UGANDA BUREAU OF STATISTICS

THE REPUBLIC OF UGANDA

NATIONAL STATISTICAL SYSTEM

CAPACITY BUILDING PROGRAMME

NOVEMBER 2026

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2025/26 – 2029/30

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PREFACE



The development and implementation of the National Statistical System (NSS) Capacity Building Programme is grounded in the Uganda Bureau of Statistics Act, Cap. 333. Section 3 establishes UBOS as the principal agency for coordinating, monitoring and supervising the NSS; Section 3(2)(a)(ii) provides for standardisation in the collection, analysis and publication of statistics; and Section 3(2)(a)(iii) provides for guidance, training and other assistance to users and providers of statistics. The Programme therefore treats training, professional development, statistical standards, digital capability and institutional support as mutually reinforcing elements of statistical capacity.

Capacity development is both a statutory duty and a strategic priority for UBOS. The National Statistical System Capacity Building Programme (NSSCBP) turns that duty into a five-year programme covering professional development, institutional strengthening, digital capability and learning across the National Statistical System (NSS). It is the means by which UBOS will deliver the capacity commitments in the Fourth Plan for National Statistical Development and the UBOS Strategic Plan IV.

Earlier capacity building relied mainly on stand-alone technical training. This Programme keeps that training but places it within a wider approach, drawn from the PARIS21 Capacity Development 4.0 guidelines, which recognises that skills last only where institutions and the wider system support them, and which gives data users and providers a role alongside producers.

On behalf of the Board, Management and Staff of UBOS, I call upon all implementing institutions and partners to integrate the Programme into their plans and budgets, participate actively in its implementation and use the results to improve the production and use of quality statistics for Uganda's development.

Chris N. Mukiza (PhD)
EXECUTIVE DIRECTOR / CHIEF STATISTICIAN

ACKNOWLEDGEMENT

The Uganda Bureau of Statistics acknowledges the contributions of stakeholders who provided technical input during the development of the National Statistical System Capacity Building Programme. These include UBOS technical staff and subject matter experts; Ministries, Departments and Agencies; Higher Local Governments; Civil Society Organisations and Non-Governmental Organisations; academia and training institutions; development partners; gender focal persons; professional and statistical associations; private-sector actors; and the National Statistics Technical Committee.

The Programme also draws on findings and lessons from current national development and statistical frameworks, statistical capacity needs assessments, Local Government Regional Budget Consultative Workshops and other stakeholder consultations. This helped to identify priority skills gaps, institutional constraints, emerging data needs and opportunities for modernising statistical practice across the NSS.

UBOS further recognises the PARIS21 Guidelines for Developing Statistical Capacity (2020), whose Capacity Development 4.0 framework provides practical guidance for country-led, participatory and sustainable statistical capacity development. The Programme adapts the framework to cover individual, organisational and system capabilities, user needs, new data stakeholders, programme governance, results, feedback and sustainability.

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LIST OF ACRONYMS

Acronym	Meaning
AI	Artificial Intelligence
APGS	Africa Programme on Gender Statistics
BPFA	Beijing Platform for Action
CAPI	Computer-Assisted Personal Interviewing
CBPGS	Capacity Building Programme for Gender Statistics
CD4.0	Capacity Development 4.0
CEDAW	Convention on the Elimination of All Forms of Discrimination against Women
CGD	Citizen-Generated Data
CPD	Continuous Professional Development
CSOs	Civil Society Organisations
CTGAP	Cape Town Global Action Plan for Sustainable Development Data
DPS	Department of Professional Services
DSCs	District Statistics Committees
DSDC	Digital Solutions and Data Capability
ED	Executive Director
EXCOM	Executive Committee
GIS	Geographic Information Systems
GSC	Gender Statistics Committee
HLGs	Higher Local Governments
ICT	Information and Communication Technology
JPDS	Joint Programme for Data and Statistics
LGs	Local Governments
LMS	Learning Management System
M&E	Monitoring and Evaluation
M&SCS	Methodology and Statistical Coordination Services
MDAs	Ministries, Departments and Agencies
ML	Machine Learning
MoFPED	Ministry of Finance, Planning and Economic Development
MoJCA	Ministry of Justice and Constitutional Affairs
MoLG	Ministry of Local Government
MoPS	Ministry of Public Service
MoUs	Memoranda of Understanding
NDP IV	Fourth National Development Plan
NGOs	Non-Governmental Organisations
NPA	National Planning Authority
NPGEIs	National Priority Gender Equality Indicators
NPHC	National Population and Housing Census

Acronym	Meaning
NSDS	National Strategy for the Development of Statistics
NSI	National Standard Indicator
NSS	National Statistical System
NSSCBP	National Statistical System Capacity Building Programme
NSTC	National Statistics Technical Committee
PDMIS	Parish Development Management Information System
PFMA	Public Finance Management Act
PIAPs	Programme Implementation Action Plans
PMR	Public and Media Relations
PNSD IV	Fourth Plan for National Statistical Development
PPDA	Public Procurement and Disposal of Public Assets
RRSF	Reference Regional Strategic Framework for Statistical Capacity Building in Africa
SCC	Sector Statistics Committee
SDGs	Sustainable Development Goals
SDMX	Statistical Data and Metadata Exchange
SHaSA	Strategy for the Harmonisation of Statistics in Africa
SP IV	Fourth UBOS Strategic Plan
STC	Statistical Training Centre
ToC	Theory of Change
UBOS	Uganda Bureau of Statistics
UGX	Uganda Shilling
USS	Uganda Statistical Society

EXECUTIVE SUMMARY

The National Statistical System Capacity Building Programme (NSSCBP) FY 2025/26–2029/30 provides the framework for strengthening the capabilities needed to produce, manage, disseminate and use quality statistics across Uganda's National Statistical System. It is anchored in the Uganda Bureau of Statistics Act, Cap. 333, the Fourth National Development Plan (NDP IV), the Fourth Plan for National Statistical Development (PNSD IV) and the UBOS Strategic Plan IV (FY 2025/26–2029/30). The Strategic Plan provides for a human-capital development programme with regular training along the statistical value chain, and lists implementation of the NSS statistical capacity building programme as a strategic action.

The NSSCBP adopts the PARIS21 Capacity Development 4.0 (CD4.0) approach, which recognises that sustainable statistical capacity depends on the interaction of individual, organisational and system-level capabilities. Accordingly, it moves beyond stand-alone training to combine competency-based curricula, structured training, Continuous Professional Development (CPD), mentorship, digital resources and infrastructure, leadership and change management, professionalisation, coordination, user engagement, sustainable financing, monitoring and institutional learning.

The situation analysis shows progress in statistical training and skills development, but also identifies persistent gaps in specialised expertise, digital infrastructure, administrative data systems, advanced analytics, quality assurance, coordination, sustainable financing and retention of institutional knowledge following staff turnover. It also highlights the need to strengthen the mainstreaming of cross-cutting statistical requirements. The Programme therefore combines technical capacity development with institutional strengthening, professionalisation, digital modernisation, partnerships, user engagement, knowledge management and change management.

The Programme is organised around five objectives:

1. Strengthen technical and human capital for statistics across the NSS.
2. Modernise ICT infrastructure, digital systems and statistical tools.
3. Enhance coordination, governance and institutional capacity across the NSS.
4. Improve data utility, advocacy, peer learning, knowledge sharing and collaboration across the NSS.
5. Establish and implement a professional accreditation and chartering framework for statisticians in Uganda.

Cross-cutting issues, including gender, disability, human rights, youth, environment and climate change, migration and refugee statistics, governance and accountability, and HIV/AIDS, have been mainstreamed across the Programme.

The Programme is estimated to cost UGX 514.58 billion over five years. UGX 214.70 billion is provided in the UBOS Strategic Plan IV for the action *"Implement the NSS statistical capacity building programme."* Other activities, including the Regional Statistics Offices and the In-Service Statistical Training Centre, are also costed under PNSD IV and Strategic Plan IV and will be financed through the respective budget lines. The remaining financing will be mobilised from MDA and HLG budgets, development partners, the GoU/UN Joint Programme for Data and Statistics, grants, scholarships and Non-Tax Revenue.

UBOS will lead implementation, with the Department of Professional Services serving as the Programme Secretariat and working with technical directorates and PNSD IV coordination structures. MDAs, HLGs, academia, CSOs, professional bodies, development partners and the private sector have defined roles in implementation and oversight. The Programme is supported by arrangements for communication and feedback, risk and compliance management, and monitoring and evaluation. Its performance framework will assess not only training outputs, but also the application of skills, institutional improvements and wider changes in statistical capacity across the NSS.

THE PROGRAMME AT A GLANCE

Five years, five objectives, one system

UGX 514.58 Bn
Estimated cost, FY 2025/26 to FY 2029/30

UGX 102.92 Bn
Average cost a year

UGX 214.70 Bn
Provided in UBOS SP IV, about 42 percent of cost

30% → 80%
Share of the Programme implemented, baseline FY 2024/25 to target FY 2029/30

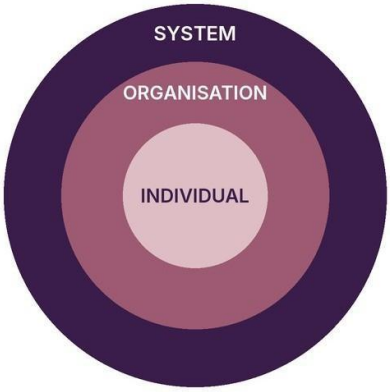
GOAL

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

OUTCOME

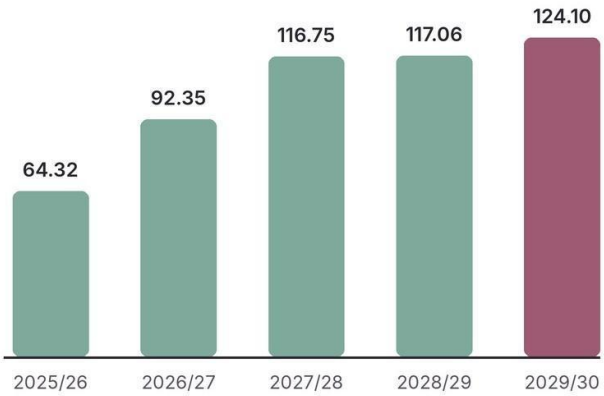
Increased production and use of quality statistics for planning, policy and decision-making.

CAPACITY DEVELOPMENT 4.0: THREE LEVELS



Skills last only where institutions and the wider system support them.

ESTIMATED COST BY YEAR (UGX BN)



FIVE OBJECTIVES AND THEIR FIVE-YEAR COST (UGX BN)

1	Technical and human capital for statistics	166.98
2	ICT infrastructure, digital systems and tools	75.36
3	Coordination, governance and institutional capacity	197.12
4	Data utility, advocacy and knowledge sharing	60.81
5	Professional accreditation and chartering	14.31

Source: NSSCBP Tables 3.1 and 4.1; UBOS Strategic Plan IV.

01: INTRODUCTION

1.0 Background

Uganda's development plans depend on reliable and timely statistics to set targets, allocate resources, track progress and assess whether programmes are delivering the intended results. The Fourth National Development Plan (NDP IV) FY 2025/26–2029/30 is monitored through its Results and Reporting Framework and the Programme Implementation Action Plans (PIAPs), whose indicators are consolidated in the National Standard Indicator (NSI) Framework. Most of these indicators are compiled not by the Uganda Bureau of Statistics (UBOS) alone, but by Ministries, Departments and Agencies (MDAs), Higher Local Governments (HLGs) and other institutions. The capacity of these institutions to produce and use quality statistics therefore directly influences the effectiveness of the National Statistical System (NSS).

The National Statistical System Capacity Building Programme (NSSCBP) FY 2025/26–2029/30 is the five-year framework developed for strengthening statistical capacity across the NSS. The Programme provides a coordinated approach to developing the capabilities required to produce, manage, disseminate and use statistics effectively. It addresses capacity at three interrelated levels: individuals, through knowledge, skills and professional development; institutions, through functional statistical units, appropriate systems, tools, leadership and financing; and the NSS as a wider system, through improved coordination, standards, partnerships and stronger linkages between producers and users of statistics.

The NSSCBP builds on existing National and institutional commitments. The Fourth Plan for National Statistical Development (PNSD IV) places it under Strategic Objective 2, "Enhance statistical capacity in the NSS", and tracks it through the indicator "Proportion of the NSS capacity building programme implemented". The UBOS Strategic Plan IV (SP IV) lists "Implement the NSS statistical capacity building programme" as a strategic action and allocates UGX 214.70 Bn to it over five years. The NSSCBP operationalises these commitments by providing the framework, interventions and implementation arrangements through which statistical capacity will be strengthened across the NSS.

1.1 Evolution of Statistical Capacity Building in Uganda

Uganda adopted a strategic approach to statistical development in 2006, following the Marrakech Action Plan for Statistics. Since then, capacity building has featured in successive Plans for National Statistical Development (PNSDs), but as part of broader statistical development strategies rather than as a dedicated programme with its own budget and results framework.

The first PNSD (FY 2006/07–2010/11), under the theme "Strengthening Statistical Production and Dissemination," focused on establishing a coordinated National Statistical System (NSS). During the same period, UBOS built on European Union-supported training initiatives (2007–2010) to integrate training and skills development into its operations. PNSD II (FY 2013/14–2017/18), extended to FY 2019/20, shifted the focus to "Enhancing Data Quality Assurance and Use." PNSD III (FY 2020/21–2024/25), under the theme "Agenda for Innovation, Modernisation and Transformation of the National Statistical System," placed greater emphasis on strengthening statistical capacity across the NSS.

