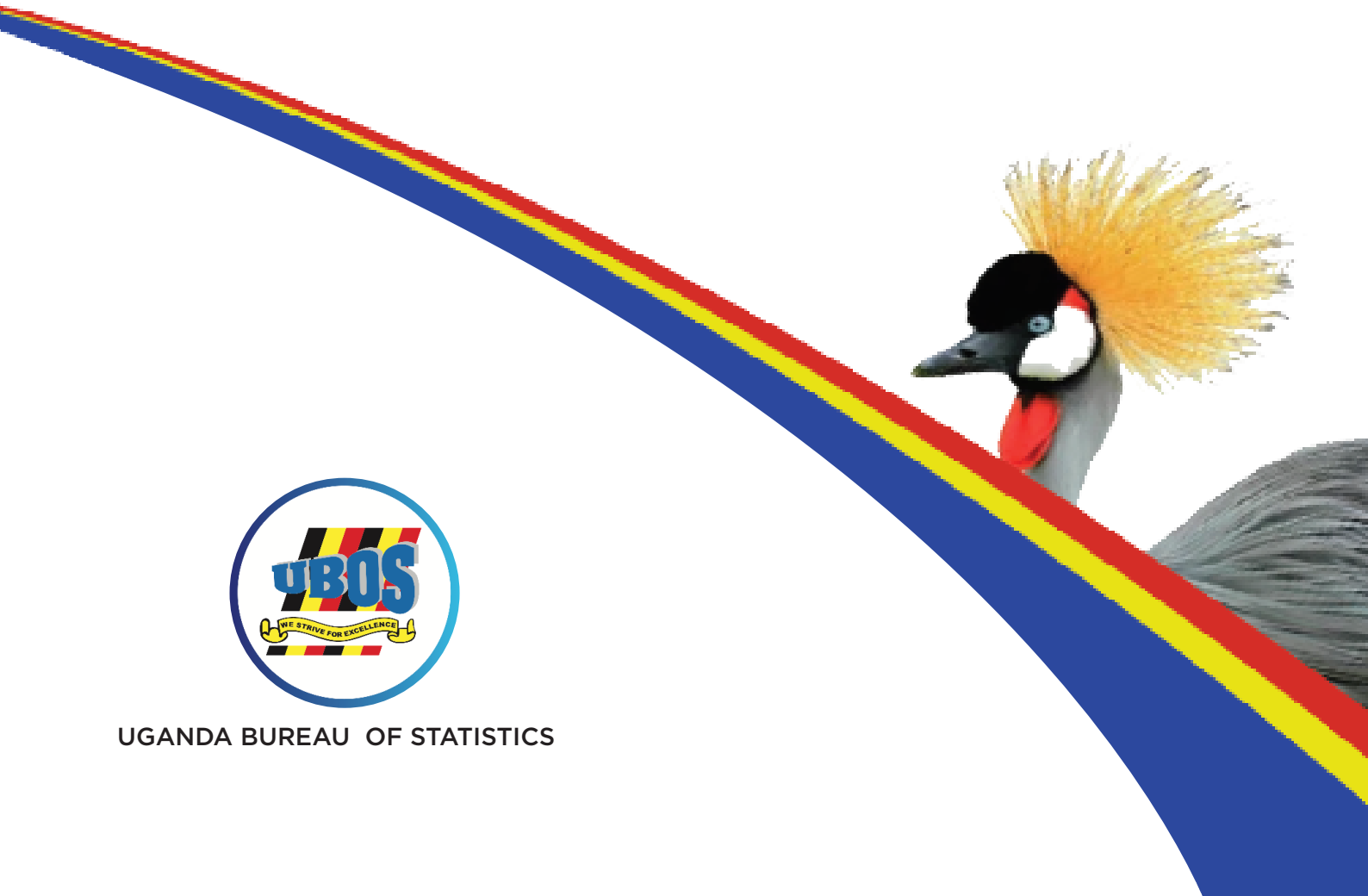
THE REPUBLIC OF UGANDA

PLAN FOR NATIONAL STATISTICAL DEVELOPMENT (FY2020/21 - FY2024/2025)

Theme:

Agenda for Innovation, Modernisation and Transformation of the National Statistical System

August 2020



UGANDA BUREAU OF STATISTICS

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Agenda for Innovation, Modernisation and Transformation of the National Statistical System

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The Plan for National Statistical Development (2019/20-2024/25)
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Contents

FOREWORD

It is with great pleasure that I write this Foreword to the Third Plan for National Statistical Development (PNSD III). In the new information age, progressive governments and other development agents appreciate the importance of statistics as a strategic 21st century resource and use the resource to drive development. In particular, they use this resource as evidence for making public policy, planning and decision-making as well as monitoring, evaluation, performance measurement and reporting on development progress. Indeed, Peter F. Drucker a management consultant posited that one cannot manage what one does not measure, thus underscoring the value of statistics.

In a sense, therefore, statistics are the "eyes" and "ears" of policy developers, policy advocates, decision-makers, planners, legislators, programme managers and all other development agents at all levels. At the Office of the Prime Minister, statistics are particularly useful not only in the preparation of overall Government Annual Performance Reports but also in informing policy and decision-making processes.

Statistics are an essential and integral part of development processes, and this became more evident in the recent evaluation of the second National Development Plan (NDP II) and formulation of the NDP III. Statistics is thus recognized by Government as a "public good" whose production is the responsibility of Government. In this connection, Government undertook statistical reforms in 1998 starting with the creation of Uganda Bureau of Statistics by an Act of Parliament to make statistical production and provision more efficient and effective and also to enhance the integrity, impartiality and veracity of official statistics in the country. This was followed by increasing investment of Government in statistical development and making resources available for statistical capacity building and statistical production such as by undertaking censuses, surveys and administrative data actions.

Much of what has been achieved in statistical development in the country has been guided by Plans for National Statistics Development (PNSDs) which cover both the Uganda Bureau of Statistics (UBOS) and other data producers in Government Ministries, Departments and Agencies (MDAs) as well as in Local Governments (LGs), the private businesses and civil society organizations. It is, therefore, gratifying that under the supervision and coordination of UBOS, the Third Plan for National Statistical Development (PNSD III) has been designed with involvement of MDAs and other stakeholders. It is our expectation and that of other data users that through this plan, there will be step by step improvement in the quality of official statistics in the country in terms of relevance, accuracy, timeliness, disaggregation, accessibility and ease of use. It is also expected that innovative technologies will be leveraged to harness Big Data from different sources and to integrate them into an accessible national data warehouse.

Finally, let me take this opportunity to thank the UBOS Board of Directors, Management and Staff for their dedication in providing leadership in the development of the National Statistical System (NSS). Government will continue to invest in statistical production and development, and to promote use of better statistics for better development outcomes. Thus, in addition to supporting implementation of PNSD III, Government will be prepared to support proposals for

further statistical reforms aimed at transforming and modernizing the National Statistical System (NSS). I appeal to all leaders at all levels of Government including MDAs and Local Governments (LGs), the private businesses and Civil Society Organizations to embrace statistics as an essential and critical enabler in running a modern state and society.

David Bahati - MP
MINISTER OF STATE FOR FINANCE, PLANNING
AND ECONOMIC DEVELOPMENT (PLANNING)

MESSAGE FROM CHAIRMAN, UBOS BOARD OF DIRECTORS

The Uganda Bureau of Statistics (UBOS) Board of Directors acknowledges Uganda's statistical trajectory of building a unified, evidence-based and gender responsive National Statistical System (NSS) to inform national, regional and international development agendas under the theme '*Innovation, Modernisation and Transformation of the National Statistical System*'.

