/ Municipal Councils/Cities. The membership comprises representatives of all departments and the PNSD IV focal person is the secretary. The functions of the committee are:

i. Spearhead and support the design and implementation of the LG SPS.

ii. Production of Annual Statistical Abstracts and other statistical products.

iii. Align statistics production to the NSI of LGs.

iv. Synchronization of statistical generation processes to ensure coherence in data within and across departments.

v. Coordinate compilation of data for the State of Parish Economy and Asset Register (SPEAR) and Parish Development Management Information System (PDMIS) and administrative data.

vi. Promotion of quality culture in the generation, analysis, dissemination and use of statistics.

vii. Mainstream cross cutting issues including gender into statistics production and dissemination.

viii. Adhering to the ToRs for the Statistics Committee for effective operation

ix. Participation of the PNSD IV focal person in engagement of activities of the Inter-District Statistics Committees.

x. Provide technical backstopping to support statistics development in the District/MC/City

5.3 Roles and responsibilities of implementing partners

The PNSD IV will be implemented by several stakeholders, who will play specific roles as shown in table 10.

Table 10: Roles and Responsibilities of the PNSD IV Implementing Partners

Stakeholders	Roles and responsibilities
UBOS	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 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.
Office of the Prime Minister	1. Articulating data needs for monitoring and evaluation of performance of Government. 2. Tracking implementation of global development frameworks. 3. Enlisting high-level support for evidence-based decision making. 4. Identifying and sharing with relevant stakeholders the NDP IV indicators with no data that are reported by the respective MDAs and LGs in the National M&E system.
Ministry of Finance, Planning and Economic Development.	1. Mobilising resources for statistical activities in the NSS. 2. Establishment of functional statistical structures in MDAs and LGs. 3. Advocate for use of data and statistics in planning, policy formulation, monitoring and evaluation.
National Planning Authority	1. Articulating NDP IV data requirements. 2. Advocate for use of data and statistics in planning, policy formulation, monitoring and evaluation.

Stakeholders	Roles and responsibilities
Ministry of Local Government	1. Articulation of the community level and sub-national data requirements. 2. Coordination and supervision of Local Government data collection initiatives. 3. Support the establishment of functional statistical structures in LGs.
Development Partners	1. Mobilise resources for statistical production and development to complement government. 2. Provide technical support to statistical production and development.
Non-State Actors (CSOs, cultural institutions and the Private Sector players)	1. Contribute to statistical production through provision of complementary data sources. 2. Mobilise communities to participate in statistical production initiatives. 3. Participate in statistical production initiatives.
Academia and Statistics Training Institutions	1. Facilitate training and professional development for statisticians, strengthening their skills and promoting continuous learning within the National Statistical System.
Other Ministries, Department and Agencies, & Local Governments	1. Production of quality statistics from administrative data. 2. Set up statistical systems and Infrastructure. 3. Statistical Advocacy & participation in Capacity Building initiatives. 4. Support the establishment of functional statistical structures in the respective MDA and LG.
Media	1. Communicating statistical data and findings to the general public in an accessible format. 2. Publicity for statistical interventions.

5.4 Sustainability Arrangements

This section provides highlights on how the plan will be sustained technically and financially

5.4.1 Technical Sustainability

Technical sustainability ensures that the capacity built within the NSS can be maintained. This will be achieved through:

i. Establishment of statistical structures in MDAs and LGs; UBOS, MoFPED and MoPS will ensure the functionality of the statistical structures in all MDAs and LGs to ensure sustainable compilation of quality statistics in the NSS. Efforts will also be made to support the functionality of statistical structures in the CSOs and the cultural institutions.

ii. Re instatement of the statistics cadre; UBOS, MoFPED and MoPS will work together to advocate for the reinstatement of the statistician position in MDAs and LGs organisational structures.

iii. Establishing an In-Service Training Centre; UBOS will leverage the In-Service Training Centre and the Statistics Training Institutions to develop technical competences and skills in the NSS.

5.4.2 Financial Sustainability

Financial sustainability is about securing and ensuring availability of funding for statistical activities during the PNSD IV implementation period. This will be ensured by:

i. Government through the Ministry of Finance, Planning and Economic Development (MoFPED) will provide funding for the long-term censuses and survey plan. It will also ensure that statistical activities in the MDAs and LGs are funded using their annual budgets by issuing guidelines through the Budget Call Circulars and Budget Execution Circulars.

ii. MDAs and LGs are expected to integrate statistical activities in their development plans, Ministerial Policy Statements and budgets.

iii. Strategic Resource Mobilization Plan; The PNSD IV and SPSs for MDAs and LGs are resource mobilization tools.

iv. Heads of MDAs and LGs are expected to lobby for allocation of funding for statistical purposes.

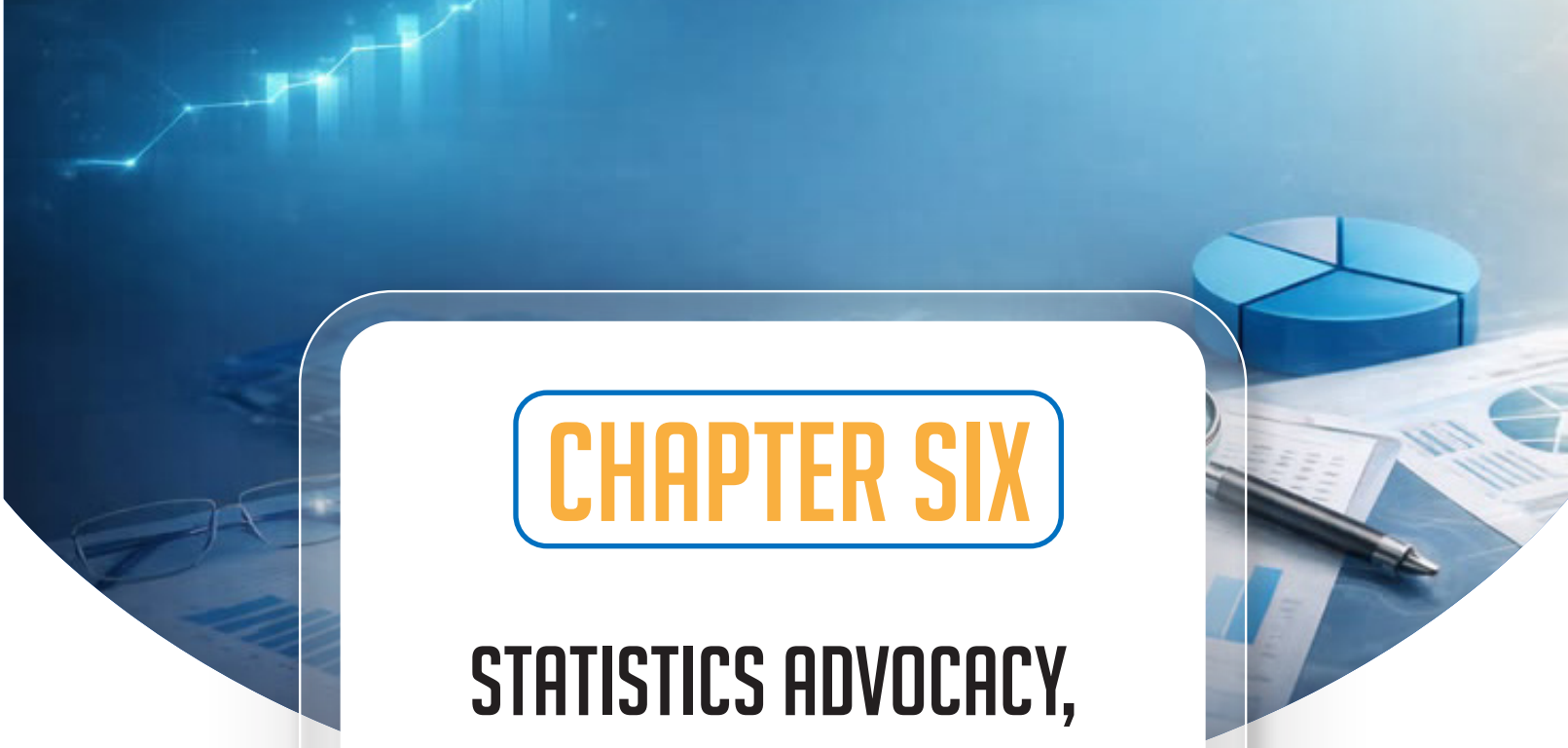
5.5 Partnerships and Collaborations for statistical production and development

The PNSD IV recognizes that a strong statistical system is built on a network of effective partnerships. The evaluation of PNSD III noted that partnerships with development partners enhanced data production. Key partnership and collaboration strategies include:

i. Strengthening MoUs with Development Partners; Bilateral and multilateral partnerships in the NSS will be strengthened with development partners to secure funding and technical assistance for statistics.

ii. Engaging with Academia and Research Institutions; Partnerships with universities and training institutions will be formalized to develop specialized curricula, conduct joint research and host internship students.

iii. Enhancing Partnerships with Professional Bodies; The Plan will strengthen its partnership with statistical professional bodies and associations to promote the discipline of statistics, provide a platform for professional development and support statistical advocacy.



CHAPTER SIX

STATISTICS ADVOCACY, COMMUNICATION AND FEEDBACK STRATEGY

6.0 Introduction

Effective communication is the cornerstone of a vibrant and impactful National Statistical System (NSS). This chapter outlines comprehensive statistics advocacy, communication and feedback strategy for the Plan. It aims to elevate the visibility of statistics, foster a culture of evidence-based decision-making and establish a two-way dialogue between data producers and users, ensuring that statistical information is not just produced but is actively used for planning, policy, and socio-economic transformation.

6.1 Rationale and Objectives of the Statistics Advocacy, Communication and feedback strategy

Rationale: The PNSD III End Term Evaluation identified a significant gap in advocacy and awareness of the value of statistics, which contributed to underutilization of statistical products. To address this, the NSS developed a communication strategy to enhance the visibility of the NSS, promote its products, and build trust among stakeholders, ultimately increasing the demand for and use of statistics. This strategy will also bridge the gap between data producers and users.