The UBOS Strategic Plan III identified the absence of an up-to-date capacity-building framework as a major constraint to statistical production across the NSS and recommended a comprehensive programme covering the entire statistical value chain. Subsequently, UBOS established the Department of Professional Services in the Office of the Executive Director. UBOS Strategic Plan IV provides for the establishment of a Statistics In-Service Training Centre at the UBOS Entebbe Office Block and the introduction of a professional certification system for statisticians.

The NSSCBP consolidates these initiatives into a dedicated programme with an integrated framework for capacity development, implementation, financing and performance monitoring. It therefore marks a significant step towards a coordinated and sustainable approach to strengthening statistical capacity at the individual, institutional and system levels across the NSS.

1.2 Organisation of the National Statistical System

The NSS is made up of the institutions that produce, supply and use statistics, together with the principles, standards and procedures that govern how statistics are produced. Each group of actors needs something different from the Programme:

i. **Data producers:** UBOS, MDAs, HLGs, CSOs, cultural and faith-based institutions and private actors that compile statistics from censuses, surveys and administrative records. They need technical, methodological, quality and digital skills along the statistical value chain.

ii. **Data suppliers:** households, businesses, schools, health facilities and the custodians of administrative registers. The Programme reaches them mainly through the officers who keep administrative records, who need support to digitise, validate and document routine data.

iii. **Data users:** policymakers, planners, researchers, the media, development partners and the public. They need enough statistical literacy to interpret statistics correctly and to tell producers what they need.

iv. **Statistics training institutions:** universities and other institutions that train statisticians. They are partners in delivering the Programme and also gain from closer links with professional practice.

The Programme also covers the standards, guidelines and procedures that apply across the NSS. Training is of limited use unless institutions work to common definitions and methods.

1.3 Legal Framework for Statistics and Capacity Development

Official statistics in Uganda are produced within a legal and normative framework that defines the mandate of UBOS and its responsibility for strengthening statistical capacity across the National Statistical System (NSS).

i. **The United Nations Fundamental Principles of Official Statistics:** Uganda adheres to these ten principles, which require statistics to be produced impartially, using professional standards and scientific methods, with confidentiality of individual data and coordination among national statistical agencies. Applying them across the NSS depends on personnel who understand them.

ii. **The African Charter on Statistics:** ratified by Uganda, the Charter commits member states to professional independence, quality, coordination of statistical activities and adequate financing, and recommends allocating 0.15 percent of the national budget to statistical development.

iii. **The Uganda Bureau of Statistics Act, Cap. 333:** Section 3 establishes UBOS as the principal data collecting and disseminating agency responsible for coordinating, monitoring and supervising the NSS. Section 3(2)(a)(ii) requires UBOS to promote standardisation in the collection, analysis and publication of statistics, and Section 3(2)(a)(iii) requires it to provide guidance, training and other assistance to users and providers of statistics. This provision provides a direct statutory basis for UBOS's role in statistical capacity development.

1.4 Linkage to Development and Statistical Frameworks

Under NDP IV, statistical development falls under Objective 1 of the Development Plan Implementation Programme, "Strengthen capacity for evidence-based development planning across Government", and specifically Intervention 4, "Generate and use statistical data to inform development planning at all levels".

The intervention has six actions:

i. Develop and implement the long-term censuses and surveys plan.

ii. Harmonise and integrate statistical systems for administrative and geospatial data.

iii. Leverage non-traditional data sources.

iv. Support the development of strategic statistical plans and statistical abstracts.

v. Capacitate MDAs and LGs to produce and disseminate quality and timely gender-disaggregated administrative data.

vi. Provide labour market and employment statistics.

The NSSCBP contributes directly to actions (ii), (iii) and (v), and supports action (iv) by building the capacity of officers responsible for preparing strategic plans for statistics and statistical abstracts.

Table 1.1 illustrates the alignment of the Programme with the broader policy and strategic frameworks.

Table 1.1: Linkage of the NSSCBP to Development and Statistical Frameworks

Framework	Relevance	Implication for the NSSCBP
Uganda Bureau of Statistics Act, Cap. 333	Establishes UBOS as the coordinator and supervisor of the NSS and provides for statistical standardisation, guidance, training and assistance to data producers and users.	Provides the statutory basis for developing training curricula, strengthening professional capacity, promoting statistical standards and enhancing quality assurance across the NSS.
Uganda Vision 2040	Provides the long-term national development direction, implemented through successive five-year National Development Plans.	Recognises statistical capacity as essential for evidence-based planning, monitoring development progress and strengthening accountability.
Fourth National Development Plan (NDP IV)	Development Plan Objective 1 under the Development Plan Implementation (DPI) Programme, particularly Intervention 4, emphasises generating and using statistical data at all levels.	Requires strengthened capacity to produce and use administrative, geospatial and gender-disaggregated data and to apply statistical evidence in planning, monitoring and decision-making.
Plan for National Statistical Development IV (PNSD IV)	Provides the framework for developing and coordinating the NSS. Strategic Objective 2 is to enhance statistical capacity in the NSS.	Positions the NSSCBP as a key mechanism for implementing Strategic Objective 2, with progress monitored through the proportion of planned Programme interventions implemented.
UBOS Strategic Plan IV (SP IV)	Provides for implementation of the NSS statistical capacity-building programme, establishment of the Statistics In-Service Training Centre and strengthening of professional certification.	Provides the institutional, implementation and financing framework for delivering capacity-building interventions and strengthening professional development across the NSS.
United Nations Fundamental Principles of Official Statistics and African Charter on Statistics	Establish professional and ethical standards for official statistics, including relevance, accuracy, reliability, professional independence and transparency. They also provide a basis for advocating adequate resources for statistical development.	Guides the development of competencies in statistical ethics, methodology, quality assurance, professional independence and dissemination. The Programme should promote sustainable financing in line with applicable national commitments and relevant continental and international frameworks.
Cape Town Global Action Plan and Medellin Framework for Action on Data (2024)	Country-led statistical development, data innovation, partnerships and financing for data.	Support modernisation, use of new data sources and partnership-based delivery.

Framework	Relevance	Implication for the NSSCBP
SHaSA 2, RRSF and EAC Regional Strategy for the Development of Statistics	Continental and regional direction on harmonisation and statistical training.	Support comparability, regional training standards and cooperation.
PARIS21 Guidelines for Developing Statistical Capacity (CD4.0), 2020	Guidance on designing statistical capacity programmes.	Informs the Programme's attention to people, institutions and the wider system together.
APGS/CBPGS and other cross-cutting frameworks	Improvement of gender and inclusive statistics.	Guide mainstreaming of gender and other cross-cutting issues in curricula and practice.

1.5 Rationale for the NSSCBP

The National Statistical System Capacity Building Programme (NSSCBP) is necessary to address persistent and interrelated capacity constraints that cannot be adequately resolved through isolated or ad hoc training interventions. Developing individual skills alone is insufficient where institutions lack appropriate structures, leadership, standards, technology, financing, quality-assurance mechanisms and opportunities for continuous professional development. Similarly, institutional capacity cannot be sustained without effective system-wide coordination, partnerships, professional networks, data governance and knowledge-sharing mechanisms. The NSSCBP therefore adopts an integrated approach to capacity development at the individual, institutional and system levels to strengthen statistical production, quality and use across the National Statistical System (NSS).

The Programme is further justified by the following considerations:

i. **Growing demand for statistics:** National, regional and global development frameworks, including NDP IV, Uganda Vision 2040, EAC Vision 2050, Africa Agenda 2063 and the SDGs, require timely, reliable and disaggregated statistics for planning, monitoring and reporting.

ii. **Persistent institutional and human-resource gaps:** Many MDAs and HLGs have weak or non-functional statistical units, inadequate staffing and limited resources to support statistical production. High staff turnover, particularly in HLGs, further undermines capacity by leading to the loss of skills, experience and institutional knowledge.

iii. **Rapid technological and data-system changes:** Advances in data science, artificial intelligence (AI), big data analytics, geographic information systems (GIS) and digital data collection are continuously changing the skills and tools required for statistical production. However, inadequate ICT infrastructure, software and internet connectivity constrain the effective adoption of these technologies. The increasing availability of administrative data also requires enhanced capacity to manage,

integrate, validate, quality-assure and analyse data from diverse sources for statistical production and use.

iv. **Weak professionalisation of statistics:** The absence of fully established professional standards, accreditation, certification and career pathways limits the development and retention of statistical expertise across the NSS. Strengthening professional development and recognition is therefore essential.

v. **Limited statistical literacy and use of data:** Capacity gaps among policymakers, planners, managers, media practitioners and other users can limit the interpretation and application of statistics in decision-making.

vi. **Need for stronger coordination and emerging statistical capacity:** Capacity-building activities require better coordination among UBOS, NSS institutions, development partners and other stakeholders to reduce fragmentation and ensure sustainable financing. In addition, emerging requirements such as gender, disability, geographical, climate and other disaggregated statistics require new concepts, methods and competencies across the statistical value chain.

1.6 Purpose and Objectives of the NSSCBP

The purpose of the NSSCBP is to provide a coherent, results-oriented and sustainable framework for developing the capabilities that individuals, institutions and the wider NSS need to produce, manage, communicate and use quality statistics.

The Programme has five objectives:

i. Strengthen technical and human capital for statistics across the NSS.

ii. Modernise ICT infrastructure, digital systems and statistical tools.

iii. Enhance coordination, governance and institutional capacity across the NSS.

iv. Improve data utility, advocacy, peer learning, knowledge sharing and collaboration across the NSS.

v. Establish and implement a professional accreditation and chartering framework for statisticians in Uganda.

1.7 Scope and Coverage

The Programme covers UBOS and all institutions within the NSS that produce or use official statistics including: MDAs, HLGs (districts, municipalities and cities), CSOs, cultural and faith-based institutions, private-sector data providers, academia and statistics training institutions, and the media. The programme beneficiaries include statisticians, statistical assistants and data officers as well as non-statisticians such as planners, records managers and decision-makers whose work depends on statistics. The Programme runs for five financial years, FY 2025/26 to FY 2029/30, in step with NDP IV, PNSD IV and SP IV.

1.8 Process of Developing the NSSCBP

UBOS developed the Programme through the Department of Professional Services. The process involved learning from past plans, reviewing the relevant policy and strategic frameworks and consulting stakeholders.

The main steps were:

i. **Learning from past experience:** Lessons and recommendations were drawn from the PNSD III and UBOS SP III reviews, NDP IV, SP IV and statistical capacity needs assessments conducted among UBOS staff, MDAs, CSOs and university students of statistics.

ii. **Document review:** Relevant national, regional and international frameworks were reviewed, including the UBOS Act, the Cape Town Global Action Plan, the Medellin Framework, SHaSA, the RRSF, the PARIS21 CD4.0 Guidelines and frameworks on gender statistics.

iii. **Internal review:** UBOS technical staff, subject-matter experts and focal persons reviewed successive drafts of the programme.

iv. **Stakeholder consultations:** Consultations with MDAs, HLGs, academia, CSOs and NGOs, development partners, gender focal persons, professional bodies and the National Statistics Technical Committee helped identify capacity gaps and priorities.

v. **Regional budget consultative workshops:** Engagements with Local Governments provided additional information on capacity needs in planning, use of statistics and management of administrative data.

vi. **Validation and approval:** The revised draft was validated by stakeholders and submitted to UBOS Management and the Executive Director for approval.

1.9 Structure of the NSSCBP

The document is organised into eight chapters, followed by references. Chapter One presents the introduction; Chapter Two covers the Situation Analysis; Chapter Three outlines the Capacity Development Framework and Strategic Interventions; Chapter Four presents the Financing Framework and Strategy; Chapter Five describes the Implementation Mechanisms; Chapter Six sets out the Communication and Feedback Arrangements; Chapter Seven presents the Risk Management and Compliance Strategy; and Chapter Eight outlines the Monitoring and Evaluation Strategy.

02: SITUATION ANALYSIS

2.0 Introduction

This chapter describes the context within which the NSSCBP will be implemented. It assesses progress made to date, identifies existing statistical capacity gaps, analyses the broader data ecosystem and examines the institutional capacity of UBOS and the roles of key stakeholders. It also presents a SWOT analysis, highlights emerging issues and outlines recommendations that will inform Programme implementation. The analysis extends beyond individual skills to examine the institutional and system-level conditions necessary to translate capacity-building interventions into improved statistical production and use.

2.1 Key Achievements and Implementation Progress in Statistical Capacity Building

Statistical capacity building across the NSS has registered progress in the following areas:

i. **Skills development:** The statistical skills of UBOS staff and other data compilers across the NSS have improved through targeted training in statistical production, analysis, data management and use of data.

ii. **Professional development:** UBOS has established the Department of Professional Services to promote research, professionalism and capacity development in the NSS.

iii. **Statistical functions in NSS institutions:** Efforts to re-establish and strengthen statistics units in MDAs and HLGs have progressed in several institutions, and dedicated budget lines for statistical activities have been established in some of them.

iv. **Monitoring and reporting:** A monitoring and reporting system has been established to track statistical activities across the NSS, provide timely feedback and support improvement in the implementation of statistical programmes.

v. **Coordination and governance:** Coordination among producers, providers and users of Statistics has been strengthened through the PNSD structures. These include; the PNSD Steering Committee, the National Statistics Technical Committee (NSTC), the SDG Data Technical Working Group and institutional statistics committees in MDAs, LGs, CSOs and cultural institutions.

vi. **Regional statistical services:** Four of the ten planned regional statistical offices are operational, bringing statistical coordination, technical support and capacity building services closer to Local Governments.

vii. **Tablets for the NSS:** More than 100,000 tablets were acquired for the first digital National Population and Housing Census (NPHC) in 2024. Some of these have subsequently been distributed to NSS institutions to strengthen administrative data systems and data collection for the Parish Development Management Information System (PDMIS).

viii. **Emerging technologies: C**apacity-building initiatives increasingly address emerging technologies including Data Science, Artificial Intelligence (AI), Big Data, Geographic Information Systems (GIS), data visualisation, database management and non-traditional data sources.