The Board commends the Bureau for its role in coordinating the NSS, availing timely quality statistics and collaborating with Ministries, Departments and Agencies, Higher Local Governments and non-state actors such as the private business and civil society, amidst diverse challenges, in a bid to support evidence-based planning, decision making and policy formulation.

Accordingly, the Board adopts the Third Plan for National Statistical Development (PNSD III) as the national framework for guiding statistical production and development in the country for the period covering the Financial Year (FY)2020/21 to FY2024/25 in tandem with the Third National Development Plan (NDP III), regional, and global agenda. Cognizant of the potential risk arising from the COVID-19 Pandemic, the NSS will aim to produce and disseminate statistical data and information to help the country make informed policies and decisions for the benefit of the entire population, and also position herself to address potential epidemics and externalities.

Our Appeal is to:

- Government of Uganda to continue providing financial resources in support of the PNSD III for sustainable data production and development of the NSS necessary to inform the NDP III and other development agenda.
- Development Partners to provide in their annual work plans a component on statistical production and Development in line with the PNSD III and statistical requirement's in the NDP III.
- All Accounting Officers and Chief Executive Officers of Ministries, Departments and Agencies, Higher Local Governments, and non-state Organisations to budget for statistics and monitor implementation of their respective statistics plans and embrace an evidence-based culture.
- The MDAs, Local Governments (LGs), the private businesses, civil society organisations and development partners to increase investment in statistics in view of the rapidly evolving changes that require less face-to-face data collection and more digitized processes.
- The Uganda Bureau of Statistics to continue partnering with the Office of the Prime Minister, Ministry of Finance, Planning and Economic Development (MoFPED), the National Planning Authority (NPA) and other stakeholders in implementing the PNSD III to ensure the development of a robust National Standard Indicator (NSI) Framework with prioritized indicators for the NDP III program areas.

It is the hope of the UBOS Board of Directors that when all has been implemented, we shall have reliable statistics to track progress in the implementation of the NDP III and other development .

Albert Byamugisha (PhD)
Chairman Board of Directors

PREFACE

This Third Plan for National Statistical Development (PNSD III) for Uganda has been designed at a critical time - of unprecedented increase in demand for development data in terms of scope, quantity, quality and disaggregation; emerging new data ecosystems and non-traditional data sources; emerging partnerships for development data; the "data revolution" which, inter alia, calls for open data; and new and innovative technologies.

It was also designed at an auspicious time when the country was designing her Third National Development Plan (NDP III). In particular, the PNSD III has been aligned to the 18 Programme Areas of the NDP III (FY2020/21 to FY2014/2025). This made it possible to maximize synergy between the PNSD III and NDP III design processes, with statistics mainstreamed into the NDP III. I would like to thank the leadership of the National Planning Authority (NPA) for allowing and enabling this to happen.

The PNSD III strategic framework was informed by the end term evaluation and assessment of the status of statistics in the National Statistical System (NSS), as well as the changing statistical landscape. The process involved various Ministries, Departments and Agencies (MDAs), Higher Local Government (HLGs), the private business, civil society, key users of statistics, Development Partners and the Academia.

In view of the changes on the statistical landscape, the PNSD III theme is 'Innovation, Modernisation and Transformation of the National Statistical System'. The PNSD III also addresses data requirements for regional, continental and international statistical frameworks and development agendas. The statistical frameworks include the Uganda Standards for Statistics, the African Charter on Statistics and the United Nations Fundamental Principles of Official Statistics. Conversely, the development agendas include the Third National Development Plan (NDP III), the East African Community (EAC) Vision 2050, the Africa Agenda 2030 on "The Africa We Want" and the United Nations (UN) Agenda 2030 on Sustainable Development Goals (SDGs) which aims to transform our world in a sustainable manner, "leaving no one behind".

I wish to appreciate the Board of Directors, Management and Staff for participating and driving the PNSD III process, all our stakeholders in the data ecosystem and the development partners especially UN Women and Africa Development Bank that supported the design of the PNSD III. I implore all of us to embrace the strategic direction and provide the requisite support to uphold an evidence-based culture in Uganda.

Chris N Mukiza (PhD)
Executive Director, UBOS

EXECUTIVE SUMMARY

This Third Plan for National Statistical Development (PNSD III) which covers the Financial Years (FYs) 2020/21 to 2024/25 presents the strategic direction and thrust of the National Statistical System (NSS) for the next five years. The PNSD III is pitched at the level of strategic outcomes at the national level, to which both UBOS, other Ministries, Departments and Agencies (MDAs) as well as Local Governments (LGs), the private businesses, Civil Society Organizations (CSOs), and other NSS partners will contribute. It addresses the growing and unparalleled data demand from vast development agenda at Local Government (LG), national, regional, continental and international level. The various data demands are for tracking progress in service delivery at both national and Local Government level and progress in achievement of the Vision 2040, and the NDP III. Also for data demands for the East African Community (EAC) Vision 2050, Africa Agenda 2063, and Agenda 2030 on sustainable development goals. The requirements for the foregoing development agendas constitute priorities of the PNSD III which, under the legal framework of the 1998 Uganda Bureau of Statistics Act, define the NSS statistical programme nuclei and requirements.

The UBOS Act 1998 established the Bureau as a coordinating, monitoring and supervisory body for the NSS and provides for the development and maintenance of the NSS to ensure collection, analysis and publication of integrated, relevant, reliable, and timely statistical information. The Act, consistent with the African Charter on Statistics and the UN Fundamental Principles of Official Statistics (UNFPOS) , provides the Bureau with independence in statistical production. According to the UBOS Act 1998, the Bureau is required to promoted and facilitate the development if an independent SS by cooperating with other Lead Agencies.

Owing to the challenges paused by the COVID-19 pandemic that limited movement and face-to-face engagement, the PNSD III strategic direction and thrust arose from the PNSD II end line evaluation and NSS Status Assessment outcome and aspects driven by the changing statistical landscape and the Data Revolution (DR). The results revealed substantial improvement inter alia, demand and production of gender responsive statistics, NSS coordination, quality culture and use of Information Technology (IT) infrastructure for data collection across the NSS. However, some challenges continued to impact on progression in statistics development and satisfaction of user needs in the NSS such as the COVID-19 Pandemic which greatly increased non-response of some data providers. Also, limited advocacy and sensitisation, uncertainty of funding statistics activities, inadequate human resources, limited data analysis and communication skills, inadequate compilation of gender and equity indicators, weak administrative data management systems, and limited dissemination and data sharing strategies.

The changing Statistical landscape emphasized the need for data to meet unprecedented demand of monitoring progress and reporting on development agenda especially the NDP III and the Sustainable Development Goals (SDGs). The Data Revolution, which implicitly extended the frontiers of the NSS into a 'data ecosystem', prompted the involvement of new and old NSS actors.

Thus, the PNSD III is inclusive in scope and coverage. It emphasizes gender responsiveness, the Human Rights Based Approaches for Development Data (HRBAD) and other cross-cutting issues such as environment and climatic change (green growth), HIV/AIDS, the family and refugees to increase inclusivity in data production. It covers the entire NSS including Government Sectors/ MDAs, Higher Local Governments (HLGs), the private businesses and a segment of the CSOs that have developed Strategic Plans for Statistics as well as Academia.