The objectives of the Communication Strategy are to:

i. Enhance the visibility of the PNSD IV and the broader NSS among all stakeholders.

ii. Promote the value and use of statistics in planning, policy formulation, decision-making, and accountability at all levels of government and society.

iii. Improve stakeholder engagement by establishing clear channels for communication and feedback, ensuring that user needs are understood and addressed.

iv. Build statistical literacy and capacity among key user groups

v. Create a unified and consistent communication approach across the NSS.

6.2 Advocacy for statistics

Advocacy for statistical development in the NSS will be achieved through:

- Conducting workshops, seminars and outreach programs for NSS actors.
- Engaging decision-makers on the importance of statistics in planning.
- Promoting inclusion of statistical development in national and sub-national agendas.
- Supporting campaigns such as webinars, debates, and media talk shows.

6.3 Key Communication Priorities

To achieve these objectives, the PNSD IV communication strategy will focus on the following key priorities:

i. Dissemination of Statistical Outputs

- Publication of reports, articles, and research findings
- Use of multiple platforms including websites, print media, and social media.
- Organisation of press conferences, seminars, and public dissemination events.

ii. Visibility and Awareness Creation

- Promote recognition of the PNSD IV in high-level events.
- Encourage use of statistical in planning and policy formulation.

6.4 Implementation of Communication Priorities

Implementation will be coordinated by UBOS in collaboration with NSS actors. The approach will emphasize multi-channel communication, stakeholder engagement, and continuous monitoring of communication effectiveness.

6.4.1 Media and Stakeholders Engagement Strategy

UBOS and NSS actors will adopt a targeted engagement strategy using appropriate communication channels for different stakeholders as shown in table 11.

Table 11: Communication modular for various audiences

Category of Stakeholder	Means of Communication
Children	Brochures, articles, pin-up banners and school bulletins
Youth	Brochures, articles, pin-up banners and school bulletins
Adults	Public gatherings and outreaches
Elders	Public gatherings and outreaches
Public Entities	Conferences, public gatherings and newsletters
Private Entities	Conferences, public gatherings and newsletters and social media
NGOs, CSOs and Faith based entities	Conferences, seminars, and outreaches
Ugandans in the Diaspora	Online webinars, social medial platforms
Development Partners	Conferences, seminars, and online webinars

Additional engagement approaches include::

- Press conferences and media briefings
- Radio and television talk shows
- Webinars and digital campaigns
- Publications (reports, bulletins, newsletters)

NSS actors will act as ambassadors of the PNSD, promoting evidence-based planning and consistent communication within their institutions.

6.4.2 Statistics Release Calendar

To ensure timely and predictable dissemination of statistical information, UBOS in collaboration with the MDAs shall develop and maintain an NSS Statistics Release Calendar. The calendar will outline:

- Key statistical outputs
- Release dates
- Responsible institutions

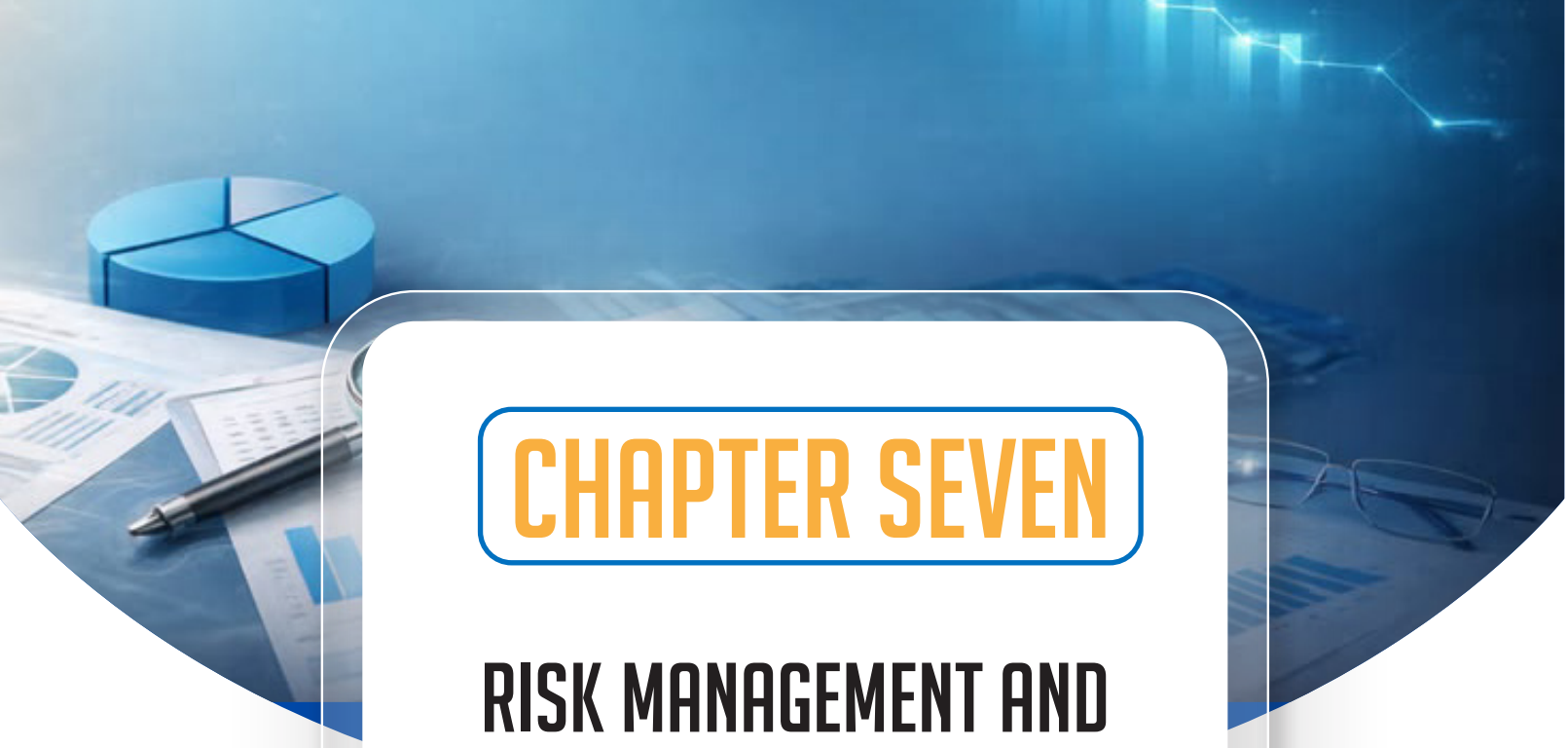
The calendar will be published on the UBOS website and shared across media platforms. NSS actors will align their dissemination schedules with the calendar.

6.4.3 Feedback Strategy

Communication will be a two-way process, incorporating structured mechanisms for stakeholder feedback that include;

- Feedback Channels for example interactive UBOS website platforms, social media engagement, stakeholder meetings and forums and surveys and user satisfaction studies
- Feedback Utilization that helps to inform improvements in data production and dissemination, guide innovation and adoption of best practices and strengthen responsiveness to user needs
- Response Mechanisms for example public relations engagements, publication of responses and clarifications and stakeholder updates and follow-ups

Feedback will also foster collaboration, inspire innovation, and enhance efficiency across NSS actors.



CHAPTER SEVEN

RISK MANAGEMENT AND COMPLIANCE STRATEGY

7.0 Introduction

Integration of risk management and compliance in the statistical data processes has increasingly become vital amidst volatile, uncertain, complex and ambiguous (VUCA) statistical ecosystem. Risk management will enable identification of potential risks that may affect implementation of the PNSD IV. Managing risk during implementation and monitoring compliance to the proposed mitigation measures will increase chances of achieving the desired objectives and hence vision of the PNSD IV. Therefore, this chapter highlights potential compliance, operational, financial and strategic risks that the NSS faces and proposes corresponding mitigation mechanisms.

7.1 Risk Management

Risk management is a continuous process that involves identifying, analysing, evaluating, and treating risks throughout the implementation of the PNSD IV. The goal is to minimize the likelihood and potential impact of adverse events while maximizing opportunities. This process will be integrated into the planning, monitoring, and reporting activities of all NSS actors.

The key components of risk management under the PNSD IV are:

i. **Risk Identification:** Proactively identifying potential risks that could affect the achievement of the Plan's strategic objectives. This involves reviewing past experiences (such as the lessons from PNSD III), analysing the current situational analysis (SWOT), and consulting with stakeholders.

ii. **Risk Analysis:** Evaluating the identified risks to determine their likelihood of occurrence and the potential severity of their impact on the PNSD IV outcomes.

iii. **Risk Evaluation:** Prioritizing risks based on their inherent rating (likelihood x impact) to focus resources on the most critical threats.

iv. **Risk Treatment:** Developing and implementing specific mitigation measures to address the identified risks.

7.2 Risk monitoring

Risk monitoring is an essential continuous activity that ensures the effectiveness of the risk management strategy. It involves systematically tracking identified risks, reviewing the implementation of mitigation measures, and identifying new or emerging risks.

The mid-term and end-term evaluations of the PNSD IV will include a comprehensive assessment of how risks were managed and the effectiveness of the mitigation strategies employed.

7.3 Compliance Management

Compliance management will focus on ensuring all NSS actors adhere to the relevant legal, regulatory, and professional standards that shall support implementation of the plan.

To ensure compliance, UBOS will:

i. **Promote Awareness:** Sensitize NSS actors on the legal frameworks, standards, and ethical requirements through training and advocacy.

ii. **Establish Guidelines:** Develop and disseminate operational guidelines and Standard Operating Procedures (SOPs) for data production, management, and dissemination.

iii. **Enforce Standards:** Conduct regular statistical quality compliance assessments (statistical audits) to ensure adherence to the SQACF.

iv. **Foster a Quality Culture:** Promote a culture of data quality and integrity across all NSS institutions.

7.4 Potential risks associated with the implementation of the PNSD IV

Several potential risks could impact the successful implementation of the PNSD IV. These have been categorized into compliance, financial, operational, and strategic risks, as shown in Table 12.