2.2 Capacity Gaps across Individual, Organisational and System Levels

The capacity gaps stipulated in this section are informed by the UBOS Strategic Plan IV, the Mid-Term Review of PNSD III and statistical capacity needs assessments carried out among UBOS staff, MDAs, CSOs and university students of statistics and related disciplines. The gaps are categorized at three interrelated levels: individuals skills, organization capabilities, and the functioning of the NSS as a whole.

2.2.1 Individual-Level Gaps

Key individual-level capacity gaps include:

i. Limited and uneven access to statistical training and continuing professional development

ii. Capacity gaps in data management, statistical analysis and modelling, small area estimation and research methods.

iii. Inadequate skills for collecting, compiling, validating and quality-assuring administrative data.

iv. Limited competence in digitisation and the use of emerging data sources and technologies, including Big Data, AI, Machine Learning, GIS, remote sensing and citizen-generated data.

v. Limited proficiency in data-preparation and visualisation tools, such as Power BI, and data exchange standards such as SDMX.

vi. Weak report writing, data storytelling and communication of statistical findings to decision-makers, the media and the public.

vii. Capacity gaps in leadership and management skills, together with limited opportunities and pathways for professional development and career progression.

2.2.2 Organisational-Level Gaps

Key Organisational-level capacity gaps include:

i. Understaffed, absent or non-functional statistics units in some MDAs and Local Governments.

ii. High staff turnover, resulting in loss of institutional knowledge and continuity.

iii. Limited institutional mechanisms for staff development, mentoring and knowledge transfer.

iv. Weak administrative data systems and limited digitisation of statistical processes.

v. Inadequate ICT infrastructure, software, connectivity and digital platforms for statistical production and dissemination.

vi. Inconsistent application of data quality assurance procedures and statistical standards.

vii. Inadequate systems for publication, dissemination and metadata management.

viii. Limited capacity of regional statistical offices; only four of the ten have dedicated office space, constraining their ability to support and undertake statistical activities.

2.2.3 System-Level Gaps

Key system-level capacity gaps include:

i. Fragmented statistical and administrative data systems, with limited interoperability and data sharing.

ii. Inadequate and uneven financing of statistical development and weak integration of statistical priorities into institutional and national budgets.

iii. Duplication and limited coordination of statistical and capacity-development interventions, without a system-wide mechanism for identifying, prioritising, costing, monitoring and evaluating capacity-building needs.

iv. Limited implementation and enforcement of statistical legislation, standards and guidelines.

v. Absence of legislation regulating the statistics profession in Uganda.

vi. Limited integration of non-traditional data sources and new data providers into official statistics and insufficient engagement across the wider data ecosystem.

vii. Absence of a common statistics cadre, professional standards, accreditation and structured CPD arrangements.

viii. Limited collaboration and partnerships among training institutions, UBOS, MDAs and other NSS actors, resulting in gaps between academic preparation and workplace competencies..

ix. Limited statistical literacy among decision-makers and users, and insufficient ownership of statistical development at senior management level.

2.3 Data Ecosystem and User Needs

The data ecosystem now extends beyond traditional producers of official statistics to include administrative data managers, policymakers, analysts, academia, civil society,

private-sector data providers and the media. The NSSCBP therefore adopts an inclusive approach to capacity development that addresses the needs of both data producers and users. Early and continuous user engagement will help align programme priorities with actual information needs and strengthen evidence-based decision-making.

The main needs are:

i. Producers and compilers need stronger technical, methodological, quality and digital skills.

ii. Custodians of administrative data need support to digitise, standardise, validate and use routine data.

iii. Policymakers and managers need stronger data literacy and the ability to interpret and apply evidence.

iv. The media and communicators need skills to interpret and report statistics accurately.

v. New data providers and private-sector actors need clearer standards, partnerships and quality arrangements for contributing to official statistics.

vi. Users need accessible feedback channels so that their changing needs inform training priorities and statistical production.

2.4 Institutional Capacity of UBOS

UBOS has a sound institutional base for leading capacity development across the NSS. Its main strengths are:

i. **Mandate:** the UBOS Act, Cap. 333 gives the Bureau authority to coordinate and supervise the NSS, promote statistical standards and provide guidance, training and technical support.

ii. **Technical expertise:** UBOS has expertise across the statistical value chain, including censuses and surveys, administrative data, economic, social and environmental statistics, methodology, quality assurance, analysis, dissemination and geospatial statistics.

iii. **Human resources:** the Bureau has qualified statistical and technical personnel who can support training, mentoring and technical assistance across the NSS.

iv. **Professional development function:** the Department of Professional Services is the focal point for capacity needs assessment, curricula and training materials, training, CPD and professional development. The planned In-Service Statistical Training Centre will strengthen this function.

v. **ICT capability:** existing ICT infrastructure, digital data collection systems and the tablets distributed across the NSS provide a base for technology-enabled training. The planned Data Processing Centre and Data Science Hub will add to it.

vi. **Coordination and supervision:** UBOS has established working relationships with MDAs, Local Governments, CSOs, academia, training institutions, development partners and the private sector, which support needs identification, standardisation, training and follow-up.

vii. **Monitoring and evaluation:** the Bureau has an institutional M&E function, an M&E indicator matrix and a network of M&E focal persons, and has begun automating M&E processes across the NSS. These arrangements provide a foundation for monitoring the Programme.

viii. **Financing:** Government financing for statistics has increased over time, and UBOS is also pursuing development partner support, grants and Non-Tax Revenue.

ix. **Partnerships:** existing partnerships with academia, professional bodies, development partners, CSOs, government institutions and the private sector offer routes to specialist training, curriculum development, accreditation, technology support and research.

2.5 Stakeholder Analysis

The Programme involves stakeholders with different levels of influence, interest and capacity needs. Table 2.1 classifies them by their role in statistical capacity development (as producers, users or facilitators), rates their influence over policy, financing, institutional arrangements or implementation, and sets out what the Programme expects from each.

Table 2.1: Stakeholder Analysis

Stakeholder	Role	Influence	Expected contribution
Cabinet and Parliament	User; Policymaker	High	Provide policy support, appropriate resources and promote ownership of statistical capacity development.
UBOS Board and Management	Programme Owner; oversight	High	Provide strategic direction, approve priorities, mobilise resources and hold the Programme accountable for results.
UBOS	producer; lead implementer	High	Lead and coordinate the Programme, develop curricula and training materials, provide training and technical assistance, set standards and monitor results.
MDAs and HLGs	Producer; user	High	Integrate capacity priorities into institutional plans and budgets, strengthen administrative data, nominate participants, apply statistical standards and report progress.
Ministry of Public Service	Facilitator	High	Support statistician positions, competency requirements, career pathways and a statistics cadre.
Development partners	Facilitator; technical partner	High	Provide financial resources, technical assistance and specialised expertise, and align partner-funded activities to NSS priorities.

Stakeholder	Role	Influence	Expected contribution
Academia and training institutions	Knowledge and training partner	Medium	Support curriculum and module development, provide specialist trainers, conduct research and align training with NSS competency needs.
Uganda Statistical Society and professional bodies	Professional partner	Medium	Support professional standards, accreditation and chartering, CPD, mentoring, networking and advocacy.
CSOs and NGOs	Data provider; user; advocate	Medium	Contribute citizen-generated data, cross-cutting perspectives, advocacy and user feedback.
Private sector, technology providers and new data actors	Data provider; innovation partner	Medium	Provide technology, digital platforms, new data sources, technical expertise and possible co-financing.
Media	User; intermediary	Medium	Interpret and communicate statistics, and give feedback on accessibility and public understanding.
General public and other data users	User; beneficiary	Medium	Use statistical information and provide feedback that supports trust and accountability.

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

Table 2.2 presents a SWOT analysis of statistical capacity development within the NSS, highlighting the internal strengths and weaknesses of UBOS and NSS institutions, alongside external opportunities and threats that may influence the implementation and sustainability of the NSSCBP. The analysis provides a basis for identifying strategic priorities, leveraging existing capabilities, addressing capacity gaps and mitigating implementation risks.

Table 2.2: SWOT Analysis

Strengths	Weaknesses

i. Legal mandate under the UBOS Act, Cap. 310. ii. Statistical expertise within the NSS. ii. A Department of Professional Services dedicated to professionalisation and capacity development. v. Tablets already distributed to NSS institutions. v. Existing frameworks, guidelines and standards, including the NSI, the SQACF, the National Priority Gender Equality Indicators (NPGEIs) and the Operational Guidelines for Production of Quality Statistics. vi. Established partnerships with stakeholders in statistical production and development.	i. Weak administrative data systems (manual processes, incompleteness and limited coverage) that limit their use for official statistics. ii. Limited specialist expertise in emerging areas. iii. High staff turnover linked to limited career growth and, in some cases, low pay. iv. Six of the ten planned regional statistical offices not yet operational. v. No approved competency framework or curriculum. vi. Fragmented data systems among MDAs, LGs and CSOs, leading to duplication, limited data sharing and weak comparability. vii. Limited capacity among users to access and interpret statistics. viii. Limited digital capability and connectivity. ix. No chartering framework for statisticians and no law regulating the profession. x. Weak statistics coordination structures in MDAs, LGs and CSOs.

Opportunities	Threats
i. Government support and political will for capacity building. ii. Growing demand for professionalisation of statisticians. iii. Existing e-learning platforms for capacity development. iv. The planned In-Service Statistical Training Centre. v. Moves to restore the statistician position in MDA and LG planning departments. vi. Non-traditional data sources, including citizen-generated, private-sector, web-scraped and geospatial data. vii. Existing collaboration with academia, training institutions and professional bodies. viii. Growing private-sector and civil society participation in the data ecosystem. ix. NDP IV emphasis on strengthening the NSS, statistics units and administrative data systems. x. Tablets and other digital devices already in the NSS.	i. High staff turnover and loss of skilled staff to international organisations and abroad, with loss of institutional memory and the cost of training replacements. ii. Inadequate and unpredictable financing for capacity development. iii. Rapid technological change that makes skills obsolete if curricula are not updated. iv. Cybersecurity and data protection risks. v. Loss, damage or under-use of devices. vi. Dependence on external expertise without knowledge transfer. vii. Limited interoperability between government information systems, which constrains administrative data integration.

2.7 Emerging Issues and Implications

Technology advances, new data sources, evolving user needs for timely, reliable and disaggregated statistics are reshaping the competencies required across the NSS.

The key emerging issues include;

i. AI, Data Science, automation, Big Data and GIS are changing the skills that official statistics requires.

ii. Career and professional development pathways for statisticians in MDAs and HLGs remain unclear, which limits progression, retention and professional recognition.

iii. Private-sector, citizen-generated, remote sensing, web-scraped and other non-traditional data are used more widely, so standards, quality assurance and coordination have to extend beyond traditional NSS institutions.

iv. Digitalisation increases exposure to cybersecurity, confidentiality and data protection risks, so security awareness has to be part of technical training.

v. Staff turnover and institutional restructuring make one-off training insufficient; induction, CPD, mentoring and knowledge management are needed.

vi. Demand for inclusive statistics requires gender, disability, youth, human rights, climate, migration and refugee, and governance dimensions to be built into statistical work.

vii. The tablets distributed to the NSS will improve statistical production only if they come with suitable applications, connectivity, security controls, user training, supervision, maintenance and replacement arrangements.

viii. MDAs, HLGs, CSOs and cultural institutions increasingly expect UBOS to help them adopt modern tools for data collection, analysis and dissemination.

ix. UBOS itself needs more internal capacity, both in specialised skills and in managing complex data systems, to meet the growing demands of the NSS.

x. Automating administrative data processes remains the main route to wider and more timely official statistics, and institutions will continue to need UBOS support to do it.

2.8 Recommendations

Based on the identified capacity gaps, institutional challenges and emerging issues, the following recommendations are proposed to guide the implementation of the NSSCBP.

i. Develop and regularly update competency-based curricula and training modules covering the whole statistical value chain and emerging areas such as Data Science, AI, Machine Learning, Big Data, GIS, automation and non-traditional data sources.

ii. Professionalise the statistical workforce through defined competencies, career pathways, CPD requirements, professional standards and certification.

iii. Strengthen CPD, mentoring and knowledge transfer through induction, coaching, training of trainers and structured workplace learning.

iv. Operationalise the In-Service Statistical Training Centre as the central platform for professional development, certification, specialised training and coordination of capacity building across the NSS.

v. Support MDAs and Local Governments to digitise, standardise, integrate and improve the quality of administrative data.

vi. Build capacity to use non-traditional data sources, including citizen-generated, private-sector, remote sensing, web-scraped and telecommunications data, together with methods for assessing their quality and integrating them into official statistics.

vii. Strengthen statistical functions in MDAs and Local Governments through adequate staffing, functional statistics units, ICT infrastructure and continued technical support from UBOS.

viii. Operationalise and equip the regional statistical offices with skilled staff, ICT infrastructure and logistics.

ix. Build statistical communication and data-use skills among producers, policymakers, planners and the media, including data interpretation, visualisation, storytelling, report writing and evidence-based decision-making.

x. Strengthen partnerships with academia, professional bodies, development partners, CSOs and the private sector for curriculum development, specialist training, research, technology transfer and resource mobilisation.

xi. Monitor and evaluate capacity-development interventions for competency gains, workplace application and institutional change, not only participation.

xii. Strengthen financing through Government funding, development partner support, grants, Non-Tax Revenue and the inclusion of capacity building in institutional budgets.

xiii. Seek financing to implement a statistics cadre with defined skills and career paths for statisticians.

xiv. Support the GoU/UN Joint Programme for Data and Statistics and ensure that NSS institutions take part in it.

xv. Continue sensitising stakeholders on the Guidelines for Production of Quality Statistics to build a quality culture.