Further, the Data Revolution has fostered inclusion of strategic interventions on building skills to handle analytics (data science), visualisation and the utilisation of development data; adaptation of new and innovative technologies in the NSS to support production of traditional and non-

traditional statistics1, and, leveraging partnerships with the private business, civil society, academia and other professional bodies as well as Development Partners, data providers and users.

That notwithstanding, investment and support to the PNSD III takes into account challenges occasioned by the COVID-19 pandemic that limit the traditional means of data collection through face-to-face.

The PNSD III Strategic Direction and Thrust

Vision: Striving to become World Class National Statistical System

Mission: To provide quality statistics and statistical services to support national and international development agenda

Theme: Agenda for Innovation, Modernisation and Transformation of the National Statistical System.

Strategic Goals and Objectives

Strategic Goal	Strategic Objectives
1. Strengthen coordination, cooperation and partnerships in the NSS	SO 1.1: Strengthen statistical advocacy in the NSS SO 1.2: Institutionalise coordination and management of statistics SO 1.3: Broaden cooperation and partnership among MDAs and with other National Statistical Offices at regional and international levels SO 1.4: Develop mechanisms for sustained financing for Statistics SO 1.5: Strengthen the legal framework and initiate regulations for the UBOS Act, 1998.
2. Increase statistical capacity in the NSS	SO 2.1: Strengthen Human Capital development for statistics across the NSS SO 2.2: Institutionalise Human Resource structures for statistics. SO 2.3: Promote capacity building structures and Mechanisms
3. Strengthen systems for data production and development in the NSS	SO 3.1: Develop existing data processes and implement a robust statistical programme. SO 3.2: Enhance compilation, management and use of quality administrative data in statistical production. SO 3.3: Promote a data quality culture in the NSS SO 3.4: Institutionalise generation and use of gender statistics. SO 3.5: Adopt appropriate methodologies in statistical production and development. SO 3.6: Adopt appropriate Information and Communication Technology for statistical production. SO 3.7: Institutionalise the use of data from non-traditional sources in the NSS.
4. Enhance dissemination, uptake and use of statistics.	SO 4.1: Develop an effective and efficient data dissemination system in the NSS. SO 4.2: Promote establishment of open data portals across the NSS SO 4.3: Strengthen data user capability to access and use data

1 Non traditional data sources: Big Data, data analytics, Artificial Intelligence and Machine Learning of data) to broaden scope, quantity, quality, timeliness and disaggregation and use.

Implementation of the PNSD III

The Board of Directors and UBOS Management Committee will provide leadership in its implementation supported by the PNSD Steering Committee and Chief Executive Officers of MDAs/Sectors, HLGs, the Private businesses and civil society organisations. The PNSD III execution will be led by UBOS as mandated in the UBOS Act, 1998 with all Lead Actors in the NSS.

The Bureau will support enhancement of basic source data to inform development agenda data requirements, update of the National Standard Indicators (NSI) Framework, development of NSS-Wide Strategies, policies, and guidelines while ensuring compliance to standards for the generation, dissemination and use of official statistics. It will also support the development of data scientists and innovative statistical solutions, and promotion of data literacy, among others. Particular attention will be on mitigation of the risks articulated in the Strategy, and Implementation of the NSS Capacity Building Programme.

The various actors in the NSS thus MDAs, Higher Local Governments (HLGs), private businesses and CSOs will implement their Statistical Plans for Statistics and produce requisite data and statistics for the NSI and other development agenda monitoring such as the SDGs and for their own internal decision making.

In partnership with the Academia and Statistics Training Centres (STCs), UBOS will build and strengthen statistical skills and competences to address new and existing data requirements in the NSS and different development agenda. The UBOS Professional Services Directorate and planned In-Service Training Centre will play an integral role in statistical capacity building for the NSS.

Monitoring and Evaluation, and Reporting

The NSS Monitoring and Evaluation (M&E) Framework and the PNSD III and NDP III Results Framework illuminate the pathway and means of measuring progress. Each MDA, HLG, private business entity and civil society organisation will internally track own progress based on their logical frameworks and report regularly to UBOS. To ensure consistency and achievement of results, the Bureau's M & E system will be enhanced to regularly track the PNSD III and related statistical programmes in the MDAs, HLGs, private business entities and CSOs.

Financing and Resource Mobilisation for the PNSD III

The estimated five-year Budget for the Strategy is Uganda Shillings Eight Hundred thirty-three Billion (approx. UGX833Bn). Investment in statistics under the 'new normal' will require acquisition of innovative technology solutions and business processes to increase effectiveness and efficiency in the NSS. Thus, resource mobilisation for the PNSD III, though steered by the leadership of UBOS, will be spearheaded by the MoFPED in partnership with Accounting Officers of different MDAs and HLGs and Chief Executive Officers (CEOs). Among others, they will budget for statistics and promote demand for statistics in their institutions and among other stakeholders in the NSS through ownership of statistical programmes, budget commitments, collaboration in statistical production and shared funding. Details of the budget by Strategic Goal is as follows:

PNSD III Budget Projections (FY2020/21 to FY2024/25)

PNSD III	Estimated cost (UGX- Bn)					
Strategic Goals	**2020/21**	**2021/22**	**2022/23**	**2023/24**	**2024/25**	**Total**
Coordination, Cooperation and Partnerships	7.06	19.77	14.05	4.52	3.99	49.39
Statistical capacity	22.69	79.76	74.02	26.10	29.31	231.88
Data production and development	40.73	148.38	197.82	66.93	56.69	510.56
Dissemination, uptake and use	4.11	15.08	14.01	4.16	4.20	41.56
Total	**74.60**	**263.00**	**299.90**	**101.70**	**94.20**	**833.40**

The PNSD III is therefore an overarching strategy to guide the production and development of statistics in the NSS for evidence-based planning, policy and decision making for the wellbeing of the entire population.

ACRONYMS

AfDB	African Development Bank
BFP	Budget Framework Papers
BoU	Bank of Uganda
CATI	Computer Assisted Telephone Interviews
CAPI	Computer Assisted Personal interviews
CGD	Citizen Generated Data
CSR	Census and Survey Rules
CSO	Civil Society Organisation
CTGAP	Cape Town Global Action Plan for Sustainable Development Data
DCIC	Directorate for Immigration Control
EAC	East African Community
FPoS	Fundamental Principles of Official Statistics
GAPR	Government Annual Performance Reports
GHAPR	Government Half Annual Performance Reports
HLG	Higher Local Government
ICT	Information and Communication Technology
IMF	International Monetary Fund
IYASA-UG	ISIbalo Young African Statisticians Association-Uganda Chapter
KPIs	Key Performance Indicators
MAAIF	Ministry of Agriculture, Animal Industry and Fisheries
MGLSD	Ministry of Gender, Labour and Social Development
MDA	National Development Plan
MPS	Ministerial Policy Statements
MoES	Ministry of Education and Sports
MoLHUD	Ministry of Lands, Housing and Urban Development
MoFPED	Ministry of Finance, Planning and Economic Development
MTIC	Ministry Trade Industry and Cooperatives
MTWA	Ministry of Tourism, Wildlife and Antiquities
MoPS	Ministry of Public Service
MoICT	Ministry of Information and Communication Technology
MoWE	Ministry of Water and Environment
MoWT	Ministry of Works and Transport
NEMA	National Environment and Management Authority
NITA-U	National Information Technology Authority - Uganda
NDP	National Development Plan