Table 12: Risks associated with implementation of the PNSD IV

Risk Category	Anticipated Risks
Compliance Risks	a) Unauthorized access to sensitive, confidential and protected information b) Non-compliance with relevant laws, regulations and standards c) Statistical data misuse
Financial Risks	a) Inadequate funding b) Donor priority shifts
Operational Risks	a) Technology obsolescence b) Cybersecurity threats c) Poor data quality d) Staff attrition e) Inadequate skills for statistical production among stakeholders f) Fragmented data systems g) Public health crises h) Inadequate Statistical personnel i) Weak business continuity j) Duplication of statistical efforts k) Statistical data loss
Strategic Risks	a) Low statistical prioritization b) Slow digital migration c) Untapped potential for non-traditional data d) Administrative boundary changes e) Low data utilization

Mitigation measures

Aware of the above risks, through this Plan, all NSS actors will implement interventions under an integrated risk management framework, to systematically manage and mitigate operational, external, and strategic risks that have been outlined in this chapter. Table 13 present proposed mitigation measures for the risks that have been identified (and others unforeseen that may occur during implementation) depending on their potentiality/ likelihood of occurrence and anticipated impact. Risk assessment (identification, analysis and evaluation) is based on a five-by-five matrix for likelihood and impact.

Risk Ranking Key:

Risk rating	Description
Critical	Risks that lead to massive disruption or loss of resources if not well managed and would take a while to have replacements
Major	Risks that lead to serious loss of resources if not well managed
Moderate	Risks that lead to moderate loss of resources if not well managed
Low	Risks that lead to low loss of resources if not well managed
Insignificant	Risk is insignificant and will cause minimum or no impact.

Table 13: Potential risks and mitigation measures

No	Risk Category	Risk	Risk Description	Potential Causes	Potential Impact	Likelihood	Impact	Inherent Risk Rating	Key Mitigation Measures
	Compliance Risks	a) Unauthorized access to sensitive, confidential and protected information	Unauthorized access to confidential statistical data	Weak access controls; phishing; insider threats	Legal liability; reputational damage	Moderate	Critical	Very High	Encourage NSS actors to use strong access controls; Implement data encryption; Conducting regular security audits
		b) Non-compliance with standards	Challenges domesticating regional and global statistical commitments	Capacity gaps; weak coordination; weak knowledge transfer	Non-comparable data; reputational risk; limited data utilization	Likely	Major	High	Engage NSS actors in the domestication and harmonization processes to enhance alignment with relevant frameworks; Strengthen compliance monitoring; capacity building and knowledge transfer
		c) Data Misuse	Improper or unethical use of official statistics by NSS actors	Weak enforcement of data protection laws; limited awareness	Misinterpretation; reputational harm; legal implications	Moderate	Major	High	Strengthen implementation of data governance framework; Promote adherence to Data Protection and Privacy Act compliance; Provide basic statistical training to users

No	Risk Category	Risk	Risk Description	Potential Causes	Potential Impact	Likelihood	Impact	Inherent Risk Rating	Key Mitigation Measures
	Financial Risks	a) Inadequate funding	Insufficient and unpredictable financing for NSS activities	Limited GoU allocation; donor dependence	Delayed surveys; reduced data quality	Likely	Critical	Very High	Undertake extensive advocacy for statistics in MDAs and LGs and Parliament on value of statistics; Develop and market statistical financing strategies; Lobby MoFPED for inclusion of NSS program indicators in the MTEF; Mainstream statistics in sectoral plans, budgets, policies, and programmes
		b) Donor priority shifts	Changing interests of development partners.	Global funding shifts; geopolitical changes	Funding disruptions; incomplete projects	Moderate	Major	High	Government to work closely with prospective partners and funders to offer partial support with restructured funding to support PNSD IV implementation
	Operational Risks	a) Technology obsolescence	Rapid evolution of IT infrastructure and technologies for statistical production	Budget constraints; Limited exposure; Limited staff capacity	Outdated systems; inefficiencies; technological lag	Moderate	Major	High	Support NSS actors to develop and implement technology renewal plan; Lobby strategic partnerships on IT support and acquisition; Promote latest technologies across the NSS actors; Conduct capacity building

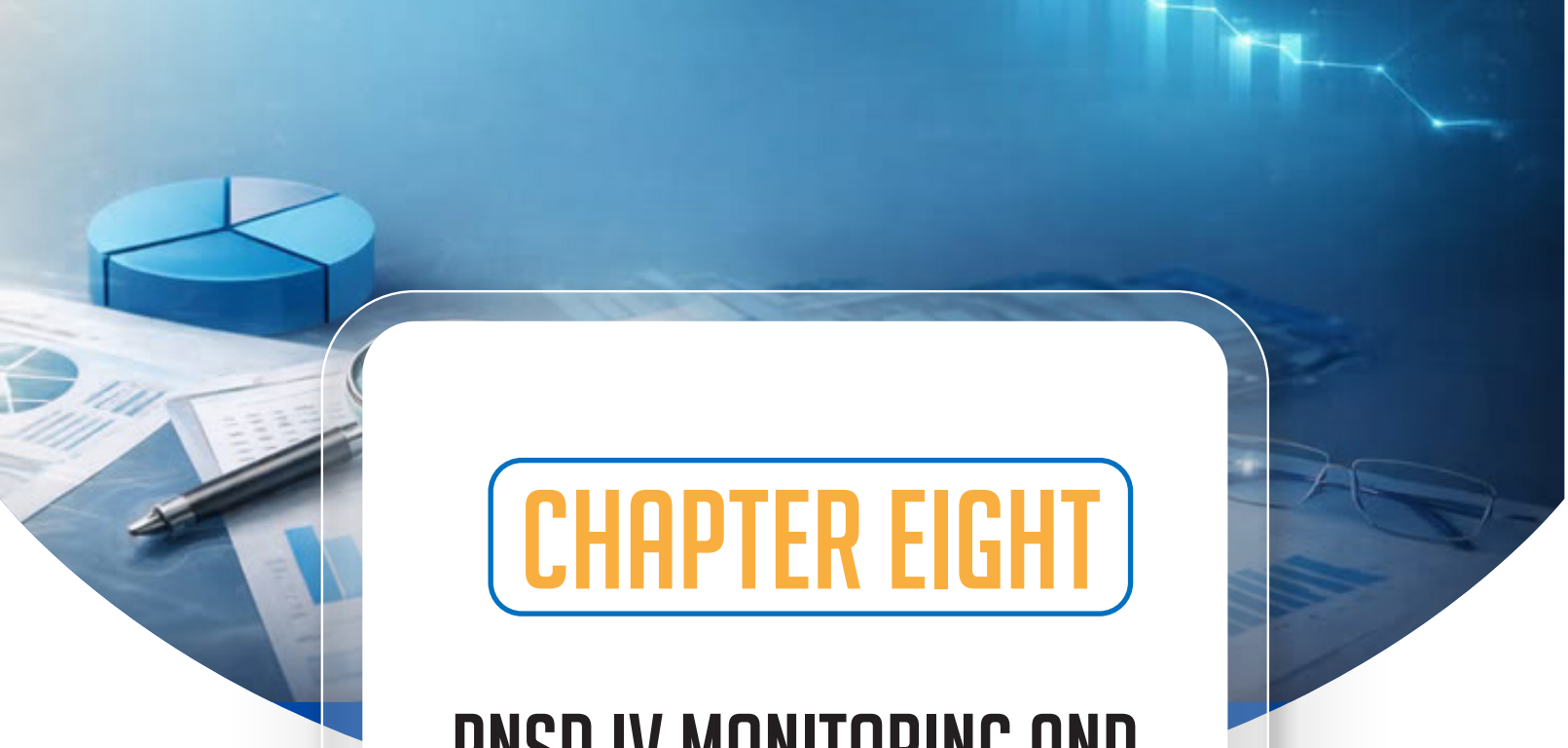
No	Risk Category	Risk	Risk Description	Potential Causes	Potential Impact	Likelihood	Impact	Inherent Risk Rating	Key Mitigation Measures
		b) Cybersecurity threats	Exposure to cybercrime and data breaches	Weak ICT security; outdated systems	Data loss; reputational damage; penalty	Likely	Critical	Very High	Pilot and recommend new low-cost technologies applicable to the NSS actors; Support NSS actors to build and strengthen cybersecurity systems; Conduct audits; Implement staff sensitisation and awareness training
		c) Poor data quality	Inconsistent and incomplete administrative and survey data from NSS actors	Weak MDA systems; low technical capacity; limited stakeholder involvement; non-adherence to statistics quality guidelines	Unreliable indicators; weak NSI & SDG reporting; Limited usability for policy and decision making	Likely	Critical	Very High	Training/capacity building of MDAs& LGs, CSOs in statistical production as well as Statistics Technical Committees; Design and promotion of quality standards for data collection and management across MDAs; Promoting standard classifications & Templates; Developing the NSI with indicators for all MDAs and while promoting adherence to quality guidelines
		d) Staff Attrition	Loss of skilled statistical personnel across NSS institutions	Better external opportunities; limited retention incentives	Skills gaps; institutional memory loss	Likely	Major	Very High	Develop and implement staff retention strategies; Strengthen succession planning and mentorship; Advocate for better remuneration

No	Risk Category	Risk	Risk Description	Potential Causes	Potential Impact	Likelihood	Impact	Inherent Risk Rating	Key Mitigation Measures
		e) Inadequate skills for statistical production among stakeholders	Data produced by NSS actors remains unprocessed or under-analyzed	Limited analytical skills; inadequate tools.	Underutilized data; weak policy insights	Likely	Critical	Very High	Providing advanced analytics training; Encouraging NSS actors to recruit data scientists; Supporting NSS actors to secure analytical software
		f) Fragmented data systems	Non-integrated and incompatible data systems across MDAs and LGs	Siloed ICT investments; lack of standards	Data inconsistencies; duplication of efforts	Likely	Major	High	Support the integration of systems and processes across NSS actors; Develop dashboards that report performance on agreed upon set of indicators; Enforce standards and metadata utilisation platforms
		g) Public health crises	Disruption of statistical operations due to pandemics and/or epidemics	Disease outbreaks; Non-adherence to MoH public Health SOPs; lack of business continuity mechanisms	Postponed fieldwork; restricted mobility; data gaps; loss of life; program delays	Moderate	Critical	High	Follow MoH SOPs; Guidelines for both at office and in field; Develop and implement remote data collection systems; Enhance business continuity planning across NSS actors
		h) Inadequate Statistical personnel	Statistics Common Cadre inadequately staffed and facilitated.	Limited recruitment and/or rigid structures; poor retention	Reduced productivity; low-quality outputs	Likely	Major	High	Lobby MoPs & MoFPED to review structure; Lobby for a Statistics common cadre resourcing within national budget and support from development partners; Continuous professional development