03: CAPACITY DEVELOPMENT FRAMEWORK AND STRATEGIC INTERVENTIONS

3.0 Introduction

This chapter sets out the NSSCBP goal, objectives, expected outcomes, indicators, strategic interventions and actions, in response to the gaps, stakeholder roles, emerging issues and recommendations in Chapter Two. The design of the Programme follows the PARIS21 Capacity Development 4.0 (CD4.0) Guidelines, which recognize that sustainable statistical capacity requires more than developing individual skills. It also requires strong organisational structures, adequate resources, systems and enabling environment characterized by appropriate legislation, standards, coordination mechanisms, partnerships and demand for statistics.

3.1 Programme Goal, Outcome and Performance Indicators

The NSSCBP adopts the goal of PNSD IV and serves as a key mechanism for achieving its capacity-development objective by strengthening individual, institutional and system-wide statistical capacity across the NSS.

Table 3.1: NSSCBP 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.	Proportion of the NSS capacity building programme implemented (baseline 30 percent in FY 2023/24; target 80 percent by FY 2029/30).

Source: UBOS Strategic Plan IV and PNSD IV results frameworks.

3.2 Programme Objectives

To achieve the goal, the Programme will pursue five objectives:

i. Strengthen technical and human capital for statistics across the NSS.

ii. Modernise ICT infrastructure, digital systems and statistical tools.

iii. Enhance coordination, governance and institutional capacity across the NSS.

iv. Improve data utility, advocacy, peer learning, knowledge sharing and collaboration across the NSS.

v. Establish and implement a professional accreditation and chartering framework for statisticians in Uganda.

3.3 Expected Outcomes and Indicators by Objective

Table 3.2 presents the expected outcomes for each Programme objective and the corresponding performance indicators. These indicators provide the basis for measuring progress and results and are aligned with the monitoring and evaluation framework presented in Chapter Eight

Table 3.2: Objectives, Outcomes and Key Performance Indicators

Objective	Outcomes	Key performance indicators
1. Strengthen technical and human capital for statistics across the NSS	• Approved competency-based curriculum and training modules in use. • NSS personnel with improved skills that are applied at work.	• Number of competency-based NSS curricula approved or reviewed. • Number of training modules developed or updated and validated. • Proportion of assessed participants showing competency improvement. • Proportion of sampled participants applying learning after training.
2. Modernise ICT infrastructure, digital systems and statistical tools	• Distributed tablets functional and in use. • Administrative data processes automated in supported MDAs and HLGs.	• Proportion of distributed tablets that are functional and in active use. • Number of MDAs and LGs supported to automate their administrative data processes. • Number of LGs with a functional Community Data System.
3. Enhance coordination, governance and institutional capacity across the NSS	• Functional statistics units and statistician positions in MDAs and HLGs. • In-Service Statistical Training Centre operational. • Updated standards and guidelines in use.	• Proportion of MDAs and LGs with functional statistical units. • Number of In-Service Statistical Training Centre management reports produced. • Number of Regional Statistics Offices operational. • Number of national standards and guidelines updated and disseminated.
4. Improve data utility, advocacy, peer learning, knowledge sharing and collaboration across the NSS	• Better statistical literacy and use of statistics among users. • Active peer learning and knowledge-sharing networks.	• Proportion of users satisfied with capacity-development support. • Number of professional seminars, webinars and symposia held. • Number of media practitioners trained in communicating statistics.
5. Establish and implement a professional accreditation and chartering framework for statisticians in Uganda	• A legal and institutional basis for accrediting and chartering statisticians.	• Number of Statistician Act bills submitted to Parliament. • Number of accreditation and chartering strategies approved. • Number of statistical professionals completing CPD.

3.4 Strategic Interventions and Actions

Each Programme objective will be implemented through targeted strategic interventions supported by specific actions. Tables 3.3 to 3.7 outline the interventions and corresponding actions for each objective.

3.4.1 Objective 1: Strengthen technical and human capital for statistics across the NSS

This objective focuses on developing the skills and competencies required for effective statistical production and use across the NSS. It will begin with regular competency needs assessments covering UBOS, MDAs and HLGs to inform the development of a competency framework and curricula for statisticians and other personnel involved in statistical work.

Training modules will cover the statistical data value chain and analytical software, including STATA, SPSS, R and Python. The curricula and modules will be developed and validated in collaboration with academia and relevant training institutions. A pool of qualified trainers will be established through training-of-trainers programmes to support sustainable delivery.

Training will be delivered through two complementary tracks: in-service professional development for UBOS staff and structured, curriculum-based training for personnel across the NSS. Additional training will be provided to institutions that received tablets to strengthen their capacity to use digital devices effectively in statistical production and related activities.

Table 3.3: Interventions and Actions under Objective 1

Intervention	Action
Objective 1: Strengthen technical and human capital for statistics across the NSS	
1.1 Capacity needs assessment	Conduct regular capacity and competency needs assessments across UBOS, MDAs and HLGs
1.2 Curriculum and module development	Develop the curriculum and competency framework for statisticians and non-statisticians
	Develop and validate curriculum-based modules on the statistical data value chain and analytical software (STATA, SPSS, R and Python)
1.3 Training delivery	Conduct training of trainers
	Conduct in-service training for UBOS staff along the statistical data value chain
	Deliver curriculum-based training to statisticians and non-statisticians in the NSS
	Train in-service statisticians on global, regional and national statistical strategies, frameworks, standards, guidelines and methodologies
	Train and mentor MDAs and HLGs in digitisation, validation, metadata, compilation, management and use of administrative data
	Train institutions that have received tablets from UBOS in their use for statistical work

Intervention	Action
	Conduct structured training in Data Science, AI and Machine Learning, GIS, Big Data, citizen-generated data and other non-traditional sources
	Train focal persons and officers on gender, disability, climate and environment, migration and refugee and other cross-cutting statistics
	Train CSOs in applying the guidelines for producing quality citizen-generated data
	Train the media in interpreting and communicating statistics

3.4.2 Objective 2: Modernise ICT infrastructure, digital systems and statistical tools

This objective focuses on strengthening the digital infrastructure and systems required for efficient statistical production and dissemination. UBOS will complete the distribution of tablets and ensure the effective utilisation of devices already deployed across the NSS through asset verification, installation of approved applications, implementation of security measures, and provision of technical support and maintenance. The Programme will also strengthen the Community Data System in Local Governments and support MDAs and Local Governments to automate administrative data processes.

Table 3.4: Interventions and Actions under Objective 2

Intervention	Action
Objective 2: Modernise ICT infrastructure, digital systems and statistical tools	
2.1 Tablet and device deployment	Distribute tablets to institutions
	Operationalise and sustain tablets already distributed to the NSS through asset verification, configuration, approved applications, connectivity, cybersecurity, support, maintenance and usage monitoring
2.2 Digital systems for local-level data	Strengthen the functional Community Data System in Local Governments
2.3 Administrative data automation	Support MDAs and LGs to automate their administrative data processes for timely production of statistics

3.4.3 Objective 3: Enhance coordination, governance and institutional capacity across the NSS

This objective focuses on strengthening the institutional structures, governance arrangements and standards needed to translate individual skills into improved statistical performance. The Programme will support the establishment of the In-Service Statistical Training Centre at the UBOS Entebbe Office Block to coordinate curricula, maintain a pool of trainers and manage training records across the NSS.

UBOS will collaborate with the Ministry of Finance, Planning and Economic Development (MoFPED), the Ministry of Public Service and the Ministry of Local Government to establish functional statistics units in MDAs and Local Governments and support the reinstatement of statistician positions in their organisational structures. The Programme will also operationalise Regional Statistical Offices to bring coordination, training and technical support closer to Local Governments.

In addition, the Programme will update standards and guidelines for administrative data, citizen-generated data and other non-traditional data sources, alongside the national compendium of statistical definitions and concepts. A Data Maturity Assessment Framework will be introduced to monitor changes in institutional and system-wide statistical capacity. Formal partnerships with professional bodies, academia, and regional and international organisations will further strengthen access to trainers, training content, specialist expertise and technical support

Table 3.5: Interventions and Actions under Objective 3

Intervention	Action
Objective 3: Enhance coordination, governance and institutional capacity across the NSS	
3.1 Institutional capacity	Establish and operationalise the In-Service Statistical Training Centre
	Facilitate the establishment of functional statistical units in MDAs and LGs
	Advocate for the reinstatement of the statistician position in the organisational structures of MDAs and LGs
	Establish and operationalise Regional Statistics Offices
	Design and institutionalise a regular Data Maturity Assessment Framework to track statistical capacity across the NSS
3.2 Legal framework	Create awareness on the legal frameworks for statistics production
3.3 Statistical standards and quality assurance	Update guidelines for compiling and validating statistics from administrative data
	Update and roll out guidelines for compiling statistics from citizen-generated data in CSOs, religious and cultural institutions and the private sector
	Develop quality guidelines for production of statistics from non-traditional sources
	Update national standards and guidelines for production of official quality statistics
	Update the national compendium of statistical definitions and concepts
3.4 Partnerships and collaboration	Collaborate with statistical professional bodies and associations to promote inclusive participation
	Strengthen partnerships with academia and training institutions for statistical capacity building, mentorship and professional development
	Strengthen partnerships with national, regional and international bodies on statistical development

3.4.4 Objective 4: Improve data utility, advocacy, peer learning, knowledge sharing and collaboration across the NSS

This objective focuses on strengthening statistical literacy, undertaking advocacy initiatives promoting the effective use of statistics and facilitating knowledge exchange among data producers and users. UBOS will orient stakeholders on statistical frameworks, standards and guidelines, and organise professional seminars, webinars and a students' symposium to promote peer learning, collaboration and the exchange of good practices.

Table 3.6: Interventions and Actions under Objective 4

Intervention	Action
Objective 4: Improve data utility, advocacy, peer learning, knowledge sharing and collaboration across the NSS	
4.1 Knowledge sharing and stakeholder orientation	Orient stakeholders on global, regional and national statistical and development frameworks, standards, guidelines and good practice
	Organise professional seminars, webinars and a students' symposium on statistical research, innovation and standards
4.2 Statistical literacy and advocacy	Conduct statistical literacy and advocacy in the NSS
	Develop and implement a strategy for advocacy, media and communicating statistics
	Conduct awareness campaigns on statistical products and services

3.4.5 Objective 5: Establish and implement a professional accreditation and chartering framework for statisticians in Uganda

This objective seeks to strengthen the recognition, regulation and professional development of statisticians in Uganda. UBOS will collaborate with the Uganda Statistical Society, the Ministry of Finance, Planning and Economic Development (MoFPED), the Ministry of Justice and Constitutional Affairs, and Parliament to develop a Statistician Bill and a strategy for the accreditation and chartering of statisticians.

The Programme will also map existing qualifications, competencies and career pathways across the NSS to establish clear links between the training curricula developed under Objective 1, professional grades and continuing professional development (CPD) requirements.

Table 3.7: Interventions and Actions under Objective 5

Intervention	Action
Objective 5: Establish and implement a professional accreditation and chartering framework for statisticians in Uganda	
5.1 Legal and regulatory framework for the profession	Develop the Statistician Act bill
	Develop the strategy for accreditation and chartering of statisticians
5.2 Professional pathways	Map qualifications, competencies, curriculum pathways and career routes in the NSS

04: FINANCING FRAMEWORK AND STRATEGY

4.0 Introduction

This chapter presents the estimated cost of implementing the NSSCBP, its alignment with the budgets under the UBOS Strategic Plan IV and PNSD IV, and the strategies for mobilising the additional resources required to finance the Programme.

4.1 Financing the NSSCBP

The Programme is estimated to cost UGX 514.58 Bn over the five years FY 2025/26 to FY 2029/30, an average of UGX 102.92 Bn a year. Table 4.1 shows the cost by objective.

TOTAL ESTIMATED COST
UGX 514.58 Bn

Five-year cost of the Programme, FY 2025/26 to FY 2029/30. UBOS SP IV provides UGX 214.70 Bn of this, about 42 percent. Actions that are also costed in PNSD IV and SP IV will be financed through those budget lines.

Table 4.1: Estimated Cost of the NSSCBP by Objective (UGX Bn)

Objective	2025/26	2026/27	2027/28	2028/29	2029/30	Total
1. Strengthen technical and human capital for statistics across the NSS	14.22	27.29	43.32	40.06	42.09	166.98
2. Modernise ICT infrastructure, digital systems and statistical tools	11.23	13.11	15.00	17.58	18.44	75.36
3. Enhance coordination, governance and institutional capacity across the NSS	31.40	37.92	40.75	42.19	44.86	197.12
4. Improve data utility, advocacy, peer learning, knowledge sharing and collaboration across the NSS	7.44	11.67	12.67	13.99	15.04	60.81
5. Establish and implement a professional accreditation and chartering framework for statisticians in Uganda	0.03	2.36	5.01	3.24	3.67	14.31
Total	**64.32**	**92.35**	**116.75**	**117.06**	**124.10**	**514.58**

Source: NSSCBP costed implementation matrix (Table 4.2).

The UBOS Strategic Plan IV allocates UGX 214.70 billion to the ***implementation of the NSS statistical capacity-building programme***, with annual allocations increasing from UGX 32.50 billion in FY 2025/26 to UGX 52.10 billion in FY 2029/30. This allocation covers approximately 42% of the total estimated cost of the NSSCBP.