NSDS	National Strategy for the Development of Statistics
NSS	National Statistical System
PARIS21	Partnership in Statistics for Development in the 21st Century
PNSD	Plan for National Statistical Development
PPI	Producer Price Index
RSDP	Regional Statistics Development Plan
SHaSA	Strategy for Harmonisation of Statistics in Africa
SDG	Sustainable Development Goals
SDMX	Standard Data Metadata Exchange
SOPs	Standard Operating Procedures
STC	Statistics Training Centre
SVC	Statistical Value Chain
UBOS	Uganda Bureau of Statistics
UCC	Uganda Commission Communication
UFA	Uganda Forest Authority
UN	United Nations
UNECA	United Nations Economic Commission for Africa
USAID	United States Agency for International Development
UNSD	United Nations Statistics Divisions
UPF	Uganda Police Force
UPS	Uganda Prisons Service
URSB	Uganda Registration Services Bureau
URA	Uganda Revenue Authority
QA	Quality Assurance

1 INTRODUCTION

1.1 About Uganda

Uganda is a sovereign, republic state that attained its Independence in 1962. It is a member of various regional and global bodies such as the East African Community (EAC), the African Union (AU) and the Commonwealth of Nations. Uganda's government is a democracy made up of the executive, judiciary and legislature. The roles and powers of each of the government arms are enshrined in the Uganda Constitution of 1995. Uganda has decentralised system of governance that devolves broad powers of administration, planning and service delivery to the Cites and Higher Local Governments (HLGs) comprised of districts and municipalities.

Uganda's National Statistical System (NSS) is part of and is influenced by the wider global statistical system. In the prevailing volatile, uncertain, complex and ambiguous environment characterised by business competitiveness, technological advancement and global pandemics, statistics remain indispensable in planning, decision-making and formulation of sound economic policies. The macro-economic, social, environment and demographic statistics enable governments to plan for the wellbeing of its population and respond to other regional and international development agenda. Statistics reveal the extent of economic transformation, public expenditure and impact, business investment by the private business, infrastructure development, environment management, population level and how it is changing, as well as, government service delivery, among others. Statistical development in Uganda has been guided by the Plan for National Statistical Development (PNSD). The PNSD is a framework for strengthening statistical capacity, determining and addressing vast data user needs and coordinating efforts to generate reliable statistics in Uganda.

1.2 Development context

Statistics have an intrinsic value to development frameworks at all level - sub—national, national, regional and global levels. Development frameworks present both opportunities, challenges for the NSS and require harmonised, comparable, disaggregated and reliable data and information beyond what the NSS currently provides to inform the vast development outcomes.

At national level, the PNSD is anchored on Uganda's Vision 2040 which is the overall long-term development framework that is realised through a series of six five-year National Development Plans (NDPs). So far, two NDPs have been implemented and Uganda has developed its third National Development Plan (NDP III) which is running from FY2020/2021 to FY2024/2025. The overall goal of the NDP III is '***Increasing household incomes and improving the quality of life of Ugandans,'*** **and** the theme is ***'Sustainable industrialisation for inclusive growth, employment and wealth creation'.*** To accelerate growth of the economy, transform people's lives and strengthen the country's regional and international competitiveness, five development objectives were identified for the NDP III. Those were:

i) Enhance value addition in key growth opportunities;
ii) Strengthen the private business to create jobs;
iii) Consolidate and increase the stock and quality of productive infrastructure.
iv) Enhance the productivity and social wellbeing of the population; and
v) Strengthen the role of the state in guiding and facilitating development.

The NDP III objectives will be actualised through the 18 Programme Areas and measured by the NSS statistical products presented in Table 1.1 showing the alignment of NSS high level products and the 18 Programme Areas of the NDP III.

Table 1.1: A Mapping of NSS High Level Products and NDP III Programme Areas

NDPIII Programme Areas	NSS high level products
1. Agro Industrialisation 2. Mineral based Industrialisation 3. Manufacturing	Industrial statistics
4. Human Capital Development 5. Community Mobilisation and Mindset Change	Social statistics
6. Petroleum Development	Petroleum statistics
7. Tourism Development	Tourism statistics
8. Private Business Development	Economic statistics
9. Regional Development 10. Governance and Security 11. Public Sector Transformation	Governance statistics
12. Water, Climate Change and ENR Management 13. Sustainable Urban and Housing Development	Environmental statistics
14. Integrated Transport Infrastructure and Services	Infrastructure statistics
15. Sustainable Energy Development	Energy statistics
16. Digital Transformation 17. Innovation, Technology Development and Transfer	ICT statistics
18. Development Plan Implementation	Updated National Standard Indicator (NSI) Framework

At the ***regional level***, the ***East African Community (EAC) Vision 2050*** also presents an unprecedented demand for data to measure progress on achieving a prosperous, competitive, secure, stable and politically united region. It is a long-term development strategy for the EAC that aims to guide the region to achieve full development potential, enhance transformation for growth and development and steer the Community to an upper-middle income region within a secure and politically united East Africa.

Similarly, *at Continental level*, the tracking and reporting progress of the ***Africa Agenda 2063*** on "The Africa We Want", aims at optimising use of Africa's resources for the benefit of all Africans requires reliable statistics. *The ten-year implementation programme* of the Africa Agenda prioritizes the following:

1. Sustainable and inclusive economic growth;
2. Human Capital Development;
3. Agriculture/value addition and agro-businesses development;
4. Employment generation, especially the youth and females;
5. Social Protection, Gender, Women development and youth empowerment;
6. Good governance including capable institutions;
7. Infrastructural development;
8. Science, Technology, Innovation; Manufacturing -based industrialisation;
9. Peace and Security;
10. Culture, Arts and Sports

At global level, the United Nations (UN) ***Agenda 2030 for Sustainable Development Goals (SDGs)*** endorsed by member states requires enormous and disaggregated data for tracking and reporting progress. The Agenda 2030 with the adage 'Leaving No One Behind (LNOB)' comprises 17 Goals, 169 Targets and 232 indicators. The number of SDG indicators monitored and reported in the Voluntary National Review (VNR) Report increased from 45 (2016) to 92 (2020).

1.3 Role of statistics and statistical planning in Uganda

1.3.1 Role of statistics

Statistics play a crucial role in the development process at every level. Not only are statistics needed to monitor progress towards achievement of development goals and objectives but also in order to achieve them. Statistics serve a dual function. They inform and enable (catalyse) development. The Government of Uganda (GoU) fully recognises the importance of statistics as evidence for informing development processes such as policy formulation, analysis and advocacy as well as in planning, decision-making, monitoring, evaluation and reporting on development progress. Statistics are also widely used in Uganda to track progress towards meeting the set targets in the Vision 2040, the National Development Plans (NDPs) and Sector Strategic Plans (SSPs). Statistics are, therefore, a crucial part of the development solution.

The participation and role of UBOS in the foregoing systems including the Africa Peer Review Mechanism has been underscored in the statistics agenda.

For example, ***at the planning level****, UBOS is represented in the NDP design structure and steers government effort for developing and updating the National Standard Indicator (NSI) Framework.*

In ***Monitoring****, UBOS is part of the National Monitoring and Evaluation System (NIMES) structure and steers the Data Working Group (DWG) under the Sustainable Development Goals (SDGs) Coordination Framework led by Office of the Prime Minister.*

Overall, in the 21st century, statistics are an important part of the enabling environment for development. Tackling development problems requires new ideas, partnerships, strategies and actions supported by reliable statistics at national and sub-national levels. Besides government, statistical information are required by a wide range of data users and stakeholders in the private and civil society sectors, research and training institutions as well as among development partners, international organisations and members of the public. That notwithstanding, there are concerns raised about the quality, timeliness, access to data and data gaps in Uganda. It is also essential to build capacity and equip the NSS adequately for it to provide statistical data to drive development.