No	Risk Category	Risk	Risk Description	Potential Causes	Potential Impact	Likelihood	Impact	Inherent Risk Rating	Key Mitigation Measures
		i) Weak business continuity	Inadequate backup and disaster recovery systems	Obsolete infrastructure; Limited capacity on business continuity management; weak recovery planning; limited funding and prioritisation	Data loss; operational disruptions; reputational damage	Moderate	Major	High	Lobby for IT Infrastructure to support and promote archiving, back-up, and disaster recovery programmes in MDAs; Support development of NSS Actors' databases; Develop cyber security strategies across the NSS
		j) Duplication of efforts	Overlapping statistical mandates and activities	Weak NSS coordination; unclear/ overlapping mandates	Resource wastage; inconsistent statistical outputs; reputational damage	Moderate	Major	High	Strengthen coordination mechanisms and open data sharing in the NSS; Cluster MDAs to NDP III programs with clear deliverables; Clarify mandates; Enforce policy guidelines;
		k) Data Loss	Permanent loss of statistical data	Hardware failure; weak backups; disasters; human error	Irrecoverable datasets; loss of public trust	Moderate	Major	High	Encourage NSS actors to use automated backups; Encourage offsite/cloud storage; Support regular disaster recovery testing
	Strategic Risks	a) Low statistical prioritization	Statistical production and development not adequately prioritized across NSS institutions	Weak advocacy; competing national priorities; limited awareness	Weak evidence-based planning; underfunding	Likely	Major	High	Finalize and implement the PNSD Advocacy and Dissemination Policy; Conduct High-level advocacy; Integrating statistics into NDP IV and budgeting; conducting Stakeholder sensitization, training and capacity building to enhance statistical literacy

No	Risk Category	Risk	Risk Description	Potential Causes	Potential Impact	Likelihood	Impact	Inherent Risk Rating	Key Mitigation Measures
		b) Slow digital migration	Delayed digital transformation of statistical systems	Infrastructure gaps; limited ICT skills	Inefficiency; high operational costs	Moderate	Major	High	Develop and implement digital transformation roadmap; Support MDAs to invest in modern tools that enhance data collection, sharing and dissemination; Conduct staff training across the NSS
		c) Untapped potential of the non-traditional data	Failure to harness non-traditional data sources for statistical data production	Weak regulatory framework; limited data science capacity; weak coordination; unstructured nature of the data	Reduced relevance of official statistics; reliance on costly traditional data	Moderate	Major	High	Develop and implement policy on non-traditional data; Build partnerships on harnessing big data across the NSS; Build analytical capacity across the NSS
		d) Administrative boundary changes	Frequent creation of new administrative units affecting statistical availability and comparability	Political decisions; decentralization dynamics	Increased costs of statistical production; Disrupted time series; Programs delays	Moderate	Major	High	Lobby the Cabinet to regulate the creation of administrative units; Boundary harmonization guidelines; Maintain geo-referenced databases; Regular update of sampling frames

No	Risk Category	Risk	Risk Description	Potential Causes	Potential Impact	Likelihood	Impact	Inherent Risk Rating	Key Mitigation Measures
		e) Low data utilization	Limited uptake and use of official statistics	Weak dissemination; limited advocacy and publicity of statistical products; Low statistical literacy	Reduced policy impact; low NSS visibility	Moderate	Major	High	Finalize and implement the PNSD Advocacy and Dissemination Policy; Strengthen statistics user capacity to analyse, interpret data, and assess satisfaction; Promote development of open data initiatives and portals in the NSS



CHAPTER EIGHT

PNSD IV MONITORING AND EVALUATION STRATEGY

8.0 Introduction

A robust M&E strategy is essential to track progress on the Fourth Plan for National Statistical Development and ensure accountability, learning, and continuous improvement of programmes. This strategy outlines the mechanisms for systematic data collection, analysis, and reporting to facilitate informed decision-making and continuous improvement throughout the Plan's implementation period (FY 2025/26 – FY 2029/30). The overall Monitoring and Evaluation (M&E) of the National Statistical System (NSS) will be led by the Uganda Bureau of Statistics (UBOS). UBOS will regularly track the PNSD IV implementation bi-annually and annually against derived output, and outcome performance indicators.

Each actor (MDA, LG, and CSO) will internally track progress on implementing its statistical activities based on the logical frameworks in its Strategic Plan for Statistics (SPS), developed under this framework. Each actor is strongly encouraged to document accomplishments, challenges, lessons learned, and improvement insights during PNSD IV implementation

8.1 Objectives of the M&E Strategy

The overall objective of the M&E strategy is to provide a systematic, coordinated approach to tracking, measuring, and evaluating PNSD IV performance. This framework ensures that M&E activities across all NSS actors are aligned with common indicators, reporting schedules, and accountability mechanisms. The M&E strategy aims to achieve the following specific objectives:

i. **To track progress and support evidence-based decision-making.** Monitor implementation of statistical plans and report on outputs, outcomes, and impact to inform timely management decisions and corrective actions.

ii. **To guide evaluative assessments of the PNSD IV implementation.** Provide a framework for conducting Mid-term and End-term evaluations that assess the relevance, coherence, effectiveness, efficiency, impact, and sustainability of the Plan, while ensuring cross-cutting themes such as gender, environment, climate change, and disability inclusion are adequately addressed.

iii. **To foster learning and continuous improvement in implementation of the PNSD IV.** Encourage the documentation and sharing of achievements, best practices, challenges, and lessons learned among NSS actors to inspire innovation, reduce duplication of effort, and enhance the overall effectiveness of the statistical system.

8.2 Stakeholders in the M&E Function for PNSD IV

Monitoring and Evaluation of PNSD IV will entail a comprehensive approach involving different stakeholders and their roles, as presented in Table 14.

Table 14: M&E Stakeholders

Stakeholder	Role in M&E Function
MDAs, LGs, CSOs, Religious and cultural institutions, Private Sector	i. Track progress of their respective Strategic Plans for Statistics (SPSs) developed under the PNSD IV framework. ii. Prepare and submit biannual and annual performance reports detailing progress, challenges, and lessons learned to UBOS.
Uganda Bureau of Statistics (UBOS)	i. Coordinate the overall M&E function of the NSS ii. Produce consolidated bi-annual and annual PNSD IV performance reports iii. Commission and oversee the mid-term and end term evaluations of the Plan.
National Planning Authority (NPA)	Collaborate with UBOS to ensure PNSD IV reporting aligns with the NDP IV and results framework.
Office of the Prime Minister (OPM)	Collaborate with UBOS to ensure the plan's Monitoring and reporting align with National Annual Performance Reports
Independent Consultants	Spearhead the mid-term and end term evaluations of the PNSD IV. These will provide an independent, objective assessment of the Plan's relevance, coherence, effectiveness, efficiency, impact, and sustainability to inform the strategic direction for the successor PNSD V.

8.3 Reporting Arrangements

To ensure a structured flow of information, the following reporting arrangements will be adhered to under the PNSD IV as indicated in Table 15.

Table 15: Reporting arrangements for the PNSD IV

Report	Description	Responsibility
Annual PNSD IV Performance Reports	UBOS will consolidate comprehensive analytical bi-annual and annual reports, providing a status of performance across the NSS. They will highlight common issues across all NSS actors, address the sustainability of strategies and processes, and provide recommendations for the subsequent year of implementation. This report is to be presented to the members of the National Statistics Technical Committees and Inter-district Statistics Committees to guide intervention.	UBOS
Mid-Term Evaluation Report	A comprehensive evaluation commissioned halfway through the Plan's implementation (around FY 2027/28). It will assess progress towards achieving the Plan's objectives, identify challenges and recommend adjustments for the remaining implementation period.	External Evaluator (commissioned by UBOS)
End-Term Evaluation Report	A final evaluation conducted at the start of the last year of the Plan (around FY 2029/30). It will assess the overall performance, relevance, effectiveness, efficiency, impact, and sustainability of PNSD IV outcomes to inform the design of the successor PNSD V.	External Evaluator (commissioned by UBOS)

8.4 The Monitoring and Evaluation Matrix

To ease tracking of performance during the implementation of the PNSD IV, UBOS has developed a PNSD IV M&E results framework as detailed in Table 16.

Table 16: The PNSD IV M&E Results Framework

Strategic interventions	Actions	Output	Performance Indicators	Baseline FY 2024/25	Targets					Means of verification	Responsibility Centre
					2025/26	2026/27	2027/28	2028/29	2029/30		
Goal: Strengthen the capacity of the National Statistical System to generate and use statistical data to inform development planning at all levels											
Strategic Objective 1: Strengthen production, dissemination and communication of quality statistics in the NSS											
1.1 Strengthen the use of Information Communication Technology (ICT) for statistical production	Automate statistical production processes	Automated statistical production systems established and operational	Proportion of institutions using automated systems for collection and compilation of administrative data.	-	CSOs 50%, LGs 50%, MDAs 50%, National 50%	CSOs 60%, LGs 60%, MDAs 60%, National 60%	CSOs 70%, LGs 70%, MDAs 70%, National 70%	CSOs 80%, LGs 800%, MDAs 80%, National 80%	CSOs 100%, LGs 100%, MDAs 100%, National 100%	PNSD IV monitoring reports	UBOS, MDAs, LGs, CSOs
	Acquire modern ICT resources to facilitate statistical production	ICT infrastructure acquired and operational	Proportion of institutions with ICT infrastructure for collection and compilation of administrative data.	-	CSOs 50%, LGs 50%, MDAs 70%, National 57%	CSOs 60%, LGs 55%, MDAs 70%, National 60%	CSOs 65%, LGs 60%, MDAs 75%, National 65%	CSOs 70%, LGs 60%, MDAs 75%, National 65%	CSOs 75%, LGs 70%, MDAs 80%, National 73%	PNSD IV monitoring reports	UBOS, MDAs, LGs, CSOs
1.2 Standardise collection, analysis and publication of statistical data across the NSS	Develop, disseminate and provide technical support to NSS institutions to adopt and apply global, regional and national statistical standards, guidelines and methodologies in statistical production	Global, regional and national statistical standards, guidelines and methodologies adopted and applied in statistical production	Proportion institutions using global, regional and national standards, guidelines and methodologies in production of statistics by category.	-	CSOs 50%, LGs 50%, MDAs 50%, National 50%	CSOs 60%, LGs 60%, MDAs 60%, National 60%	CSOs 70%, LGs 70%, MDAs 70%, National 70%	CSOs 80%, LGs 800%, MDAs 80%, National 80%	CSOs 100%, LGs 100%, MDAs 100%, National 100%	PNSD IV monitoring reports	UBOS, MDAs, LGs, CSOs