The remaining UGX 299.88 billion should not be interpreted entirely as additional financing required, since several Programme interventions are already budgeted for under PNSD IV or elsewhere in UBOS SP IV. These include the Regional Statistical Offices, the In-Service Statistical Training Centre, functional statistics units in MDAs and Local Governments, reinstatement of statistician positions, statistical literacy and advocacy, statistical communication, awareness campaigns on statistical products and services, and sensitisation on relevant legal frameworks. These interventions will be financed through their respective existing budget lines. To avoid double counting, the annual work plans will assign each action a single funding source. The net financing gap will be established through the annual resource-mapping exercise described in Section 4.3.

Financing for the NSSCBP will be mobilised from multiple sources, including Government of Uganda funding through the UBOS vote and the budgets of MDAs and Higher Local Governments (HLGs), development partner support, training grants and scholarships, fees for eligible training services, and in-kind technical contributions from partners.

4.2 Costed Implementation Matrix for the NSSCBP

Table 4.2 presents the estimated cost of each Programme action, aligned with the interventions and actions outlined in Tables 3.3 to 3.7. This alignment ensures consistency between the Programme's strategic interventions and its financing framework.

Table 4.2: Costed Implementation Matrix for the NSSCBP (UGX Bn)

Intervention	Action	2025/26	2026/27	2027/28	2028/29	2029/30	Total
Objective 1: Strengthen technical and human capital for statistics across the NSS		**14.22**	**27.29**	**43.32**	**40.06**	**42.09**	**166.98**
Capacity needs assessment	Conduct regular capacity and competency needs assessments across UBOS, MDAs and HLGs	3.17	4.85	5.10	5.43	5.23	23.78
Curriculum and module developmen t	Develop the curriculum and competency framework for statisticians and non-statisticians	0.00	1.67	2.67	0.00	0.00	4.34
	Develop and validate curriculum-based modules on the statistical data value chain and analytical software (STATA, SPSS, R and Python)	0.00	2.37	2.56	0.00	0.00	4.93
Training delivery	Conduct training of trainers	0.00	0.20	0.26	0.27	0.28	1.01
	Conduct in-service training for UBOS staff along the statistical data value chain	0.34	1.26	1.56	1.87	1.97	7.00
	Deliver curriculum-based training to statisticians and non-statisticians in the NSS	0.00	0.00	1.62	2.15	2.86	6.63

Intervention	Action	2025/26	2026/27	2027/28	2028/29	2029/30	Total
	Train in-service statisticians on global, regional and national statistical strategies, frameworks, standards, guidelines and methodologies	3.17	4.85	5.10	5.43	5.23	23.78
	Train and mentor MDAs and HLGs in digitisation, validation, metadata, compilation, management and use of administrative data	1.06	2.43	8.30	8.75	8.95	29.49
	Train institutions that have received tablets from UBOS in their use for statistical work	0.00	0.00	3.40	3.60	3.80	10.80
	Conduct structured training in Data Science, AI and Machine Learning, GIS, Big Data, citizen-generated data and other non-traditional sources	3.92	5.80	8.00	8.48	8.53	34.73
	Train focal persons and officers on gender, disability, climate and environment, migration and refugee and other cross-cutting statistics	0.02	0.03	0.05	0.06	1.20	1.36
	Train CSOs in applying the guidelines for producing quality citizen-generated data	1.47	3.15	3.40	3.73	3.53	15.28
	Train the media in interpreting and communicating statistics	1.07	0.68	1.30	0.29	0.51	3.85
Objective 2: Modernise ICT infrastructure, digital systems and statistical tools		**11.23**	**13.11**	**15.00**	**17.58**	**18.44**	**75.36**
Tablet and device deployment	Distribute tablets to institutions	0.03	0.04	0.06	0.07	0.08	0.28
	Operationalise and sustain tablets already distributed to the NSS through asset verification, configuration, approved applications, connectivity, cybersecurity, support, maintenance and usage monitoring	1.34	1.67	1.88	1.98	2.27	9.14
Digital systems for local-level data	Strengthen the functional Community Data System in Local Governments	1.73	2.05	2.47	2.96	3.07	12.28
Administrative data automation	Support MDAs and LGs to automate their administrative data processes for timely production of statistics	8.13	9.35	10.59	12.57	13.02	53.66
Objective 3: Enhance coordination, governance and institutional capacity across the NSS		**31.40**	**37.92**	**40.75**	**42.19**	**44.86**	**197.12**
Institutional capacity	Establish and operationalise the In-Service Statistical Training Centre	5.17	6.85	7.10	7.43	7.23	33.78
	Facilitate the establishment of functional statistical units in MDAs and LGs	2.70	4.70	5.37	6.19	6.10	25.06

Intervention	Action	2025/26	2026/27	2027/28	2028/29	2029/30	Total
	Advocate for the reinstatement of the statistician position in the organisational structures of MDAs and LGs	1.67	3.25	3.80	4.02	4.53	17.27
	Establish and operationalise Regional Statistics Offices	9.16	12.01	13.11	14.39	14.20	62.87
	Design and institutionalise a regular Data Maturity Assessment Framework to track statistical capacity across the NSS	2.00	2.00	2.00	2.00	2.00	10.00
Legal framework	Create awareness on the legal frameworks for statistics production	1.00	1.00	1.00	0.10	0.50	3.60
Statistical standards and quality assurance	Update guidelines for compiling and validating statistics from administrative data	1.73	2.05	2.47	2.96	3.07	12.28
	Update and roll out guidelines for compiling statistics from citizen-generated data in CSOs, religious and cultural institutions and the private sector	2.13	2.35	2.59	2.57	2.02	11.66
	Develop quality guidelines for production of statistics from non-traditional sources	0.54	0.59	0.65	0.65	0.51	2.94
	Update national standards and guidelines for production of official quality statistics	0.51	0.54	0.58	0.62	0.68	2.93
	Update the national compendium of statistical definitions and concepts	0.44	0.48	0.52	0.54	0.55	2.53
Partnerships and collaboration	Collaborate with statistical professional bodies and associations to promote inclusive participation	1.25	0.76	0.10	0.09	0.12	2.32
	Strengthen partnerships with academia and training institutions for statistical capacity building, mentorship and professional development	1.55	0.63	0.76	0.13	3.20	6.27
	Strengthen partnerships with national, regional and international bodies on statistical development	1.55	0.71	0.70	0.50	0.15	3.61
Objective 4: Improve data utility, advocacy, peer learning, knowledge sharing and collaboration across the NSS		**7.44**	**11.67**	**12.67**	**13.99**	**15.04**	**60.81**
Knowledge sharing and stakeholder orientation	Orient stakeholders on global, regional and national statistical and development frameworks, standards, guidelines and good practice	0.06	0.07	0.08	0.09	1.00	1.30
	Organise professional seminars, webinars and a students' symposium on	0.04	0.05	0.06	0.07	0.08	0.30

Intervention	Action	2025/26	2026/27	2027/28	2028/29	2029/30	Total
	statistical research, innovation and standards						
Statistical literacy and advocacy	Conduct statistical literacy and advocacy in the NSS	2.17	3.85	4.10	4.43	4.23	18.78
	Develop and implement a strategy for advocacy, media and communicating statistics	2.50	2.85	3.33	3.67	4.00	16.35
	Conduct awareness campaigns on statistical products and services	2.67	4.85	5.10	5.73	5.73	24.08
Objective 5: Establish and implement a professional accreditation and chartering framework for statisticians in Uganda		**0.03**	**2.36**	**5.01**	**3.24**	**3.67**	**14.31**
Legal and regulatory framework for the profession	Develop the Statistician Act bill	0.00	1.89	2.00	0.00	0.00	3.89
	Develop the strategy for accreditation and chartering of statisticians	0.00	0.00	2.45	2.67	2.89	8.01
Professional pathways	Map qualifications, competencies, curriculum pathways and career routes in the NSS	0.03	0.47	0.56	0.57	0.78	2.41
Total		**64.32**	**92.35**	**116.75**	**117.06**	**124.10**	**514.58**

Source: NSSCBP costing; the cost of creating awareness on the legal frameworks for statistics production is taken from the UBOS SP IV costed matrix.

4.3 Resource Mobilisation Strategy

Government funding through the UBOS vote and the budgets of MDAs and HLGs will remain the primary source of financing for the NSSCBP. Resource mobilisation will therefore prioritise integrating capacity-development activities into institutional budgets before seeking additional funding from external sources.

At the beginning of each financial year, the Department of Professional Services will prepare a Programme resource map showing, for each objective, existing budget allocations, anticipated development partner support, in-kind contributions and outstanding financing gaps. The resource map will be updated at mid-year and used to guide annual work planning, resource allocation and the preparation of funding proposals.

UBOS will collaborate with the Ministry of Finance, Planning and Economic Development (MoFPED) to promote the inclusion of statistical capacity-development priorities in Budget Call Circular guidance. This will encourage MDAs and HLGs to provide for staff training, functional statistics units and administrative data systems in their Budget Framework Papers and Ministerial Policy Statements. Accounting Officers will also be encouraged to

finance the participation of their staff in curriculum-based training rather than relying entirely on UBOS or development partners.

Development partners remain important contributors to statistical capacity development across the NSS, although their support is often channelled through separate projects. UBOS will promote alignment of partner-funded activities with the NSSCBP objectives and results framework to minimise duplication and fragmented training interventions. Phase II of the Government of Uganda–United Nations Joint Programme for Data and Statistics (2026–2030) will provide an important opportunity to support improvements in existing data sources and the adoption of innovative statistical approaches.

The Department of Professional Services will prepare targeted funding proposals for priority interventions, including curriculum and module development, specialised training in data science and AI, digital learning, tablet support and operation of the In-Service Statistical Training Centre. These proposals will be submitted to appropriate bilateral, multilateral and philanthropic funding sources. In line with applicable Government policy and the NDP IV provisions on non-tax revenue, UBOS will also explore charging approved fees for eligible training and professional services, particularly for private-sector and other non-state participants, while maintaining access to essential capacity development for public-sector institutions.

Partnerships with academia, professional associations, technology providers and private companies will be leveraged to mobilise in-kind contributions, including trainers, training materials, software licences, devices and connectivity. Where appropriate, these contributions will be formalised through Memoranda of Understanding (MoUs). UBOS will also pursue scholarships, fellowships, staff attachments and exchange programmes to develop specialised competencies that cannot be readily acquired locally in the short term.

Finally, resource mobilisation and utilisation will be guided by evidence of capacity needs and Programme performance. Competency assessments and monitoring and evaluation results will inform funding priorities and demonstrate the value of investments to Government and development partners. All resources mobilised will be aligned with the approved annual work plan, with transparent reporting linking expenditure to planned outputs and outcomes.

fellowships, attachments and exchange programmes for specialised skills that cannot be built locally in the short term.

All of this rests on evidence. Results from competency assessments and the M&E system will be used to show decision-makers and funders what the Programme has changed. Resources received will be tied to the approved work plan and reported on openly, with each funded activity traced to its outputs and outcomes.

05: IMPLEMENTATION MECHANISMS FOR THE NSSCBP

5.0 Introduction

This chapter outlines the arrangements for implementing the NSSCBP, including stakeholder sensitization, oversight, institutional responsibilities and measures to sustain capacity development. Implementation will operate at two levels: within UBOS, through the Bureau's existing management structures, and across the NSS, through the PNSD IV coordination mechanisms and the institutions responsible for applying and sustaining the capacity developed.

5.1 Creating Awareness and Coordinating Implementation

The PNSD III evaluation identified limited stakeholder awareness of statistical development plans as a factor affecting implementation. The NSSCBP will adopt the following arrangements for awareness, oversight and Cordination:

i. **Programme sensitization:** UBOS staff will be introduced to the Programme through induction, staff meetings and professional seminars, and MDAs, HLGs and partners will be sensitized through official correspondence, statistics committee meetings, regional forums and the UBOS website.

ii. **Strategic oversight: T**he UBOS Board of Directors will approve the Programme and its annual work plans and budgets and will receive progress reports at its quarterly meetings.

iii. **Operational oversight:** the Executive Committee (EXCOM) will guide implementation. The Training Committee will approve training priorities and ensure resources are allocated, while the Planning Committee will align departmental work plans and budgets to the Programme actions.

iv. **Programme secretariat:** the Department of Professional Services will serve as the programme secretariat; coordinate day-to-day implementation, maintain the annual activity calendar and a shared record of NSS capacity-building activities, manage training records and compile progress reports.

v. **NSS coordination:** The NSS Technical Steering Committee and the National Statistics Technical Committee (NSTC) will review the Programme implementation alongside PNSD IV. Statistics committees in MDAs, LGs and CSOs will identify capacity needs, nominate participants and monitor the application of acquired skills.

vi. **Continuous improvement:** stakeholder consultations, participant feedback and M&E results will be used to adjust priorities during annual planning and implementation cycles.

5.2 Roles and Responsibilities within UBOS

The NSSCB Programme will implemented through the existing UBOS governance and management structures. Table 5.1 outlines the responsibilities of each unit, aligned with the implementating units assigned to the corresponding Progtramme actions in the M7E matrix (Table 8.2.)