1.3.2 Statistical Planning in Uganda

Statistical planning is essential for setting the direction and focus of the NSS. In 2006, Uganda realised that national statistical development could not be coincidental. Contrary to the inward looking UBOS Corporate Plan, the UBOS leadership then recommended the adoption of the Marrakech Action Plan (2004) strategic approach. In reference to the Paris21 principles for designing National Strategies for the Development of Statistics (NSDSs), Uganda mooted a sectoral mainstreaming approach to design and implement her first and subsequent Plans for National Statistical Development (PNSDs). Generally, the PNSD provides a unified NSS strategic direction for strengthening statistical capacity that supports production and development of relevant statistics. Over the last 14 years, the PNSD coverage have expanded to 29 MDAs, 116 HLGs, 37 Municipal Councils and a Civil Society Organisation (CSO) that were supported to design and implement their own Strategic Plans for Statistics (SPSs). It evolved as shown in Figure 1.

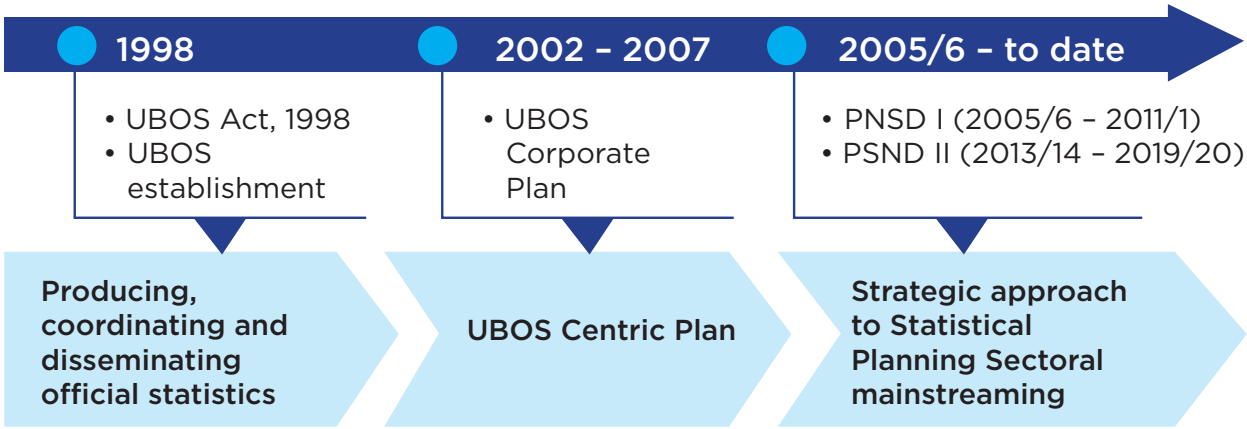

Figure 1 Evolution of statistical planning in Uganda

Statistical planning in Uganda is consistent with the prevailing national, regional and international **statistical strategic frameworks** that include:

EAC –RSDP

The East African Community (EAC) Regional Statistics Development Plan (RSDP) II that aims to support regional integration and development in East Africa with high quality and harmonised community statistics. It promotes the compilation and use of high quality and harmonised statistics in community partner states.

The Strategy for the Harmonisation of Statistics in Africa (SHaSA) provides the African Statistical System with a general framework for production of harmonised and quality statistics covering all aspects of inclusive and sustainable development to support integration and development policies in Africa. One key aspect of the SHaSA is recommendation to African countries to allocate 0.15% of their national budgets to finance statistics.

United Nations WORLD DATA FORUM

Cape Town, SA | 15-18 Jan 2017

The Cape Town Global Action Plan for Sustainble Development Data (2017) *adopted at the First UN World Data Forum, 2017,* outlines the necessary actions to routinely generate quality and timely data to inform sustainable development at the requested level of disaggregation and population coverage, including for the most vulnerable and hard-to-reach groups.

The plan aims to prompt full accountability, communication and coordination of existing efforts, identification of new and strategic ways to efficiently mobilise resources, and address priorities of the Transformative Agenda for Official Statistics.The foregoing statistical frameworks provide guidance to the country on how to address new and emerging data issues such as leveraging the data revolution to innovate, modernise and transform the NSSs and address the current and dynamic data needs.

1.4 Justification for the PNSD III

The government of Uganda is committed to ensure evidence-based progress monitoring and reporting of its development agenda and has integrated statistical development in the NDP III. NDP III Chapter 26 presents key issues and aspirations of the NSS. Besides, statistical development is part of the NDP III Programme Area 18 on *'Development Plan Implementation'*, whose overall objective is to ensure efficiency and effectiveness in the implementation of plans. The PNSD I (2005/06 – 2011/2012) and PNSD II (2013/2014–/2017/2018) as well as extended PNSDII (2018/19–2019/20) which was purposed to align timelines with the NDP enhanced statistical capacity and

outputs in terms of social, economic, environmental and demographic statistical information as well as in the capacity and coordination in the NSS.

The PNSD III succeeds the PNSD II and aims to:

- address the unprecedented demand for development data against the backdrop of a changing statistical landscape, including expanding and diversifying data ecosystems;
- promote innovation, modernisation and transformation of the NSS following the Cape Town Global Action Plan for Sustainable Development Data guidelines;
- leverage the foundations of the data revolution for sustainable development that underlines data deluge in terms of volume, velocity and variety;
- integrate traditional and non-traditional (new) data sources;
- harness new technologies to optimize data processes; and
- increase data use through data openness and transparency, and, empower stakeholders to access and use data.

1.5 Statistical legislation and the National Statistical System

Statistical production and development in Uganda is enshrined in Uganda Bureau of Statistics Act (1998), which is consistent with the African Charter on Statistics and the United Nations (UN) *Fundamental Principles of Official Statistics* (UNFPOS). The UBOS Act established the Uganda Bureau of Statistics (UBOS) as the principal data collecting and disseminating agency responsible for coordinating, monitoring and supervising the NSS.

The NSS includes all ***data producers*** from state and non-state actors responsible for compiling any data through censuses, surveys and administrative action. The NSS includes ***Suppliers,*** who are the primary data collection points such as households, hotels, businesses, agricultural enterprises and register administrators. It also includes ***Users*** who demand and use data and statistical information for diverse evidence-based purposes. ***Research and Training Institutions*** that train and skill potential statistics professionals are as well part of the NSS. So are the ***Standard Operating Procedures (SOPs)*** for statistical business processes such as the principles, frameworks, statistical standards and classifications.

The UBOS Act, 1998, also provides for the Bureau under Section 21 (1) to relate, consult and co-operate with other lead agencies in promoting and facilitating the development of an integrated NSS. Line ministries (lead agencies) collect and provide sector specific data to support planning, monitoring of development progress, and resource allocation in the NSS. As part of the wider global Statistical System, the Standard Operating Procedures for statistics at national, regional, continental and global level influence the NSS and its transformation. The NSS is gradually expanding and diversifying into a '*data ecosystem* ' because of the new data users, producers and sources of data spurred by the data revolution. Increasingly, non-state actors (private business and civil society) and non traditional data sources are paving their way into the data landscape as a potential source of data to complement official statistics to inform decision making at all levels of society.