Strategic interventions	Actions	Output	Performance Indicators	Baseline FY 2024/25	Targets					Means of verification	Responsibility Centre
					2025/26	2026/27	2027/28	2028/29	2029/30		
	Conduct regular statistical quality assessments (statistical audits) and certification of selected indicators using national and international standards	Statistical quality assessments/ audits and certification exercises conducted	Number of statistical quality assessments/ audits and certification exercises completed	4	4	4	4	4	4	Statistical audit reports Quality assessment reports PNSD IV monitoring reports	UBOS, MDAs, LGs, CSOs
		Statistical quality assessment recommendations generated and followed up	Number of quality assessment recommendations issued and followed up	-	5	5	5	5	5	Statistical audit reports Quality assessment reports PNSD IV monitoring reports	UBOS
	Develop and disseminate practical guidelines to standardise the production of citizen-generated data.	Practical guidelines for citizen-generated data developed and disseminated	Approved practical guidelines developed and disseminated to standardise the production of Citizen-Generated Data.	-		Yes	Yes	Yes	Yes	PNSD IV monitoring reports	UBOS

Strategic interventions	Actions	Output	Performance Indicators	Baseline FY 2024/25	Targets					Means of verification	Responsibility Centre
					2025/26	2026/27	2027/28	2028/29	2029/30		
1.3 Strengthen compilation of quality statistics from administrative data (Including small area statistics)	Foster the compilation of quality statistics from administrative data	Administrative statistics compilation mechanisms strengthened	Proportion of institutions supported to compile administrative statistics	72%	80%	85%	90%	95%	100%	PNSD IV monitoring reports	UBOS, MDAs, LGs, CSOs
		Statistical abstracts produced and disseminated	Proportion of institutions producing and disseminating annual statistical abstracts.	CSOs 22.2%, LGs 92.6%, MDAs 75.4%, National 63.4%	CSOs 50%, LGs 95%, MDAs 76%, National 73.6%	CSOs 70%, LGs 95%, MDAs 80%, National 85	CSOs 80%, LGs 95%, MDAs 80%, National 88%	CSOs 85%, LGs 95%, MDAs 85%, National 94	CSOs 100%, LGs 100%, MDAs 100%, National 100	PNSD IV monitoring reports	UBOS, MDAs, LGs, CSOs
	Standardise the tools and processes for compiling administrative data	Standardised administrative data compilation tools and processes developed and adopted	Number of institutions with standardised tools and processes for compiling administrative data	CSOs - 1 LGs - 43 MDAs - 17	CSOs 5 LGs 70 MDAs 30	CSOs 10 LGs 90 MDAs 40	CSOs 16 LGs 120 MDAs 50	CSOs 16 LGs 140 MDAs 63	CSOs 16 LGs 181 MDAs 63	PNSD IV monitoring reports	UBOS, MDAs, LGs, CSOs
	Enhance the utilization of the Harmonised Local Government data collection tool (for PDMIS, CIS (small area data) and administrative data) through continuous trainings and technical support.	LG institutions trained and supported to use the harmonised data collection tool for compilation of administrative data.	Percentage of LGs trained and supported to use the harmonised data collection tool for compilation of administrative data.	-	80%	100%	100%	100%	100%	PNSD IV monitoring reports	UBOS, MDAs, LGs, CSOs

Strategic interventions	Actions	Output	Performance Indicators	Baseline FY 2024/25	Targets					Means of verification	Responsibility Centre
					2025/26	2026/27	2027/28	2028/29	2029/30		
1.4 Increase the compilation of quality statistics from non-traditional data sources	Mainstream the use of data science (Machine Learning and Artificial Intelligence and big data analytics) in statistical production processes.	Data science, machine learning, artificial intelligence and big data analytics integrated into statistical production processes.	Proportion of institutions producing statistics using data science (Machine Learning and Artificial Intelligence) and big data analytics by institution.	-	CSOs 33.3% LGs 6.8% MDAs 15.8%	CSOs 40% LGs 10% MDAs 20%	CSOs 45% LGs 15% MDAs 25%	CSOs 50% LGs 20% MDAs 30%	CSOs 55% LGs 25% MDAs 35%	PNSD IV monitoring reports	UBOS
		NSI indicators compiled from non-traditional data sources	Number of NSI indicators reported on using statistics compiled from non-traditional data sources.	4	4	6	9	12	15	PNSD IV monitoring reports	UBOS
	Update and roll out the Citizen Generated Data toolkit in CSOs and Private actors.	Citizen Generated Data toolkit updated and rolled out	Number of CSOs reached	-	5	10	10	12	15	PNSD IV monitoring reports	CSOs
	Develop quality guidelines for production of statistics from non-traditional data sources.	Quality guidelines for non-traditional data developed and disseminated	Quality guidelines for non-traditional data developed and disseminated	-	1	1	1	1	1	PNSD IV monitoring reports	
	Incorporate the use of geographic information systems (GIS) in statistical production and use.	GIS tools and methods integrated into statistical production	Proportion of geo referenced censuses and surveys	CSOs 20% LGs 31.4% MDAs 25.4%	CSO 50% LGs 50% MDAs 50%	CSOs 60% LGs 70% MDAs 70%	CSOs 70% LGs 80% MDAs 80%	CSOs 90% LGs 100% MDAs 100%	CSOs 100% LGs 100% MDAs 100%	PNSD IV monitoring reports	UBOS, MDAs, LGs, CSOs

Strategic interventions	Actions	Output	Performance Indicators	Baseline FY 2024/25	Targets					Means of verification	Responsibility Centre
					2025/26	2026/27	2027/28	2028/29	2029/30		
1.5 Strengthen compilation and integration of cross-cutting issues such as human rights, migration, gender, refugees, disability and others in statistical production	Harmonise the compilation and reporting of cross cutting statistics	Produce statistical reports with cross-cutting issues	Proportion of Statistical reports with Cross-cutting Issues	CSOs 83.3% LGs 87.6% MDAs 58.6%	CSOs 85% LGs 90% MDAs 80%	CSOs 90% LGs 100% MDAs 90%	CSOs 90% LGs 100% MDAs 100%	CSOs 100% LGs 100% MDAs 100%	CSOs 100% LGs 100% MDAs 100%	PNSD IV monitoring reports	UBOS, MDAs, LGs, CSOs
	Update the National Priority Gender & Equality Indicators (NPGEIs)	NPGEIs updated	Proportion of National Priority Gender & Equality Indicators (NPGEIs) with up-to-date data series	72.20%		100%			100%	The NPGEIs assessment reports PNSD IV monitoring reports	UBOS
1.6 Develop and implement an effective long-term plan for censuses and surveys in the National Statistical System (NSS)	Conduct censuses and surveys according to the approved Long-term plan	Planned censuses and surveys conducted	Percentage of censuses and surveys implemented according to the Long-term plan.	CSOs 80% LGs 71.4% MDAs 87.3%	CSOs 100% LGs 100% MDAs 100%	CSOs 100% LGs 100% MDAs 100%	CSOs 100% LGs 100% MDAs 100%	CSOs 100% LGs 100% MDAs 100%	CSOs 100% LGs 100% MDAs 100%	UBOS Annual Performance Reports PNSD IV monitoring reports	UBOS, MDAs, LGs, CSOs
	Enforce the census and survey standards, guidelines and procedures in the NSS	Census and survey standards, guidelines and procedures enforced	Proportion of institutions producing statistics following the census and survey standards, guidelines, and procedures survey	-	CSOs 100% LGs 100% MDAs 100%	CSOs 100% LGs 100% MDAs 100%	CSOs 100% LGs 100% MDAs 100%	CSOs 100% LGs 100% MDAs 100%	CSOs 100% LGs 100% MDAs 100%	UBOS Annual Performance Reports PNSD IV monitoring reports	UBOS, MDAs, LGs, CSOs

Strategic interventions	Actions	Output	Performance Indicators	Baseline FY 2024/25	Targets					Means of verification	Responsibility Centre
					2025/26	2026/27	2027/28	2028/29	2029/30		
1.7 Develop and implement an integrated NSS Data Dissemination Policy and Data Sharing Protocol	Promote timely dissemination of Statistical products in line with the approved release calendar for the National Statistical System (NSS).	Statistical products disseminated according to release calendar	Number of statistical products disseminated according to schedule	4	3	5	4	6	5	PNSD IV monitoring reports	UBOS, MDAs, LGs, CSOs
	Maintain and update an interactive UBOS website	Interactive UBOS website routinely maintained and updated	Website routinely maintained and updated	-	No	Yes	Yes	Yes	Yes	PNSD IV monitoring reports	UBOS
	Establish a statistical data repository for the NSS. (a one stop centre for data & statistics in UBOS)	NSS statistical data repository established	Functional repository established	-	No	No	No	Yes	Yes	PNSD IV monitoring reports	UBOS
	Facilitate and strengthen institutional capacity to effectively disseminate statistical information	Institutional dissemination capacity strengthened	Proportion of institutions supported/trained in dissemination of statistical information	-	CSOs 60%, LGs 60%, MDAs 70%, National 62%	CSOs 70%, LGs 65%, MDAs 80%, National 68%	CSOs 75%, LGs 70%, MDAs 85%, National 85%	CSOs 75%, LGs 80%, MDAs 85%, National 81%	CSOs 80%, LGs 85%, MDAs 90%, National 86%	PNSD IV monitoring reports	UBOS, MDAs, LGs, CSOs
	Develop and implement a strategy for advocacy, media and communication of statistics in the NSS	Advocacy, media and communication strategy developed and implemented	Strategy developed and approved.	-	No	Yes	Yes	Yes	Yes	Advocacy and media strategy PNSD IV monitoring reports	UBOS
			Percentage of planned actions in the strategy implemented	0%	20%	40%	60%	80%	100%	PNSD IV monitoring reports	