Table 5.1: Roles and Responsibilities of UBOS Organs and Directorates

UBOS organ or unit	Roles and responsibilities
Board of Directors	1. Approve the Programme, annual work plans and budgets. 2. Provide strategic direction and oversight, and ensure alignment with NDP IV, PNSD IV and SP IV. 3. Support advocacy and resource mobilisation with Government and partners.
Executive Director and EXCOM	1. Provide overall leadership and guide implementation. 2. Resolve cross-directorate issues and approve corrective action arising from progress reports. 3. Champion the Statistician Act bill, statistician positions in MDAs and LGs, and financing for the Programme.
Department of Professional Services (Office of the ED)	1. Act as Programme secretariat. 2. Lead capacity needs assessments and development of the curriculum, competency framework and modules. 3. Organise training of trainers, in-service and curriculum-based training, CPD, seminars and the students' symposium. 4. Establish and run the In-Service Statistical Training Centre and its training records. 5. Lead the accreditation and chartering strategy and the mapping of qualifications and career routes, and work with Legal Services on the Statistician Act bill. 6. Coordinate Programme M&E, resource mapping and funding proposals, and generate Non-Tax Revenue from training services. 7. Lead training in Data Science, AI, Big Data and GIS through the Data Science Hub. 8. Train CSOs, Religious institutions, Cultural Institutions and the private sector on citizen-generated data guidelines. 9. Train on cross-cutting statistics, including gender, disability, migration, climate and environment.
Public and Media Relations (Office of the ED)	1. Support DPS in training the media in interpreting and communicating statistics. 2. Lead the strategy for advocacy, media and communicating statistics, and awareness campaigns on statistical products and services. 3. Publicise the Programme and its training opportunities.
Risk Management and Compliance (Office of the ED)	1. Maintain the Programme risk register and monitor compliance with the arrangements in Chapter Seven.

UBOS organ or unit	Roles and responsibilities
Methodology and Statistical Coordination Services	1. Support DPS to Train in-service statisticians on frameworks, standards and methodologies, and train and mentor MDAs and HLGs on administrative data. 2. Update standards and guidelines for administrative data, citizen-generated data, non-traditional sources and official statistics, and the national compendium of definitions. 3. Support functional statistics units in MDAs and LGs, advocate for statistician positions and strengthen the Community Data System. 5. Orient stakeholders and lead statistical literacy and advocacy in the NSS. 6. Design and run the Data Maturity Assessment Framework, and coordinate the Programme through the NSTC.
Digital Solutions and Data Capability	1. Distribute tablets and keep distributed devices functional, secure and supported. 2. Train institutions that received tablets in their use. 3. Support automation of administrative data processes in MDAs and LGs. 5. Provide the digital learning platform and ICT for the Training Centre.
Corporate Services	1. Link in-service training to staff appraisal and career development, and work with MoPS on the statistics cadre. 2. Manage finance and procurement for Programme activities. 3. Manage assets, including tablets, and the Entebbe Office Block works that will house the Training Centre. 4. Establish and operationalise the Regional Statistics Offices, with Methodology and Statistical Coordination Services.
Legal Services and Board Affairs	1. Lead drafting of the Statistician Act bill with DPS 2. Create awareness on the legal frameworks for statistics production. 3. Prepare and clear MoUs with partners.

5.3 Roles and Responsibilities of Implementing Partners

Implementation of the NSSCBP will involve Government institutions and other partners. Table 5.2, outlines their respective responsibilities for statistical capacity development, aligned with the roles defined in PNSD IV and UBOS SP IV.

Table 5.2: Roles and Responsibilities of Implementing Partners

Partner	Roles and responsibilities
Cabinet and Parliament	1. Allocate adequate resources for statistical capacity building in UBOS, MDAs and LGs. 2. Consider and pass the Statistician Act. 3. Promote the use of statistics in policy formulation and legislation
Office of the Prime Minister	1. Articulate data and statistical requirements for monitoring Government performance. 2. Mobilize high-level support for evidence-based decision-making and for strengthening of statistical functions in MDAs and LGs.
Ministry of Finance, Planning and Economic Development	1. Mobilise and allocate resources for statistical capacity building, including guidance through the Budget Call Circulars. 2. Support the establishment and operationalization of functional statistical structures in MDAs and LGs. 3. Sponsor the Statistician Act bill in Cabinet.

Partner	Roles and responsibilities
National Planning Authority	1. Articulate the NDP IV data requirements to inform training priorities. 2. Advocate for the use of statistics in planning, policy formulation, monitoring and evaluation.
Ministry of Public Service	1. Approve statistician positions and a statistics cadre in MDA and LG structures. 2. Support the development and implementation of competency standards and career pathways for statistical personnel.
Ministry of Local Government	1. Articulate community level and sub-national data requirements. 2. Coordinate LG participation in statistical capacity building initiatives and support operationalization of functional statistical structures in LGs.
Ministry of Justice and Constitutional Affairs	1. Work with UBOS to develop the Statistician bill.
Other MDAs and Local Governments	1. Budget for statistics and staff training in their plans and Budget Framework Papers. 2. Nominate and release staff for training, and ensure skills are applied. 3. Apply statistical standards and maintain tablets and administrative data systems. 4. Monitor and report on changes in statistical capacity through their institutional statistics committees.
Development partners	1. Provide finance and technical assistance aligned with the Programme priorities. 2. Provide specialist expertise, scholarships and exchange opportunities to strengthen statistical capacity 3. Coordinate their statistical capacity activities with UBOS to avoid duplication.
Academia and statistics training institutions	1. Co-develop the curriculum and training modules and provide specialist trainers. 2. Align academic programmes with NSS competency needs and host interns. 3. Undertake research that supports statistical practice.
Uganda Statistical Society and professional bodies	1. Co-develop the accreditation, chartering framework and CPD requirements. 2. Support mentoring, professional networks and advocacy.
Non-state actors (CSOs, cultural and faith-based institutions, private sector)	1. Take part in training and produce citizen-generated data in line with the guidelines. 2. Mobilise communities to participate in statistical initiatives. 3. Private sector and technology providers: contribute technology, data and co-financing.
Media	1. Take part in training and report statistics accurately. 2. Publicise statistical products and Programme opportunities.

5.4 Sustainability Arrangements

5.4.1 Technical Sustainability

Capacity built through the Programme has to outlast the training events and the staff who attend them. This will be achieved through:

i. **The In-Service Statistical Training Centre:** an approved curriculum, a pool of trainers and a training records system housed at the Centre, so that training continues after the Programme period.

ii. **Statistics units and positions:** UBOS, MoFPED and MoPS will work together to establish functional statistics units and reinstate statistician positions in MDAs and LGs, so that trained staff have posts to fill.

iii. **Induction, CPD and mentoring:** these reduce the effect of staff turnover, supported by a repository of approved learning materials.

iv. **Regular curriculum review:** modules will have named owners and review dates so that content keeps pace with standards and technology.

v. **Professional recognition:** linking accreditation and CPD to career progression gives staff a reason to keep their skills current.

5.4.2 Financial Sustainability

Financial sustainability depends on moving capacity building from project funding into regular budgets:

i. MoFPED will guide MDAs and LGs, through the Budget Call Circulars and Budget Execution Circulars, to fund statistical activities and staff training from their annual budgets.

ii. MDAs and LGs will integrate statistical capacity building into their development plans, strategic plans for statistics, Ministerial Policy Statements and budgets.

iii. UBOS will recover part of the cost of eligible training through approved fees, as described in Section 4.3.

iv. Partner support, including the GoU/UN Joint Programme for Data and Statistics, will be aligned with the Programme.

v. Costs will be contained by delivering training through the Regional Statistics Offices, blended and online learning, and trainers drawn from within the NSS.

5.5 Partnerships and Collaborations

UBOS cannot deliver the Programme alone. Partnerships will be formalised through MoUs and focused on specific contributions:

i. **Academia and training institutions:** curriculum co-development, specialist trainers, research and internships, and alignment of university programmes with NSS competency needs.

ii. **Professional bodies:** with the Uganda Statistical Society, accreditation, chartering, CPD, mentoring and advocacy.

iii. **Development partners:** financing and technical assistance, including phase II of the Joint Programme for Data and Statistics.

iv. **Regional and international statistical bodies:** training, exchange programmes and benchmarking of accreditation systems.

v. **Technology providers and the private sector:** devices, software, connectivity and support for Data Science and non-traditional data sources.

5.6 Human Resource Plan

Effective implementation of the Programme will require adequate personnel to coordinate training, develop curricula, manage Training Centre operations, and undertake monitoring and evaluation. The Department of Professional Services will be supported by subject-matter experts from UBOS technical directorates and a pool of trainers and mentors from MDAs, HLGs and academia, developed through a training-of-trainers approach. The Programme will support UBOS Strategic Plan IV (SP IV) priorities for staff development, skills enhancement and leadership development. Training will be linked to staff performance appraisals and individual development plans to address identified competency gaps. Across the NSS, UBOS will collaborate with MoFPED and MoPS to operationalise statistical functions in MDAs and HLGs and establish an appropriate statistics cadre with clear career pathways to promote staff retention. Regional Statistics Offices will also be strengthened with qualified personnel to coordinate training, provide technical support and follow up on the application of acquired skills at the subnational level.

5.7 Training Delivery, Digital Learning and Quality Assurance

The Programme will adopt a standardized approach to training delivery to ensure consistency and Effective application of acquired skills across the NSS.

The following measures will guide implementation:

i. **Participant selection:** Select participants based on job roles, identified competency gaps, institutional priorities and expected application of acquired skills.
ii. **Standardised training materials:** Ensure each module has clear learning outcomes, facilitator guides, participant materials, practical exercises and aligned assessment plans.
iii. **Practical and digital learning:** Use problem-based approaches and real UBOS and NSS assignments, incorporating tablets, CAPI applications and other relevant statistical tools.
iv. **Assessment and certification:** Measure learning through pre- and po competency assessments, with successful completion based or requirements rather than attendance alone.
v. **Facilitator quality:** Select facilitators based on technical expertise and skills, and improve performance through observation, feedback and reviews.
vi. **Post-training follow-up:** Assess workplace application of skills, managerial support, implementation challenges and the functionality and use of digital tools.

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vii. **Training records:** Maintain standardised records of participants, modules, assessment results, facilitators, continuing professional development (CPD) credits and follow-up outcomes to support monitoring and accreditation.

viii. **Continuous improvement:** Regularly review training relevance, facilitator performance, completion rates, competency gains and workplace application, documenting corrective actions.

AND SOURCE

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g Authority. (2025). Fourth National Development Plan (NDP IV)
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06: COMMUNICATION AND FEEDBACK ARRANGEMENTS

6.0 Introduction

Effective communication and stakeholder engagement are essential for the successful implementation of the National Statistical System Capacity Building Programme (NSSCBP). Stakeholders need timely information on training opportunities, participation and nomination procedures, while implementing partners require clarity on their contributions and expected results. Users of statistics also need information on the Programme's achievements and impact. This chapter outlines the arrangements for communicating Programme activities, obtaining stakeholder feedback and using the feedback to inform continuous improvement. Communication activities will be integrated into UBOS's existing Communication and Statistical Advocacy Strategy to ensure consistency, coordination and efficient use of resources.

6.1 Rationale and Objectives of the Communication Strategy

The PNSD III end-term evaluation identified gaps in statistical advocacy and awareness of the value of statistics, contributing to the under-use of statistical products. Similarly, limited communication and weak feedback mechanisms within the NSS and between data producers and citizens constrain stakeholder engagement. These challenges highlight the need for effective communication to support the implementation of the NSS Capacity Building Program, facilitate training plan, strengthen institutional ownership and promote coordination among implementing partners.

The objectives of the communication strategy are to:

i. Raise awareness of the NSSCBP, its objectives, training opportunities and stakeholder responsibilities among UBOS staff, MDAs, HLGs, development partners and other NSS actors.

ii. Promote ownership and commitment among Accounting Officers and heads of statistics units to allocate resources for training, release staff and support the application of acquired skills.

iii. Communicate training opportunities, nomination criteria and annual training schedules in a timely manner to facilitate institutional planning and participation.

iv. Enhance statistical literacy and promote accurate reporting and responsible use of statistics among users, the media and other stakeholders.

v. Facilitate the sharing of learning materials, programme results and lessons across the NSS.

vi. Establish effective feedback mechanisms to capture views from participants, institutions and users and use the feedback to improve Programme implementation.

vii. Demonstrate Programme achievements and outcomes to decision-makers and development partners to strengthen accountability and support resource mobilisation.

6.2 Key Communication Priorities

6.2.1 Launch and Popularisation of the Programme

After approval, UBOS will launch the NSSCBP at a high-level forum involving policy makers, Cabinet and Parliament, Accounting Officers and Chief Administrative Officers, academia, development partners, CSOs and the media. The launch will present the programme five objectives and mobilise stakeholder commitment support for implementation.

To sustain awareness and promote participation, UBOS will disseminate the NSSCBP through existing platforms, including NSTC and statistics committee meetings, Local Government regional budget consultative workshops, PNSD IV review meetings, professional seminars and UBOS staff meetings. These engagements will strengthen stakeholder awareness, encourage institutional ownership and facilitate coordinated support for Programme implementation

6.2.2 Information, Education and Communication Materials

UBOS will develop and disseminate Information, Education and Communication (IEC) materials to raise awareness of the NSSCBP and communicate training opportunities, nomination procedures and Programme results. Key materials will include a Programme summary, a training opportunities brochure, an annual training catalogue aligned with the curriculum, and briefs highlighting Programme achievements and lessons. The materials will be published on the UBOS website, shared through MDA websites and distributed at relevant statistical forums. Simplified materials tailored to Local Governments will be disseminated through Regional Statistics Offices. All communication content will be informed by monitoring and evaluation reports to ensure accuracy, consistency and evidence-based reporting of Programme achievements.

6.2.3 Statistical Literacy and Advocacy

UBOS will promote statistical literacy through user training, media engagement, seminars, webinars and student symposia to strengthen the understanding, interpretation and use of statistics in decision-making. Advocacy will focus on establishing statistician positions in MDAs and LGs, allocating dedicated budgets for statistical activities, and enacting the Statistician Act to strengthen statistical capacity across the NSS.