1.6 Process of designing the PNSD III

The PNSD III design process took a top-down approach and this is unique from the previous two, which evolved from a bottom up approach. The PNSDIII anchors on findings of the PNSD II end term evaluation and assessment of statistics that preceded its design and emerging changes on the statistical landscape, which together informed the strategic direction and setting to transform the NSS.

The process involved a meticulous, participatory process that brought together a broad range of stakeholders drawn from a number of MDAs, HLGs, civil society, private business and Development Partners, among others. Specifically, through group discussions, structured key informant interviews with key stakeholders and literature review, the end term evaluation established inter alia the performance of the PNSD II and the associated Extended PNSD II, in terms of Relevance, effectiveness, efficiency, complementarity, lessons learnt, recommendations and priorities for PNSD III.

The assessment of statistics in the NSS generated the status of data production and management practices, user needs and data gaps, data quality culture, statistical capacity, and coordination arrangements from the PNSD II and extended PNSD II strategic objectives perspective. The Statistical landscape presents the data revolution, which denotes exceptional demand for development data in terms of scope, quantity, quality, timeliness & disaggregation (SDGs), new and non-traditional data sources, the extended frontiers of the NSS to the emerging data ecosystem and enhanced partnerships for development data.

1.7 Scope and Coverage of the PNSD III

The PNSD III adopts a holistic approach in addressing the relevant development agenda and takes into account ***traditional and non-traditional data sources***, cross-cutting issues such as Gender, HIV/AIDS, Environment and Climate Change, family and refugees as well as embraces the Human Rights Based Approach to Data (HRBAD) principles. The Plan also builds on the NSS Strengths, Weaknesses, Opportunities and Threats (SWOTs) as well as challenges. The PNSDIII recognises data production challenges and threats arising from technological, economic, sociological and environmental aspects. It covers all Government Sectors/MDAs, Higher Local Governments (HLGs), a segment of the Civil Society Organisations (CSOs) that develop Strategic Plans for Statistics and the Academia.

1.8 Structure of the PNSD III

This PNSD III document is structured in three parts. Part 1 includes preliminary pages and statements from eminent persons on the PNSD III. Part 2 contains Chapters 1 to 4. Chapter 1 is the introduction that describes the evolution of statistics planning, the justification and process of the PNSD III design, the linkage of statistics to the various development agendas and the scope and coverage of the plan. Chapter 2 presents the Status of the National Statistical System. Chapter 3 elaborates the PNSD III Strategic Framework and Thrust while Chapter 4 provides the Implementation Arrangements, the Monitoring and Evaluation and the Financing. Part 3 contains the annexes including the PNSD III Indicator Matrix and the acknowledgements.

2 STATUS OF THE NATIONAL STATISTICAL SYSTEM

2.1 Introduction

This chapter provides insights from the PNSD II end term evaluation and assessment of statistics in the NSS, outlining gains, challenges, Strengths, Weaknesses, Opportunities and Threats (SWOTs), emerging issues and data priorities that inform the strategic direction and priorities for strengthening statistical capacity in the country over the next five years.

Statistical development in Uganda has evolved through reforms and initiatives implemented through a strategic and holistic approach. The number of MDAs, HLGs implementing the PNSD framework increased from 16 to 29 MDAs while the district increased from 13 to 116 and the municipalities from one to 37 during the PNSD II. The associated extended PNSD II enabled inclusion of more HLGs and modification of the strategic focus areas illustrated in Figure 2 below.

Figure 2: Strategic framework shift (2013/18 – 2019/2020)

2.2 Main findings

Uganda's statistical system is decentralised and influenced by the dynamics of the statistical landscape and increased demand for development data. The PNSDII evaluation and assessment of the NSS outlined in Chapter 1 revealed the following:

1. Government Commitment to Statistics Development

Government interest in statistical development was noted in the increased funding of national surveys undertaken by the Bureau and in support towards the NSI development. Further evidence was identified in the:

- use of statistics as evidence for policy formulation, analysis, advocacy and implementation as well as in the planning and decision-making;
- increase in government funding towards surveys that were previously fully or partially donor funded including the Uganda National Household Survey (UNHS), the National Labour Force Surveys (NLFS), etc; and
- mainstreaming of statistics in the NDPs such as in the NDP III which provides for building statistical systems, capacity and infrastructure that will enable monitoring and reporting on progress.

Generally, however, while some MDAs succeeded in the inclusion of a budget line for statistical work in their institutional budgets, there is gross under-investment in MDAs and HLGs towards statistical production and development. Therefore, continuity, regularity, completeness and consistency in the generation of data and statistics as well as the functionality of statistical committees at various levels and the coverage and scope of most statistical initiatives was constrained.

2. Statistical Legislation

The Government ratified the Africa Charter for Statistics in 2017, and statistics production and development continued as enshrined in the UBOS Act (1998). The Act enables UBOS to develop and maintain the NSS to ensure collection, analysis and publication of integrated, relevant, reliable and timely statistical information and to play the principle roles of production, coordination and dissemination of official statistics. Data producers observed confidentiality and ethical principles of official statistics articulated in the Uganda Standard 942 – Code of Practice for Official Statistics in their statistical processes. Specific developments during the period included:

- establishment of frameworks and strategies for maintaining the NSS such as the Monitoring and Evaluation framework as well as the gazetting of the Censuses and Surveys Rules for other data producers (CSR, 2018);
- development of Uganda Statistical Standards – Code of Practice for official statistics (US 942) and Guidelines for Production of Quality Statistics (US 943), among others; and
- Standardisation of statistics production processes through promotion of consistency in the survey and census methodology, the questionnaire design and the integration of gender into the data collection tools, the compilation of regular socio-economic indicators and the integration of Key Performance Indicators (KPIs) in statistical plans.

However, from the PNSDII end term evaluation, awareness about the UBOS Act (1998) was mostly noted among potential data producers, providers and users within the NSS. The act does not cater for the emerging trends such as the data revolution, open data access, externalities and dynamisms affecting the statistical environment. In addition, the 'Census and Survey Rules for other data producers' were disseminated at national level but are yet to be popularised and operationalised among operators of private business and civil society.

3. Statistical Awareness and Advocacy

Advocacy programmes undertaken increased visibility of statistics but were mainly common only within UBOS. Even then, the programmes were not systematically programmed due to absence of an advocacy strategy. Limited advocacy in MDAs and HLGs revealed the correlation between the appreciation of statistics and resource allocation towards statistical programmes in government.

However, even with community mobilisation preceding surveys, the prevalence of non-response among data providers continued over the period due to their limited appreciation and incentive to provide accurate information.

4. Statistical Coordination and Partnerships

UBOS has set up structures and a system for streamlining statistical coordination in the NSS and increasing interdependence in statistical production. The coordination structures and mechanisms shown in Figure 3 support governance of the NSS and execution of the PNSD. Coordination structures enabled unified statistical planning and harmonisation of statistical concepts, definitions and terminologies, let alone identification of synergies between organisations, among others.

The structures enhanced collaboration, networking and sharing of experiences between and among MDAs and HLGs. Collaboration and partnerships between UBOS, MDAs, HLGs, private business and civil society strengthened the production of statistics, improved the publication of statistics, increased inter and intra coordination as well as dissemination and use of statistics for policy, planning and decision-making.