Strategic interventions	Actions	Output	Performance Indicators	Baseline FY 2024/25	Targets					Means of verification	Responsibility Centre
					2025/26	2026/27	2027/28	2028/29	2029/30		
1.8 Enhance access and use of data in the NSS	Regular update of the National Standard Indicator (NSI) Framework	NSI Framework updated	Proportion of National Standard Indicators with up-to-date data	80.10%	100%	100%	100%	100%	100%	PNSD IV monitoring reports NSI Framework	UBOS
	Expand access to and encourage the utilization of micro data across the National Statistical System (NSS).	Micro data access mechanisms strengthened	Number of individuals accessing micro data for surveys and census from UBOS.	320	400	450	600	665	700	UBOS web portal report PNSD IV monitoring reports	UBOS
	Promote the use of Open data portals across the NSS	Open data portals/ pages established and promoted	Proportion of institutions with functional statistical web pages/open data platforms	CSOs 40% LG 47.7% MDAs 37.8%	CSOs 50% LG 60% MDAs 60%	CSOs 70% LG 80% MDAs 80%	CSOs 80% LG 90% MDAs 90%	CSOs 90% LG 100% MDAs 100%	CSOs 100% LG 100% MDAs 100%	PNSD IV monitoring reports	UBOS, MDAs, LGs, CSOs
		Web-based statistics dissemination platforms established	Proportion of institutions with Web-based Statistics Dissemination Platforms	CSOs 11.1% LGs 20.5% MDAs 48.1%	CSOs 20% LGs 30% MDAs 50%	CSOs 30% LGs 50% MDAs 70%	CSOs 50% LGs 70% MDAs 80%	CSOs 70% LGs 80% MDAs 90%	CSOs 100% LGs 00% MDAs 100%	PNSD IV monitoring reports	UBOS, MDAs, LGs, CSOs
		UBOS open data portal datasets made available and promoted	Percentage increase in access/downloads of datasets from the UBOS open data portals	-	5%	10%	10%	10%	10%	PNSD IV monitoring reports	UBOS
	Establish and operationalize effective feedback mechanisms for statistical products.	User feedback mechanisms established and operational	Proportion of institutions with user feedback mechanisms on statistics.	CSOs 66.7%, LGs 52.7%, MDAs 55.6%, National 54.1%	CSOs 70%, LGs 55%, MDAs 58%, National 56%	CSOs 72%, LGs 57%, MDAs 60%, National 59%	CSOs 75%, LGs 60%, MDAs 65%, National 64%	CSOs 75%, LGs 65%, MDAs 70%, National 67%	CSOs 75%, LGs 65%, MDAs 70%, National 67%	PNSD IV monitoring reports	UBOS, MDAs, LGs, CSOs

Strategic interventions	Actions	Output	Performance Indicators	Baseline FY 2024/25	Targets					Means of verification	Responsibility Centre
					2025/26	2026/27	2027/28	2028/29	2029/30		
Strategic Objective 2: Enhance statistical capacity in the NSS.											
2.1 Develop and implement a functional NSS capacity building programme	Establish and Implement the NSS capacity building programme.	NSS capacity-building programme established and implemented	Approved NSS capacity building programme developed	-	Yes	Yes	Yes	Yes	Yes	Training reports PNSD IV monitoring reports	
			Number of institutions with staff trained in the production, use and communication of statistics by institution and sex	-	CSOs 3 LG 50 MDAs 20	CSOs 5 LG 90 MDAs 30	CSOs 8 LG 120 MDAs 40	CSOs 12 LG 140 MDAs 50	CSOs 16 LG 181 MDAs 63	Training reports PNSD IV monitoring reports	UBOS, MDAs, LGs, CSOs
	Conduct a statistical capacity needs assessment	Capacity needs assessment conducted and recommendations developed	An NSS statistical capacity needs assessment report produced.	1	1	1	1	1	1	Capacity needs assessment report PNSD IV monitoring reports	UBOS
		Capacity-building interventions addressing identified needs implemented	Proportion of identified statistical capacity needs addressed	-	20%	40%	60%	80%	100%	Capacity needs assessment report PNSD IV monitoring reports	UBOS

Strategic interventions	Actions	Output	Performance Indicators	Baseline FY 2024/25	Targets					Means of verification	Responsibility Centre
					2025/26	2026/27	2027/28	2028/29	2029/30		
	Operationalize the in-service training centre	In-service training centre operationalized	An operational in-service training centre established.	-	0	0	1	1	1	In-service training centre PNSD IV monitoring reports	UBOS
			Proportion of targeted NSS staff who complete training through the in-service training centre.	-	0	0	80%	80%	80%	In-service training centre PNSD IV monitoring reports	UBOS
		In-service training programmes delivered	Percentage of planned in-service training programmes delivered	-	0	0	100%	100%	100%	In-service training centre PNSD IV monitoring reports	UBOS
	Train staff in the production and compilation of statistics including from non-traditional sources and on Monitoring and Evaluation requirements for the PNSD IV	Staff trained in statistical production, non-traditional data	Number of institutional staff trained by module	CSOs 2, LGs 38, MDAs 20, National 60	CSOs 10 LGs 40 MDAs 30 National 80	CSOs 15 LGs 40 MDAs 30 National 85	CSOs 15 LGs 45 MDAs 30 National 90	CSOs 15 LGs 45 MDAs 35 National 95	CSOs 15 LGs 45 MDAs 35 National 95	Training reports PNSD IV monitoring reports	UBOS, MDAs, LGs, CSOs
		Staff trained in M&E reporting	Number of institutions with staff trained in M&E reporting	-	CSOs 10 LGs 40 MDAs 30 National 80	CSOs 15 LGs 40 MDAs 30 National 85	CSOs 15 LGs 45 MDAs 30 National 90	CSOs 15 LGs 45 MDAs 35 National 95	CSOs 15 LGs 45 MDAs 35 National 95	Training reports PNSD IV monitoring reports	UBOS, MDAs, LGs, CSOs

Strategic interventions	Actions	Output	Performance Indicators	Baseline FY 2024/25	Targets					Means of verification	Responsibility Centre
					2025/26	2026/27	2027/28	2028/29	2029/30		
	Train in-service statisticians on the global, regional and national statistical strategies, frameworks, standards, guidelines and methodologies	In-service statisticians trained on the global, regional, and national statistical strategies, frameworks, standards, guidelines, and methodologies.	Number of institutions with in-service statisticians trained on the global, regional, and national statistical strategies, frameworks, standards, guidelines, and methodologies.	-	CSOs 5 LGs 20 MDAs 10 National 35	CSOs 10 LGs 40 MDAs 20 National 70	CSOs 16 LGs 60 MDAs 30 National 106	CSOs 16, LGs 100, MDAs 50, National 166	CSOs 16 LGs 181 MDAs 63 National 260	Training reports PNSD IV monitoring reports	UBOS
	Train CSOs on applying practical guidelines for producing high-quality citizen data.	CSOs trained on application of citizen-data guidelines	Number of CSOs staff trained on the use of the practical guidelines to produce citizen data.	-	5	10	10	12	16	Training reports PNSD IV monitoring reports	UBOS
	Design and institutionalize a regular Data Maturity Assessment Framework to track progress in statistical capacity development across the NSS.	Data Maturity Assessment Framework and indicators developed and applied	A data Maturity Assessment Framework and indicators developed	-	No	Yes	Yes	Yes	Yes	PNSD IV monitoring reports	
			Percentage of NSS institutions assessed using the Data Maturity Assessment Framework.	-	CSOs 50% LG 50% MDAs 50%	CSOs 70% LG 70% MDAs 70%	CSOs 80% LG 80% MDAs 80%	CSOs 90% LG 90% MDAs 90%	CSOs 100% LG 100% MDAs 100%	PNSD IV monitoring reports	UBOS

Strategic interventions	Actions	Output	Performance Indicators	Baseline FY 2024/25	Targets					Means of verification	Responsibility Centre
					2025/26	2026/27	2027/28	2028/29	2029/30		
2.2 Operationalise the statistician cadre	Facilitate the establishment of functional statistics units within MDAs and LGs organisational structure	Functional statistical units established and supported	Proportion of institutions with functional statistics units (have a statistician, statistical database, appropriate ICT, and guidelines for statistical data production)	CSOs 44.4%, LGs 68.2%, MDAs 70.2%, National 67.3%	CSOs 50%, LGs 70%, MDAs 75%, National 72%	CSOs 50%, LGs 70%, MDAs 75%, National 72%	CSOs 55%, LGs 75%, MDAs 75%, National 73%	CSOs 65%, LGs 80%, MDAs 80%, National 80%	CSOs 65%, LGs 80%, MDAs 80%, National 80%	PNSD IV monitoring reports	UBOS, MDAs, LGs, CSOs
	Advocate for the reinstatement of the statistician position in the organisational structure of MDAs and LGs	Statistician positions reinstated in institutional structures	Proportion of institutions with statistician positions in their structure.	-	LGs 10% MDAs 10%	LGs 20% MDAs 20%	LGs 30% MDAs 30%	LGs 50% MDAs 50%	LGs 100% MDAs 100%	PNSD IV monitoring reports	UBOS, MDAs, LGs, CSOs
	Integrate statistics in Institutional development/ strategic/corporate plans and Budget Framework Papers	Statistics integrated into institutional planning and budgeting instruments	Proportion of institutions with statistics integrated in their development/ strategic /corporate plans.	MDAs 95%, CSOs 43%, LGs 100%, National 81.9%	MDAs 100% CSOs 50% LGs 100% National 90%	MDAs 100% CSOs 50% LGs 100% National 90%	MDAs 100% CSOs 50% LGs 100% National 90%	MDAs 100% CSOs 50% LGs 100% National 90%	MDAs 100% CSOs 50% LGs 100% National 90%	Institutional development/ strategic / corporate plans. PNSD IV monitoring reports	UBOS, MDAs, LGs, CSOs