6.3 Implementation of Communication Priorities

The Department of Professional Services will coordinate communication in collaboration with the department of Public and Media Relations and the directorate of Methodology and Statistical Coordination Services to ensure effective engagement across the NSS.

6.3.1 Stakeholder and Media Engagement

Different audiences need different information. Table 6.1 sets out what each group needs to know, the channels that will be used and the unit responsible.

Table 6.1: Communication Priorities by Audience

Audience	What they need to know	Channels	Responsible
UBOS staff	Programme priorities, training calendar, in-service opportunities, staff responsibilities and implementation progress.	Staff induction, staff meetings, intranet , email and professional seminars.	DPS; Corporate Services (HR)
UBOS Board, Cabinet, Parliament and senior Government officials	Programme Results, financing requirements, establishment of statistician positions and the progress on Statistician bill.	Board papers, policy briefs and high-level forums.	Office of the ED, and Legal Services
Accounting Officers, Chief Administrative Officers and Town Clerks	Institutional training opportunities, budgetary requirements, staff nominations and staff release procedures and training results	Official correspondence, Budget Call Circular guidance, regional forums, institutional reports.	Office of the ED; M&SCS
Statistics units, focal persons and statistics committees	Training needs assessments results, training catalogue, nomination procedures, standards and post training follow-up.	NSTC and statistics committee meetings, workshops, Regional Statistics Offices and email.	M&SCS; DPS
Academia, USS and professional bodies	Curriculum collaboration, trainer engagement, accreditation and CPD.	MoUs, technical working groups, seminars and webinars.	DPS
Development partners and the private sector	Funding gaps, technical assistance needs, partnership opportunities and results.	Partnership meetings, funding proposals, policy briefs and progress reports.	Office of the ED; DPS
Media	Accurate interpretation and reporting of statistics, Programme updates and training opportunities.	Media training, press briefings, radio and television talk shows.	DPS; PMR
Data users and the public	Statistical literacy, access to statistics products and feedback mechanism.	UBOS website and data portals, social media, user forums and satisfaction surveys.	PMR; M&SCS
Programme participants	Training expectations, learning materials, assessments requirements and post-training support.	Learning platform, email, mentoring, communities of practice.	DPS

6.3.2 Annual Training Calendar

UBOS will publish an annual training calendar before the start of each financial year, setting out planned courses, target participants, dates, mode of delivery, nomination deadlines and the unit responsible. The calendar will be posted on the UBOS website, shared through official communication to Accounting Officers and statistics focal persons, and updated quarterly. Early publication will enable institutions to budget for training and plan staff release and will allow development partners to align their support with Programme priorities.

6.3.3 Feedback Strategy

The programme will establish two-way communication mechanisms to collect stakeholder feedback and support continuous improvement. Feedback will be obtained through four channels:

i. **Participants:** End of course evaluation and follow-up assessments three to six months after training to determine the application of acquired skills.

ii. **Institutions:** statistics committees and heads of statistics units report training needs , participation and changes in workplace practices.

iii. **Users:** Feedback will be collected through statistical literacy sessions, media training and the Statistics User Satisfaction Surveys conducted under SP IV.

iv. **Open channels:** Stakeholders will provide feedback through email, UBOS socio media channels and direct engagement with the Department of Professional Services.

Feedback will be documented, summarised in quarterly Programme reports and reviewed annually. The Department of Professional Services will communicate actions taken in response. Feedback relevant to national reporting will be shared with the National Planning Authority, OPM, MoFPED through existing reporting arrangements.

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07: RISK MANAGEMENT AND COMPLIANCE STRATEGY

7.0 Introduction

Effective implementation of the NSSCBP may be affected by risks such as delayed funding, limited release of staff for training, staff turnover and the loss or underutilization of digital services. This chapter outlines the approach for identifying, assessing, mitigating and monitoring program risks, while ensuring compliance with applicable laws, regulations, standards and policies.

The programme will operate within the existing risk management and compliance framework established by UBOS under the department of Risk and Compliance Management.

7.1 Risk Management

Risk management will be integrated into the programmes annual planning, implementation and monitoring processes. It will follows four steps:

i. **Risk identification:** during annual work planning, each lead unit identifies what could prevent its actions from being delivered, drawing on the situation analysis, lessons from past training and M&E findings.

ii. **Risk analysis:** each risk is rated for likelihood and impact as low, moderate or high.

iii. **Risk evaluation:** the two ratings are combined into an overall risk rating using the key in Table 7.1. The rating decides how closely the risk is watched and at what level it is handled.

iv. **Risk treatment:** a mitigation measure and a lead actor are assigned to each risk and recorded in the Programme risk register kept by the Department of Professional Services.

Table 7.1: Risk Rating Key

Risk rating	Score (likelihood × impact)	Required response
High	6–9	Highest priority. Immediate action required; reviewed quarterly and reported to EXCOM.
Moderate	3–5	Steady improvement needed. Monitored continuously and reviewed periodically.
Low	1–2	Occasional monitoring. Existing measures continue and the risk is reviewed annually.

Note: Likelihood and impact are each scored Low = 1, Moderate = 2 and High = 3, following the UBOS SP IV risk key.

7.2 Risk Monitoring

The Department of Risk Management and Compliance will review the risk register with the lead units every quarter and report significant risks in the quarterly Programme report. The Risk Management and Compliance function will include the Programme in its assurance reviews. Each review will check the ratings, identify new risks and test whether mitigation measures are working. Risks that cannot be handled within the Programme will be escalated to EXCOM and, where necessary, to the Board.

7.3 Compliance Management

Compliance means conforming to the laws, regulations, standards, policies and guidelines that apply to the Programme. UBOS will keep a register of the Programme's compliance obligations, assess compliance risks and report on them through the same channels as other risks. It will also promote compliance across the NSS by sensitising institutions on the legal framework and statistical standards, disseminating guidelines and standard operating procedures, and building quality assurance into training. Table 7.2 lists the main compliance areas.

Table 7.2: Compliance Areas for the NSSCBP

Compliance area	Programme requirement	Main reference
Statistical quality and standards	Training content and the statistical processes taught follow approved methods, definitions and quality requirements.	UBOS Act, Cap. 310; UN Fundamental Principles of Official Statistics; national standards and guidelines for official statistics
Confidentiality and data protection	Training datasets are anonymised; participant records are held securely and used only for Programme purposes.	UBOS Act, Cap. 310; Data Protection and Privacy Act, 2019
Cybersecurity and device management	Learning platforms, tablets and applications use approved configurations, access controls, backups and incident reporting; devices are recorded in asset registers.	UBOS ICT and asset management policies
Public finance and procurement	Activities follow approved budgets, procurement rules, asset management and financial reporting requirements.	Public Finance Management Act, 2015; Public Procurement and Disposal of Public Assets Act, 2003
Learning materials	Materials state ownership, authorised use and attribution of any external content.	UBOS policies; partner MoUs
Inclusion and accessibility	Participant selection and delivery allow fair participation by sex, disability and location.	Persons with Disabilities Act, 2020; gender and equity commitments
Partner alignment	Externally funded activities follow Programme priorities and reporting arrangements and avoid duplication.	Partner MoUs; NSSCBP results framework

7.4 Potential Risks Associated with Implementation of the NSSCBP

The risks are grouped into strategic, operational, financial and compliance risks. Table 7.3 gives their root causes, initial ratings, mitigation measures and lead actors. The ratings are initial assessments and will be revised at each annual risk review.

Table 7.3: Risks Associated with Implementation of the NSSCBP

Risk	Root causes	Likelihood	Impact	Rating	Mitigation	Lead actor
Strategic risks						
Low priority given to statistics by institutions	Limited appreciation of statistics among senior managers; competing budget demands	Moderate	High	High	Advocacy to Accounting Officers and Parliament; guidance through Budget Call Circulars; report training results to heads of institutions	Office of the ED; M&SCS
Delay in passing the Statistician bill	Lengthy legislative and establishment processes	High	Moderate	High	Early engagement of MoFPED, MoJCA, MoPS and Parliament; support through USS; advance accreditation work that does not depend on the law	Legal Services;
Delayed approval and establishment of Statistician positions	Limited prioritisation of Statistician positions within the staffing and establishment approval process.	High	Moderate	High	Strengthen advocacy and engagement with relevant authorities to prioritise, approve and fund Statistician positions in MDAs and LGs.	M&SCS
Delayed approval of the curriculum and key documents	Competing demands and slow review processes	Moderate	High	High	Agreed approval schedule; approval of priority modules in stages; named content owners	DPS; EXCOM
Operational risks						
Staff turnover and loss of trained personnel	Limited career growth; low pay in some institutions; movement to international organisations and abroad	High	High	High	Induction, CPD and mentoring; knowledge repositories; career pathways and statistics cadre with MoPS; train more than one officer per institution	DPS; Corporate Services (HR)
Skills not applied after training	No statistics unit, equipment or management support in the institution	Moderate	High	High	Select participants by role; involve supervisors; post-training follow-up; link training to support under Objectives 2 and 3	DPS; M&SCS

Risk	Root causes	Likelihood	Impact	Rating	Mitigation	Lead actor
Shortage of qualified trainers	Limited specialist expertise in Data Science, AI and related areas	Moderate	High	High	Training of trainers; trainers from academia and partners; knowledge transfer clauses in partner support	DPS
Weak ICT infrastructure and connectivity at sub-national level	Limited equipment and connectivity in Local Governments	High	Moderate	High	Offline-capable learning materials; delivery through Regional Statistics Offices; partnerships with connectivity providers	DSDC
Low participation and competing workloads	Operational demands; late notice; weak supervisor support	Moderate	Moderate	Moderate	Early training calendar; supervisor commitment at nomination; blended and modular delivery; catch-up options	DPS
Tablet loss, damage, under-use or obsolescence	Weak custody; poor configuration; no support or connectivity	Moderate	Moderate	Moderate	Asset and usage registers; standard configuration; help desk; maintenance and replacement plan	DSDC; Corporate Services
Curriculum becomes outdated	Rapid technological change	Moderate	Moderate	Moderate	Annual curriculum review; modular design; input from academia and technology partners	DPS
Weak coordination and duplication of training	Parallel partner projects; no shared calendar	Moderate	Moderate	Moderate	Single Programme calendar and resource map; partner alignment; NSTC review	DPS; M&SCS
Disruption from disease outbreaks or natural disasters	Pandemics, extreme weather and other emergencies	Low	High	Moderate	Online and blended delivery; flexible schedules	DPS
Financial risks						
Inadequate or delayed funding	Budget cuts; competing demands on national funds; late release of funds	Moderate	High	High	Include capacity building in MDA and LG budgets; diversify funding sources; prioritise core actions; financial contingency plan	Office of the ED; Corporate Services (Finance)
Shifts in development partner priorities	Changes in partner strategies and funding cycles	Moderate	Moderate	Moderate	Align with the Joint Programme for Data and Statistics and other multi-year partner programmes; spread funding across partners	Office of the ED; DPS
Double counting of costs with PNSD IV and SP IV	Actions costed in more than one plan	Moderate	Moderate	Moderate	Record each action against a single funding source in the annual work plan	DPS; Corporate Services (Finance)

Risk	Root causes	Likelihood	Impact	Rating	Mitigation	Lead actor
Compliance risks						
Breach or misuse of training and participant data	Weak access controls; use of real microdata in training	Low	High	Moderate	Anonymised training datasets; role-based access; encryption and backups; data protection training	DSDC; Risk Management and Compliance
Cyberattack on learning platforms and devices	Weak or outdated security protocols	Low	High	Moderate	Secure configuration; regular security audits; incident response procedures	DSDC
Non-compliance with financial, procurement and asset rules	Weak internal controls	Low	Moderate	Low	Follow PFMA and PPDA procedures; internal audit of Programme activities	Corporate Services; Internal Audit

08: MONITORING AND EVALUATION STRATEGY

8.0 Introduction

Monitoring and evaluation will establish whether the Programme is delivering its planned outputs and, more importantly, whether it is bringing about real improvements in statistical capacity. Counting the number of people trained is therefore not sufficient. Programme M&E will also assess whether skills improve, whether they are applied in the workplace, and whether institutions change as a result. The approach is aligned with the NDP IV M&E framework, the National Policy on Public Sector Monitoring and Evaluation, and the M&E arrangements under PNSD IV and the UBOS Strategic Plan IV

8.1 Objectives of the M&E Strategy

The M&E strategy will:

i. Track whether actions are implemented as planned and on time.

ii. Track whether resources are available and used as planned.

iii. Assess whether actions deliver the planned outputs, such as curricula, modules, trained personnel, functional devices and updated guidelines.

iv. Assess whether outputs lead to the intended outcomes: improved competencies, skills applied at work, stronger institutions and better use of statistics.

v. Identify risks and the need for corrective action early, and generate lessons for the next programme.

8.2 Stakeholders in the M&E Function

Programme M&E will be implemented through established UBOS reporting mechanisms to support national reporting processes. The roles of the key stakeholders are summarised in Table 8.1.

Table 8.1: Stakeholders in the M&E Function

Stakeholder	M&E role
UBOS Board and EXCOM	Review programme performance, risks, financing and evaluation findings; approve corrective action.
Department of Professional Services	Coordinate Programme M&E; keep training records and the indicator database; compile quarterly and annual reports; follow up lead units.
UBOS M&E function	Integrate Programme indicators into the UBOS M&E system; provide reporting templates and guidance and include the Programme in UBOS and PNSD IV performance reports.