Over the period, the initiatives and progress registered in the NSS coordination effort were as follows:

i) Strengthened the statistical function in MDAs and HLGs through the design of strategic plans for statistics;

ii) Improved inter and intra-institutional coordination and collaboration in the NSS in surveys such as the Uganda Demographic and Health Survey (UDHS), the Malaria Survey, the Governance, Peace and Security Survey, the Tobacco Survey, the Baseline Education Census (BEC) conducted jointly with the Ministry of Education and Sports (MoES) as well as the Innovation and Research Survey conducted jointly with the Ministry of Information, Communication and Technology and National Guidance (MoICT);

iii) Increased cooperation with key stakeholders including MDAs, HLGs, Private Business, Civil Society (including the Uganda Statistical Society), Development Partners and Users in general; and

iv) Coordination structures increased.

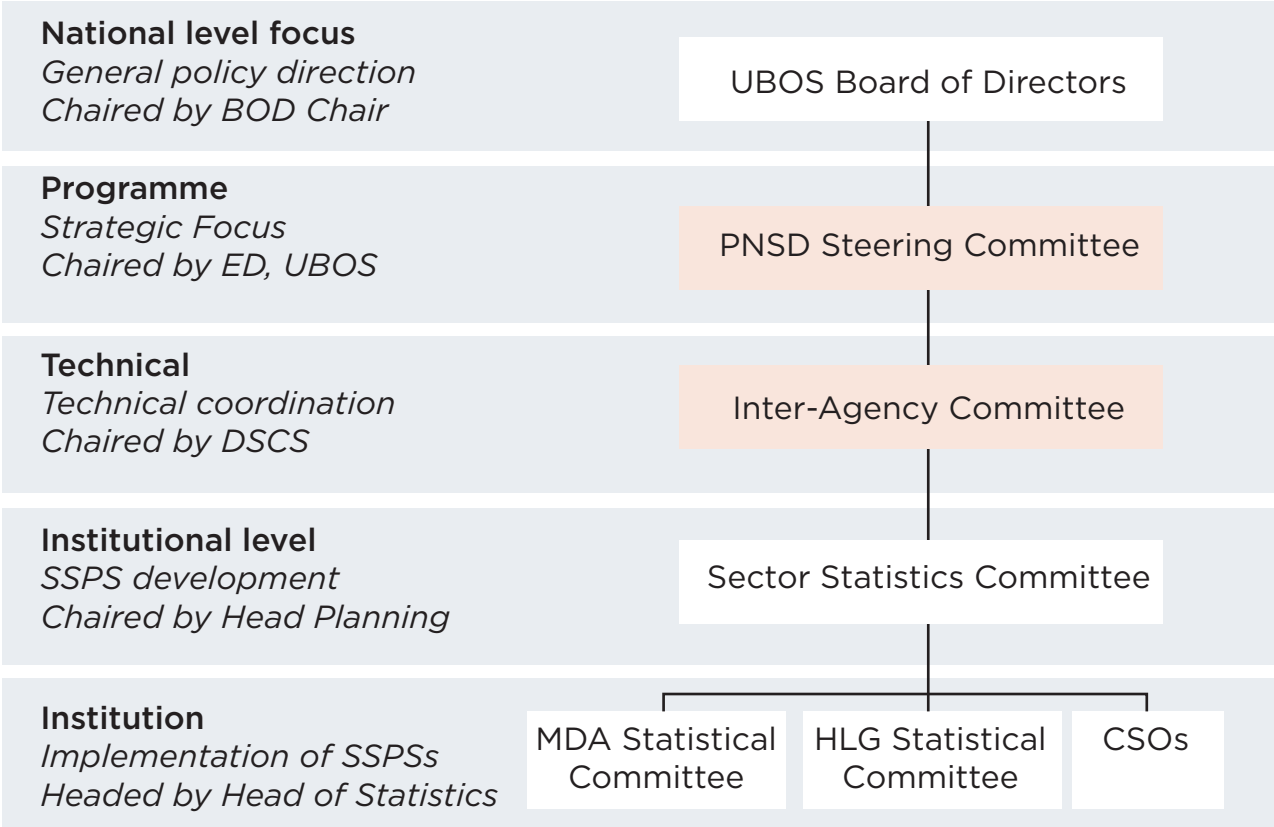

Figure 3: The PNSD II Coordination Structure

Effective coordination builds on the appreciation of the role statistics play in society. There has been increased coordination, collaboration and cooperation between UBOS and other key data producers. The coordination dividends included MDA statistics abstracts, metadata dictionaries, compendiums of statistical concepts and definitions, data sharing arrangements, technical support and knowledge exchange. There have also been developed the National Standard Indicators (NSIs), the National Priority Gender and Equity Indicators (NPGEIs) and coordination structures such as the Sector Statistics Committees (SSCs), the Inter-Agency Committee (IAC), the National Statistics Technical Committee (NASTC), the Sector Statistics Technical Committees (SESTCs), the Sustainable Development Goals Technical Working Group (SDG TWG) and the Sector Statistics Technical Working Groups (SSTWGs).

Nonetheless, a large proportion of MDAs and HLG expressed the need for stronger in-house coordination mechanisms to institutionalise, prioritise and sustain statistical programmes. There is also inadequate governance of statistics in MDA and HLG statistical systems due to resource constraints, as well as limited institutionalisation and support to coordination structures.

5. Data Production and Management

There was a general improvement in the quantity and quality of statistics from regular statistical programmes. Evidence from the World Bank Statistical Capacity Indicator (WBSCI) score (2017-2019) shows that Uganda remained highest in the East African Region (average of 67.78%). The WBSCI score is a general measure of the development of the NSS as a whole, computed based on an average score of three dimensions: (1) statistical methodology, (2) source data, and (3) periodicity and timeliness. A score of 100 would indicate that a country meets all of the criteria. It was found that production of the NSS Sustainable Development Goals Indicators (SDGIs) had increased from 45 (2018) to 92 in 2020. The key milestones included undertaking censuses, regular and new surveys and improvement in administrative data actions.

Censuses	Administrative data
These are enquiries that involve "complete enumeration" of the population (or universe). Censuses contribute immensely to the building of statistical capacity of the NSS and provide basic data needed for planning for socio-economic and environmental development. The key censuses conducted over PNSD II period included the Population and Housing Census. The following are still underway: • the Census of Agriculture and Livestock; • the Baseline Education Census; and, • the Census of Business Establishments.	MDAs and Higher Local Governments compile data from routine service delivery records or regulatory processes kept in registers or completed forms such as the Immigration Arrival and Departure Cards, the Population Registers, the Register of Companies, the Tax Records, the Register of In- and Out- Patients in hospitals, the Registration of Vital Events (Births, Deaths, Marriages and Divorces), the School Registers, among others.
Sample **surveys:** are enquiries where data are collected from a sample (or subset) of the population. They enable making of inferences about the overall population and are more cost effective than censuses. The main sample surveys undertaken during the period included:	
• The Uganda National Household Survey (UNHS) • The Uganda Demographic and Health Survey (UDHS) • The National Service Delivery Survey (NSDS) • The Informal Cross Border Trade Survey (ICBT) • The Energy for Rural Transformation (ERT)	• The Malaria Indicator Survey • The Governance, Peace and Security Survey • The Time Use Survey • The Uganda National Panel Survey (UNPS) • The Annual Agricultural Survey (AAS) • The Uganda Business Inquiry (UBI)

Some NSS data producers continued to migrate from paper-based field data collection to Computer Assisted Personal Interviewing (CAPI). They automated[2] data production processes as a means to increase efficiency, production of real time and improved raw data. The drive to automate data production processes comes as part of the modernisation processes at UBOS and some MDAs that include Bank of Uganda (BOU), Ministry Finance, Planning and Economic Development (MoFPED), the National Identity Registration Authority (NIRA), the Department for Immigration and Passport Control (DCIC), the Uganda Revenue Authority (URA) and the Ministry of Works and Transport (MoWT).