Strategic interventions	Actions	Output	Performance Indicators	Baseline FY 2024/25	Targets					Means of verification	Responsibility Centre
					2025/26	2026/27	2027/28	2028/29	2029/30		
2.3 Strengthen statistical literacy, advocacy and awareness in the NSS	Conduct Statistical literacy and advocacy in the NSS	Statistical literacy and advocacy activities conducted	Number of statistical literacy and advocacy campaigns conducted in the NSS.	-	4	4	4	4	4	Awareness campaign reports PNSD IV monitoring reports	UBOS
		NSS institutions engaged in statistical literacy and advocacy	Proportion of institutions engaged in statistical literacy and advocacy campaigns	-	CSOs 50% LG 100% MDAs 100%	CSOs 50% LG 100% MDAs 100%	CSOs 50% LG 100% MDAs 100%	CSOs 50% LG 100% MDAs 100%	CSOs 50% LG 100% MDAs 100%	Awareness campaign reports PNSD IV monitoring reports	UBOS
	Conduct awareness campaigns on statistical products and services	Awareness campaigns conducted	Number of awareness campaigns conducted on statistical products and services.	-	4	4	4	4	4	Awareness campaign reports PNSD IV monitoring reports UBOS website/ portal analytics	UBOS

Strategic interventions	Actions	Output	Performance Indicators	Baseline FY 2024/25	Targets					Means of verification	Responsibility Centre
					2025/26	2026/27	2027/28	2028/29	2029/30		
Strategic Objective 3: Enhance Coordination and Supervision in the National Statistical System											
3.1 Strengthen coordination in the production of quality statistics in the NSS	Constitute and operationalize the PNSD IV coordination structures	PNSD IV coordination structures constituted and operational	Proportion of functional statistics coordination structures by category (Institutional Statistics committees, NSS Technical Steering, UBOS Board of Directors, NSTC).	41%	50%	60%	70%	80%	90%	PNSD IV monitoring reports	UBOS
	Develop and implement Strategic Plans for Statistics under the PNSD IV	Strategic Plans for Statistics developed and implemented	Proportion of institutions with Strategic Plans for Statistics	MDAs 34% CSOs 21% LGs 91% National 71.4%	MDAs 35% CSOs 25% LGs 90% National 75%	MDAs 40% CSOs 30% LGs 92% National 77%	MDAs 40% CSOs 30% LGs 95% National 78%	MDAs 50% CSOs 40% LGs 95% National 80%	MDAs 50% CSOs 40% LGs 95% National 80%	PNSD IV monitoring reports	UBOS, MDAs, LGs, CSOs
3.2 Establish mechanisms for sustained financing for statistics production in the NSS.	Lobby for increased government funding for the production of statistics in MDAs and LGs budgets	Increased advocacy for statistical financing undertaken	Proportion of institutions with dedicated government budget lines for statistics production.	MDAs 59.6% CSOs 66.7% LGs 91.2% National 81.8%	MDAs 60% CSOs 70% LGs 90% National 85%	MDAs 60% CSOs 70% LGs 90% National 85%	MDAs 60% CSOs 70% LGs 90% National 85%	MDAs 60% CSOs 70% LGs 90% National 85%	MDAs 60% CSOs 70% LGs 90% National 85%	Institutional budget framework papers PNSD IV monitoring reports	UBOS, MDAs, LGs, CSOs
		Increased institutional budget allocations for statistics	Proportion of the Institutional budgets allocated to statistics production.	MDAs 0.08% CSOs 0.09% LGs 0.04%	MDAs 2% CSOs 2% LGs 2%	MDAs 2% CSOs 2% LGs 2%	MDAs 3% CSOs 2% LGs 3%	MDAs 3% CSOs 2% LGs 3%	MDAs 4% CSOs 2% LGs 5%	PNSD IV monitoring reports	UBOS, MDAs, LGs, CSOs
	Develop and implement resource mobilization strategies and mechanisms to enhance statistical production and development in the MDAs and LGs.	Resource mobilization strategies developed and implemented	Number of institutions with resource mobilization strategies for statistics production.	-	CSOs 3 LG 50 MDAs 20	CSOs 5 LG 90 MDAs 30	CSOs 8 LG 120 MDAs 40	CSOs 12 LG 140 MDAs 50	CSOs 16 LG 181 MDAs 63	PNSD IV monitoring reports	UBOS, MDAs, LGs, CSOs

Strategic interventions	Actions	Output	Performance Indicators	Baseline FY 2024/25	Targets					Means of verification	Responsibility Centre
					2025/26	2026/27	2027/28	2028/29	2029/30		
3.3 Strengthen Supervision of the NSS in Statistical production and development	Establish and operationalize regional statistics offices	Regional statistics offices established and operational	Number of functional regional statistics offices	2	6	9	9	10	10	PNSD IV monitoring reports	UBOS
	Supervise the production of statistics in the NSS.	Statistical production supervision exercises conducted	Number of institutions supervised in the production of statistics.	-	CSOs 16 LG 181 MDAs 63	CSOs 16 LG 181 MDAs 63	CSOs 16 LG 181 MDAs 63	CSOs 16 LG 181 MDAs 63	CSOs 16 LG 181 MDAs 63	Supervision reports PNSD IV monitoring reports	UBOS
	Develop regulations and operational guidelines to enhance implementation of the UBOS Act Cap. 333 in the NSS	Regulations and operational guidelines developed and disseminated	Regulations and operational guidelines to enhance implementation of the UBOS Act developed.	-	No	No	Yes	Yes	Yes	Operational guidelines PNSD IV monitoring reports	UBOS
	Enhance awareness of the Legal frameworks for statistics production	Legal framework awareness activities conducted	Number of institutions sensitized on the Legal frameworks for statistics production.	-	CSOs 3 LG 50 MDAs 20	CSOs 5 LG 90 MDAs 30	CSOs 8 LG 120 MDAs 40	CSOs 12 LG 140 MDAs 50	CSOs 16 LG 181 MDAs 63	PNSD IV monitoring reports	UBOS
	Undertake monitoring and evaluation of statistical activities in the NSS	M&E exercises conducted and recommendations generated	Number of monitoring and Evaluation reports completed	8	8	8	8	8	8	PNSD IV monitoring reports	UBOS

Strategic interventions	Actions	Output	Performance Indicators	Baseline FY 2024/25	Targets					Means of verification	Responsibility Centre
					2025/26	2026/27	2027/28	2028/29	2029/30		
Strategic Objective 4: Promote Collaboration and Partnerships in the National Statistical Systems											
4.1 Strengthen collaborations and partnerships in statistical development in the NSS	Collaborate with statistical professional bodies and associations to promote inclusive participation	Partnerships with statistical professional bodies and associations established and strengthened to support inclusive participation in statistical development.	Number of institutions with staff memberships to statistical professional bodies and associations.	.-	CSOs 3 LG 50 MDAs 20	CSOs 5 LG 90 MDAs 30	CSOs 8 LG 120 MDAs 40	CSOs 12 LG 140 MDAs 50	CSOs 16 LG 181 MDAs 63	PNSD IV monitoring reports	UBOS, MDAs, LGs, CSOs
	Enhance partnerships with academia and training institutions for continued statistical capacity building, mentorship and professional development.	Partnerships with academic/ training institutions established	Number of training institutions offering tutorship in statistics/ data courses.	-	3	4	6	6	7	PNSD IV monitoring reports	UBOS
		Graduate trainees recruited and placed in institutional statistics units	Number of graduate trainees recruited in institutional statistics units by sex and institution.	CSOs 5 LGs 79 MDAs 81 National 165	CSOs 15 LGs 85 MDAs 85 National 185	CSOs 15 LGs 85 MDAs 85 National 185	CSOs 15 LGs 90 MDAs 100 National 205	CSOs 15 LGs 90 MDAs 100 National 205	CSOs 15 LGs 90 MDAs 100 National 205	PNSD IV monitoring reports	UBOS, MDAs, LGs, CSOs
		Internship placements facilitated	Number of institutions hosting internship statistics students in statistics units by sex and institution.	MDAs 187 CSOs 9 LGs 271 National 467	CSOs 3 LG 50 MDAs 20	CSOs 5 LG 90 MDAs 30	CSOs 8 LG 120 MDAs 40	CSOs 12 LG 140 MDAs 63	CSOs 16 LG 181 MDAs 63	PNSD IV monitoring reports	UBOS, MDAs, LGs, CSOs

Strategic interventions	Actions	Output	Performance Indicators	Baseline FY 2024/25	Targets					Means of verification	Responsibility Centre
					2025/26	2026/27	2027/28	2028/29	2029/30		
	Strengthen partnerships with national, regional and international bodies on statistical development	Partnerships/MoUs established and renewed	Number of institutions with MoUs signed and renewed with national, regional, and international bodies within the PNSD IV period for statistical production.	CSOs 4 LGs 9 MDAs 23	CSOs 3 LGs 50 MDAs 25	CSOs 5 LGs 90 MDAs 40	CSOs 5 LGs 120 MDAs 50	CSOs 5 LGs 140 MDAs 63	CSOs 5 LGs 181 MDAs 63	MoUs signed PNSD IV monitoring reports	UBOS, MDAs, LGs, CSOs
		Bilateral engagements conducted	Number of institutions with bi-lateral engagements with national, regional and international bodies on statistical production.	-	CSOs 3 LGs 50 MDAs 25	CSOs 5 LGs 90 MDAs 40	CSOs 5 LGs 120 MDAs 50	CSOs 5 LGs 140 MDAs 63	CSOs 5 LGs 181 MDAs 63	PNSD IV monitoring reports	UBOS, MDAs, LGs, CSOs
4.2 Promote data sharing and system integration for statistical production	Promote interoperability of the NSO data systems to those of MDAs	Interoperable data systems developed/linked	Number of institutions with data systems linked to the NSO data systems.	-	CSOs 3 LG 50 MDAs 20	CSOs 5 LG 90 MDAs 30	CSOs 8 LG 120 MDAs 40	CSOs 12 LG 140 MDAs 63	CSOs 16 LG 181 MDAs 63	PNSD IV monitoring reports	UBOS, MDAs, LGs, CSOs
	Promote data sharing mechanisms among institutions within the NSS.	Institutional data-sharing mechanisms established	Number of institutions with data sharing mechanisms.	CSOs 5 LGs 18 MDAs 9	CSOs 5 LGs 30 MDAs 20	CSOs 5 LGs 30 MDAs 20	CSOs 5 LGs 30 MDAs 20	CSOs 5 LGs 30 MDAs 20	CSOs 5 LGs 30 MDAs 20	PNSD IV monitoring reports	UBOS, MDAs, LGs, CSOs