Stakeholder	M&E role
UBOS directorates and lead units	Provide activity records, outputs, competency assessment data and technical interpretation for the actions they lead.
MDAs, HLGs and their statistics committees	Report on staff participation, application of acquired skills, improvements in administrative data improvements and institutional change.
Development partners, academia and professional bodies	Provide evidence on supported activities and take part in joint reviews and evaluations.
Participants, data users and the media	Provide assessment results, satisfaction feedback and evidence on the use of acquired skills and statistics.

8.3 Integration of Programme M&E into the UBOS M&E System

The Programme M&E will be integrated into the electronic M&E system that UBOS is developing under the Strategic Plan IV (SP IV). The focus will therefore be on ensuring that the Programme's results, indicators and data requirements are fully captured within that system. This will involve:

i. Incorporating the indicators in Tables 3.1 and 3.2 and the results matrix in Section 8.4 into the UBOS M&E system, supported by an indicator reference sheet that defines each indicator, its method of calculation, data source, reporting frequency and the responsible unit.

ii. Establishing baselines in FY 2025/26 for indicators where these are not yet available, drawing on needs assessments, institutional diagnostics, curriculum mapping and the tablet asset register.

iii. Ensuring that training data is captured through a single training records module that links each participant's institution and role to the module attended, module version, attendance, assessment results, facilitator, CPD credits and follow-up status.

iv. Conducting post-training follow-up on a sample of participants to assess whether skills are being applied, the level of support provided by supervisors, and any remaining barriers.

v. Tracking institutional indicators, including the establishment of functional statistics units, improvements in administrative data, Training Centre operations, and the functional status and use of tablets.

i. Tracking institutional indicators such as functional statistics units, administrative data improvements, Training Centre operations and the functional status and use of tablets.

ii. Integrating risk and financing information into Programme reviews.

8.4 Monitoring and Evaluation Matrix

Table 8.2 presents the Monitoring and Evaluation (M&E) Results Framework for the NSSCBP. The framework will facilitate systematic tracking of performance during implementation and is aligned with the PNSD IV and the UBOS Strategic Plan IV to ensure consistency with national statistical priorities

Table 8.2: NSSCBP Monitoring and Evaluation Matrix

Result	Indicator	Baseline 2024/25	Target 2025/26	Target 2026/27	Target 2027/28	Target 2028/29	Target 2029/30	Data source	Responsible
Goal: Strengthen the capacity of the National Statistical System to generate and use statistical data to inform development planning at all levels									
Outcome: Increased production and use of quality statistics for planning, policy and decision-making	Proportion of the NSS capacity building programme implemented (%)	30	40	50	60	70	80	Progress reports, work plans, training attendance lists	DPS; Corporate Services (HR)
Objective 1: Strengthen technical and human capital for statistics across the NSS									
Outcome 1: NSS personnel with improved skills that are applied at work	Proportion of assessed participants showing competency improvement (%)	30	40	50	60	70	80	Pre- and post-training assessment records	DPS
	Proportion of sampled participants applying learning after training (%)	20	30	40	50	60	70	Post-training follow-up reports	DPS
Intervention 1.1: Capacity needs assessment									
Conduct regular capacity and competency needs assessments across UBOS, MDAs and HLGs	Number of capacity and competency needs assessments conducted	3	2	1	3	1	3	Needs assessment reports	DPS

Table 8.2: NSSCBP Monitoring and Evaluation Matrix

Intervention 1.2: Curriculum and module development

Develop the curriculum and competency framework for statisticians and non-statisticians	Number of competency-based NSS curricula approved or reviewed	0	0	1	1	1	1	Approved curriculum; annual review reports	DPS
Develop and validate curriculum-based modules on the statistical data value chain and analytical software (STATA, SPSS, R and Python)	Number of training modules developed or updated and validated	4	4	4	4	4	4	Validated modules; validation workshop reports	DPS
	Number of cross-cutting statistics modules developed or updated	0	1	1	1	1	1	Validated modules	DPS

Intervention 1.3: Training delivery

Conduct training of trainers	Number of trainers trained through training of trainers	0	5	10	15	20	25	Training reports, attendance lists	DPS
Conduct in-service training for UBOS staff along the statistical data value chain	Number of UBOS staff trained along the statistical data value chain	40	60	60	60	60	60	Training records database	DPS
	Number of NSS staff trained on analytical tools (STATA, SPSS, R and Python)	24	24	24	24	24	24	Training reports, attendance lists	DPS
Deliver curriculum-based training to statisticians and non-statisticians in the NSS	Number of institutions trained along the statistical data value chain	74	80	85	85	90	95	Training reports, attendance lists	DPS

Table 8.2: NSSCBP Monitoring and Evaluation Matrix

Train in-service statisticians on global, regional and national statistical strategies, frameworks, standards, guidelines and methodologies	Number of in-service statisticians trained on statistical frameworks, standards, guidelines and methodologies	40	60	60	60	60	60	Training reports, attendance lists	M&SCS
Train and mentor MDAs and HLGs in digitisation, validation, metadata, compilation, management and use of administrative data	Number of MDAs and HLGs trained and mentored in administrative data management	15	115	130	130	130	130	Training and mentoring reports	M&SCS; DPS
Train institutions that have received tablets from UBOS in their use for statistical work	Number of institutions trained in the use of tablets for statistical work	0	100	50	24	10	10	Training reports, attendance lists	DSDC
Conduct structured training in Data Science, AI and Machine Learning, GIS, Big Data, citizen-generated data and other non-traditional sources	Number of NSS personnel trained in Data Science and non-traditional data methods	10	32	32	32	32	32	Training reports, attendance lists	DSDC; DPS
	Number of statistical personnel trained in GIS	89[a]	80	80	85	85	90	Training reports, attendance lists	DSDC; DPS
Train focal persons and officers on gender, disability, climate and environment, migration and	Number of trainings conducted for gender and cross-cutting statistics focal persons	15	15	15	15	15	15	Training reports, attendance lists	Economic Statistics; Population and

Table 8.2: NSSCBP Monitoring and Evaluation Matrix

refugee and other cross-cutting statistics									Social Statistics
Train CSOs in applying the guidelines for producing quality citizen-generated data	Number of CSOs trained in applying the citizen-generated data guidelines	2	4	6	7	8	10	Training reports, attendance lists	M&SCS
Train the media in interpreting and communicating statistics	Number of media practitioners trained in communicating statistics	15	25	30	30	35	40	Training reports, attendance lists	DPS; PMR
Objective 2: Modernise ICT infrastructure, digital systems and statistical tools									
Outcome 2: Distributed tablets functional and in use	Proportion of distributed tablets that are functional and in active use (%)	15	20	25	30	40	50	Tablet asset register; usage monitoring reports	DSDC
Intervention 2.1: Tablet and device deployment									
Distribute tablets to institutions	Number of institutions that have received tablets	3	4	5	7	8	10	Tablet distribution register	DSDC
Operationalise and sustain tablets already distributed to the NSS through asset verification, configuration, approved applications, connectivity, cybersecurity, support,	Proportion of distributed tablets verified and configured with approved applications (%)	50	100	500	700	800	1000	Asset verification and support reports	DSDC

Table 8.2: NSSCBP Monitoring and Evaluation Matrix

maintenance and usage monitoring									
Intervention 2.2: Digital systems for local-level data									
Strengthen the functional Community Data System in Local Governments	Number of LGs with a functional Community Data System	40[a]	40	45	55	70	90	Community data registers	M&SCS
Intervention 2.3: Administrative data automation									
Support MDAs and LGs to automate their administrative data processes for timely production of statistics	Number of MDAs and LGs supported to automate their administrative data processes	0[a]	1	2	3	4	5	Quarterly implementation reports	DSDC; M&SCS
Objective 3: Enhance coordination, governance and institutional capacity across the NSS									
Outcome 3: Functional statistical units and statistician positions in MDAs and LGs	Proportion of MDAs and LGs with functional statistical units (%)	72[a]	80	80	85	85	90	PNSD implementation reports	M&SCS
Intervention 3.1: Institutional capacity									
Establish and operationalise the In-Service Statistical Training Centre	Number of In-Service Statistical Training Centre management reports produced	4	4	4	4	4	4	Quarterly Training Centre management reports	DPS; DCS

Table 8.2: NSSCBP Monitoring and Evaluation Matrix

Facilitate the establishment of functional statistical units in MDAs and LGs	Number of MDAs and LGs supported to establish functional statistical units	20	30	40	50	60	70	Support and follow-up reports	M&SCS
Advocate for the reinstatement of the statistician position in the organisational structures of MDAs and LGs	Number of MDAs and LGs with a statistician position in their approved structures	10	15	20	30	40	50	Approved organisational structures; MoPS records	M&SCS
Establish and operationalise Regional Statistics Offices	Number of Regional Statistics Offices operational	0	2	4	4	4	4	Progress reports	Corporate Services
Design and institutionalise a regular Data Maturity Assessment Framework to track statistical capacity across the NSS	Data Maturity Assessments conducted across the NSS	0	1	1	1	1	1	Data Maturity Assessment reports	M&SCS
Intervention 3.2: Legal framework									
Create awareness on the legal frameworks for statistics production	Proportion of the operational guidelines for the UBOS Act implemented (%)	30[a]	40	50	60	70	80	Implementation progress reports	Legal Services

Table 8.2: NSSCBP Monitoring and Evaluation Matrix

Intervention 3.3: Statistical standards and quality assurance

Update guidelines for compiling and validating statistics from administrative data	Number of guidelines for compiling and validating statistics from administrative data updated	1[a]	1	1	1	1	1	Published guidelines	M&SCS
Update and roll out guidelines for compiling statistics from citizen-generated data in CSOs, religious and cultural institutions and the private sector	Number of CSOs producing citizen-generated data based on the guidelines	0[a]	1	2	2	4	5	CSO citizen-generated data reports and publications	M&SCS
Develop quality guidelines for production of statistics from non-traditional sources	Quality guidelines for statistics from non-traditional sources developed	0	0	1	0	0	0	Published guidelines	M&SCS
Update national standards and guidelines for production of official quality statistics	Number of National standards and guidelines updated and disseminated	0	1	1	1	1	1	Published standards and guidelines	M&SCS
Update the National Compendium of Statistical Definitions and Concepts	Updated National Compendium of Statistical Definitions and Concepts	0	0	1	0	1	0	Published compendium	M&SCS

Table 8.2: NSSCBP Monitoring and Evaluation Matrix

Intervention 3.4: Partnerships and collaboration									
Collaborate with statistical professional bodies and associations to promote inclusive participation	Number of formal collaboration arrangements with statistical professional bodies and associations	2	2	2	2	2	2	Signed agreements	DPS
Strengthen partnerships with academia and training institutions for statistical capacity building, mentorship and professional development	Number of MoUs signed with statistical associations, academia and training institutions	4[a]	4	5	5	5	5	Signed MoUs	DPS
Strengthen partnerships with national, regional and international bodies on statistical development	Number of MoUs signed with regional and international bodies on statistical development	24[a]	5	5	5	5	5	Signed MoUs	Office of the ED
Objective 4: Improve data utility, advocacy, peer learning, knowledge sharing and collaboration across the NSS									
Outcome 4: Better statistical literacy and use of statistics among users	Proportion of users satisfied with capacity-development support (%)	30	40	50	60	70	80	User satisfaction survey reports	M&SCS; DPS
Intervention 4.1: Knowledge sharing and stakeholder orientation									
Orient stakeholders on global, regional and national statistical and development frameworks,	Number of stakeholders oriented on Statistical and Development frameworks,	30	50	60	100	140	150	Orientation reports, attendance lists	M&SCS

Table 8.2: NSSCBP Monitoring and Evaluation Matrix

standards, guidelines and good practice	standards and guidelines								
Organise professional seminars, webinars and a students' symposium on statistical research, innovation and standards	Number of professional seminars, webinars and symposia held	8	8	8	8	8	8	Event reports	DPS
Intervention 4.2: Statistical literacy and advocacy									
Conduct statistical literacy and advocacy in the NSS	Number of statistical literacy and advocacy reports produced	16[a]	4	4	4	4	4	Quarterly statistical literacy and advocacy reports	M&SCS
Develop and implement a strategy for advocacy, media and communicating statistics	Number of advocacy, media and communication campaigns conducted	4a	4	4	4	4	4	Media engagement reports	PMR
Conduct awareness campaigns on statistical products and services	Number of awareness campaigns on statistical products and services conducted	4a	4	4	4	4	4	Campaign reports, attendance lists	PMR
Objective 5: Establish and implement a professional accreditation and chartering framework for statisticians in Uganda									
Outcome 5: A legal and institutional basis for accrediting and	Number of statistical professionals completing CPD	0	10	10	10	10	10	CPD records	DPS; USS

Table 8.2: NSSCBP Monitoring and Evaluation Matrix

chartering statisticians									
Intervention 5.1: Legal and regulatory framework for the profession									
Develop the Statistician Act bill	Progress reports on the development of Statistician's Bill	0	1	1	1	1	1		
Develop the Statistician Act bill	Statistician Bill submitted to Parliament	0	0	0	1	0	0	Cabinet and Parliament submission records	Legal Services; DPS
Develop the strategy for accreditation and chartering of statisticians	Progress reports on Accreditation and Chartering Strategy	0	1	1	1	1	1	Progress reports	DPS
	Accreditation and Chartering strategies approved	0	0	0	0	1	1	Approved strategy	DPS
Intervention 5.2: Professional pathways									
Map qualifications, competencies, curriculum pathways and career routes in the NSS	Number of qualification, competency and career-pathway maps produced or updated	0	15	17	20	25	30	Qualifications and career-pathway maps	DPS

[a] *Baseline is for FY 2023/24; baseline and targets are taken from the UBOS SP IV M&E results framework (Table 19).*

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