APPENDICES

Appendix 1: PNSD IV five-year budget

Strategic interventions	Actions	BUDGET (UGX. BN) 2025/26	2026/27	2027/28	2028/29	2029/30	Total
Strategic objective 1: Strengthen production, dissemination and communication of quality statistics							
1.1 Strengthen the use of Information Communication Technology (ICT) in statistical production	Automate statistical production processes	5.50	6.16	6.59	6.70	6.78	31.72
	Acquire modern ICT resources to facilitate statistical production	5.00	5.66	5.39	5.20	4.98	26.22
1.2 Standardise collection, analysis and publication of statistical data across the NSS	Develop, disseminate and provide technical support to NSS institutions to adopt and apply global, regional and national statistical standards, guidelines and methodologies in statistical production.	0.10	0.31	0.49	0.30	0.08	1.27
	Conduct regular statistical quality assessments (statistical audits) and certification of selected indicators using national and international standards	0.15	0.36	0.54	0.35	0.13	1.52
	Develop and disseminate practical guidelines to standardise the production of citizen-generated data.	1.07	1.18	1.30	1.29	1.01	5.85

Strategic interventions	Actions	BUDGET (UGX. BN) 2025/26	2026/27	2027/28	2028/29	2029/30	Total
1.3 Strengthen compilation of quality statistics from administrative data (Including small area statistics)	Foster the compilation of quality statistics from administrative data	1.10	1.86	2.69	2.50	2.48	9.90
	Standardise the tools and processes of compilation of administrative data	1.00	1.16	1.39	1.20	0.98	5.72
	Enhance the utilization of the Harmonised Local Government data collection tool (for PDMIS, CIS (small area statistics) and administrative data).	1.56	2.63	2.86	3.16	3.05	12.70
1.4 Increase the compilation of quality statistics from non-traditional data sources	Mainstream the use of data science (Machine Learning and Artificial Intelligence and big data analytics) in statistical production processes.	3.00	3.50	4.00	5.00	5.50	21.00
	Update and roll out the Citizen Generated Data toolkit in CSOs and Private actors.	0.54	0.59	0.65	0.65	0.51	2.93
	Develop quality guidelines for production of statistics from non-traditional data sources	0.54	0.59	0.65	0.65	0.51	2.93
	Incorporate the use of geographic information systems (GIS) in statistical production and use.	3.00	3.50	4.00	5.00	5.50	21.00
1.5 Strengthen compilation and integration of cross-cutting issues such as human rights, migration, gender, refugees, disability and others in statistical production	Harmonise the compilation and reporting of cross cutting issues	4.07	4.91	5.69	6.49	6.49	27.64
	Update the National Priority Gender & Equality Indicators (NPGEIs)	0.03	0.00	0.00	0.00	0.00	0.03

Strategic interventions	Actions	BUDGET (UGX. BN) 2025/26	2026/27	2027/28	2028/29	2029/30	Total
1.6 Develop and implement an effective long-term plan for censuses and surveys in the National Statistical System (NSS)	Conduct censuses and surveys according to the approved Long-term plan	25.00	30.00	35.00	43.00	45.00	178.00
	Enforce the census and survey standards, guidelines and procedures in the NSS	0.01	0.17	0.40	0.21	-0.01	0.77
1.7 Develop and implement an integrated NSS Data Dissemination Policy and Data Sharing Protocol	Promote timely dissemination of Statistical products in line with the approved release calendar for the National Statistical System (NSS).	1.90	2.16	2.09	1.90	1.68	9.72
	Maintain and update an interactive UBOS website	1.12	1.35	0.60	1.56	1.02	5.66
	Establish a statistical data repository for the NSS. (a one stop centre for data & statistics in UBOS)	4.50	4.91	4.89	4.70	4.48	23.47
	Facilitate and strengthen institutional capacity to effectively disseminate statistical information	3.00	3.16	3.39	3.20	2.98	15.72
	Develop and implement a strategy for advocacy, media and communication of statistics in the NSS	2.50	2.85	3.33	3.67	4.00	16.35
1.8 Enhance access and use of data in the NSS	Regular update of the National Standard Indicator (NSI) Framework	4.07	4.68	5.30	6.29	6.51	26.85
	Expand access to and encourage the utilization of micro data across the National Statistical System (NSS).	1.00	1.16	1.39	1.70	1.48	6.72
	Promote the use of Open data portals across the NSS	3.07	3.68	4.30	4.79	5.01	20.85
	Establish and operationalize effective feedback mechanisms for statistical products.	1.00	1.16	1.39	1.20	1.00	5.74
Sub total		**73.82**	**87.65**	**98.29**	**110.69**	**111.10**	**481.55**

Strategic interventions	Actions	BUDGET (UGX. BN) 2025/26	2026/27	2027/28	2028/29	2029/30	Total
Strategic objective 2: Enhance statistical capacity in the NSS							
2.1 Develop and implement a functional NSS capacity building programme	Establish and Implement the NSS capacity building programme.	32.67	39.25	44.50	52.73	54.33	223.48
	Conduct a statistical capacity needs assessment	3.17	4.85	5.10	5.43	5.23	23.78
	Operationalize the in-service training center	5.17	6.85	7.10	7.43	7.23	33.78
	Train staff in the production and compilation of statistics including from non-traditional sources and on Monitoring and Evaluation requirements for the PNSD IV	3.92	5.80	8.00	8.48	8.53	25.95
	Train in-service statisticians on the global, regional and national statistical strategies, frameworks, standards, guidelines and methodologies	3.17	4.85	5.10	5.43	5.23	23.78
	Train CSOs in the application of practical guidelines for producing high- quality citizen data.	1.47	3.15	3.40	3.73	3.53	3.89
	Design and institutionalize a regular Data Maturity Assessment Framework to track progress in statistical capacity development across the NSS	2.00	2.00	2.00	2.00	2.00	10.00
2.2 Operationalise the statistician cadre in the NSS	Facilitate the establishment of functional statistics units within MDAs and LGs organisational structure	2.70	4.70	5.37	6.19	6.10	25.06
	Advocate for the reinstatement of the statistician position in the organisational structure of MDAs and LGs	1.67	3.25	3.80	4.02	4.53	17.27
	Integrate statistics in Institutional development/ strategic/corporate plans and Budget Framework Papers	2.34	4.02	4.27	4.60	4.40	19.63

Strategic interventions	Actions	BUDGET (UGX. BN) 2025/26	2026/27	2027/28	2028/29	2029/30	Total
2.3 Strengthen statistical literacy, advocacy and awareness in the NSS	Conduct Statistical literacy and advocacy in the NSS	2.17	3.85	4.10	4.43	4.23	18.78
	Conduct awareness campaigns on statistical products and services	2.67	4.85	5.10	5.73	5.73	24.08
Sub total		**63.09**	**87.45**	**97.79**	**110.19**	**111.10**	**469.62**
Strategic objective 3: Enhance coordination and supervision in the NSS							
3.1 Strengthen coordination in the production of quality statistics in the NSS	Constitute and operationalize the PNSD IV coordination structures	8.96	12.81	14.91	18.19	18.00	72.87
	Develop and implement Strategic Plans for Statistics under the PNSD IV	7.96	10.81	11.91	14.19	14.00	58.87
3.2 Establish mechanisms for sustained financing for statistics production in the NSS.	Develop and implement resource mobilization strategies and mechanisms to enhance statistical production and development in the MDAs and LGs.	7.96	10.81	11.91	13.19	13.00	56.87
3.3 Strengthen Supervision of the NSS in Statistical production and development	Establish and operationalize regional statistics offices	9.16	12.01	13.11	14.39	14.20	62.87
	Supervise the production of statistics in the NSS	11.16	14.01	15.11	16.39	16.20	72.87
	Develop regulations and operational guidelines to enhance implementation of the UBOS Act Cap. 333. in the NSS	5.46	8.31	9.51	10.89	10.80	44.97
	Enhance awareness of the Legal frameworks for statistics production	5.16	8.01	9.11	9.49	9.70	41.47
3.4 Strengthen the monitoring, evaluation and learning systems for the NSS	Undertake monitoring and evaluation of statistical activities in the NSS	7.31	10.36	13.21	14.44	14.20	59.52
Sub total		**63.09**	**87.15**	**98.79**	**111.19**	**110.10**	**470.32**

Strategic interventions	Actions	BUDGET (UGX. BN) 2025/26	2026/27	2027/28	2028/29	2029/30	Total
Strategic objective 4: Promote collaboration and partnerships in the NSS							
4.1 Strengthen collaborations and partnerships in statistical development in the NSS	Collaborate with statistical professional bodies and associations to promote inclusive participation	1.25	0.76	0.10	0.09	0.12	2.32
	Enhance partnerships with academia and training institutions for continued statistical capacity building, mentorship and professional development.	1.55	0.63	0.76	0.13	0.13	3.20
	Strengthen partnerships with national, regional and international bodies on statistical development	1.55	0.71	0.70	0.50	0.15	3.61
4.2 Promote data sharing and system integration for statistical production	Promote interoperability of the NSO data systems to those of MDAs	3.55	1.40	2.50	3.00	1.30	11.75
	Promote data sharing mechanisms among institutions within the NSS.	1.55	0.06	0.04	0.08	0.10	1.83
Sub total		**9.45**	**3.56**	**4.10**	**3.80**	**1.80**	**22.72**
GRAND TOTAL		**209.46**	**265.81**	**298.97**	**335.87**	**334.10**	**1444.21**

Appendix 2: Acknowledgement

Special tribute goes to all MDAs, LGs, CSOs, UBOS and all actors in the National Statistical System for the collective effort and key role played throughout the review of PNSD III and design of PNSD IV. In a special way, the following are specifically recognized and thanked for the commitment towards the successful design of the PNSD IV.

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