UBOS expanded scope and improved compilation of price statistics by rebasing the Consumer Price Index, the Producer Price Index, Gross Domestic Product (GDP) series. Other accomplishments included:

2 Automation of data processes allows computer systems, network devices or machines to function without manual intervention thereby improving efficiency and accuracy in data operations.

Undertaking of user needs assessments – All national surveys and administrative data undertook user needs assessments. For instance, the Bank of Uganda (BOU), the National Information Technology Authority-Uganda (NITA-U), the Uganda Prisons Service (UPS), Ministry of Education and Sports (MoES), the Ministry of Gender, Labour and Social Development (MGLSD), the Ministry of Agriculture, Animal Industry and Fisheries (MAAIF), the Ministry of Finance, Planning and Economic Development (MoFPED) and UBOS sought user data needs. This enhanced reconciliation, improvement of relevant sector statistics.

Increased collaborations in survey undertakings - UBOS collaborated with the Ministry of Public Service (MoPS) on the National Service Delivery Survey (NSDS), the Ministry of Health (MoH) on the Tobacco Use Survey and the Malaria Indicator Survey and the MoES on the Baseline Education Census and other Education-Based Surveys, among others.

New surveys and statistical outputs - These included Governance, Peace and Security Survey; the Functional and Disability Survey; the Time Use Survey; the Multi-dimensional Poverty Survey; the Gender Based Violence Survey; the Waste Management Survey; the Satellite Accounts – Tourism, Environment, Education Accounts, environmental statistics, the Producer Price Index (PPI) for Agriculture (Farm Gate) and redesigned the Community Information System (CIS).

Administrative data -There was more focus on the review and updating of tools, development of harmonised databases, adherence to the production schedules, integration and automation of data systems.

Standardisation of statistical processes - UBOS supported improvement and standardisation of data collection tools in the Ministry of Health (MoH), the Ministry of Agriculture, Industry and Fisheries (MAAIF), the Ministry of Education and Sports (MoES), the Ministry of Energy and Mineral Development (MEMD) and the Ministry of Lands, Housing and Urban Development (MLHUD) and the Uganda Police Force (UPF).

National Standard Indicators (NSI) – evolved with support from four oversight institutions to lead sectors that identified their key indicators in line with the NDP II objectives. Those were the Ministry of Finance, Planning and Economic Development (MoFPED), the Office of the Prime Minister (OPM), the National Planning Authority (NPA) and UBOS. The NSI clarified the priority data requirements for each entity, including those that government needed to measure the viability of becoming a middle-income country.

Data dissemination- The Busan Action Plan (2012) underlined the need to promote open access to statistics within governments and for all other users. In accordance with the International Monetary Fund (IMF), *Uganda graduated to the e-General Data Dissemination System, in 2015.* The Open Data Platform (ODP) covers four institutions –MoFPED, BOU, UBOS and the Uganda Securities Exchange (USE) contain routinely tracked indicators from Real, Fiscal, Financial and External Sectors that are posted to the National Summary Data Page (NSDP) "data portal". The new set of indicators added to the NSDP include Population, Labour Markets (numbers and wage earnings), Producer Price Indices (PPIs), the Index of Production (IoP) from UBOS and Financial Soundness provided by BOU as presented below:

a. Real Sector	e-GDDS Periodicity
National accounts (GDP)	Quarterly
Consumer price index	Monthly
b. Fiscal Sector	
General government operations	Annual
Central government operations	Monthly
Central government gross debt	Quarterly
c. Financial Sector	
Depository corporate survey	Monthly
Central bank survey	Monthly
Interest rates	Daily
Stock market (if applicable)	Daily
d. External Sector	
Balance of payments	Quarterly
External debt	Quarterly
Official reserve assets	Quarterly
Merchandise trade	Monthly
International investment position (IIP)	Quarterly
Exchange rates	Daily

However, data dissemination remained low across the NSS as most MDAs and HLGs did not disseminate their data.

Data integration -Government established the National Information Technology Authority-Uganda (NITA-U) to develop the *e-backbone to increase data integration as part of e-government* among others. The e-backbone facilitates secure Internet-based data exchange that also supports data integration and sharing. Data integration in the NSS entails combining of data (structured and unstructured) from different sources and in different formats, to enable decision makers have a unified view and better understanding of available data as well as more easily gleaning insight from vast databases.

Nonetheless, most administrative data remained questionable and of poor quality meaning it could not be shared and used internally and outside the MDAs. Conflicting statistics were eminent in MDAs due to parallel data sub-systems and scattered databases. The compilation of Annual Statistical Abstracts in MDAs remained irregular due to inconsistencies in data collection arising out of inadequate resources, weak data management systems, low data provider response, incomplete data and non-gender responsiveness leading to massive unpublished data. Meanwhile key data gaps in HLGs were noted on maternal deliveries, local revenues, infrastructure performance, disaster management, population and other performance indicators, etc., and thedata integration solution has not been implemented yet in Uganda.

6. Demand for and Use of Statistics

There was an effort to scale up advocacy for statistics, improve data analysis, interpretation and dissemination. The PARIS21 demand responsive indicator score of 68% showed an improvement in data access and use[3]. MDAs and HLGs leadership and planning departments demanded administrative data to inform performance measurement, reporting, planning and accountability. For example, Ministerial Budget Framework Papers (BFPs) and Ministerial Policy Statements (MPSs) to Equal Opportunities Commission (EOC) and MoFPED demanded use of data. The Government Annual Performance Reports (GAPR) and Government Half Annual Performance Reports (GHAPR) submitted to the Office of the Prime Minister (OPM) were also evidence-based. Besides, unique requests by Members of Parliament for constituency profiles and by the MoFPED for information down to village level by sex and school going population, poverty mapping figures and population projections by district and sub-county as well as land area were met. Moreover, private business institutions and civil society organisations demanded data to support economic and social investments.

Nonetheless, statistical literacy among policy formulators, analysts and advocates as well as planners and decision makers remained low amidst the absence of a unified NSS Communication and Advocacy Strategy for Statistics. There was also limited capacity and software for transmitting data to users, which limited uptake and use of data. The absence of release calendars among data producers and the phobia for statistics also remained a major challenge among the public.

7. Data Quality (DQ) Assurance

The culture of data quality commenced with the design and use of the Uganda Standards, assessment tools and a data quality policy across all MDAs under the PNSD II. Generally:

- There was more improvement in the quality of data from UBOS, BoU, Uganda Revenue Authority (URA), Uganda Police Force (UPF), and the MoES, Ministry of Tourism, Wildlife and Antiquities (MTWA), MAAIF as well as the Ministry of Gender, Labour and Social Development (MGLSD).
- Of the 29 MDAs implementing the PNSD, 21 were trained in data quality.
- Quality compliance assessments of administrative data were undertaken during the period.
- Statistical quality audits based on the *Uganda Standard 942 (US 942) Code of Practice for Official Statistics* commenced during the PNSD II.

Whereas UBOS served as clearing house for data supporting the Government Annual Performance Reports (GAPR) and audited some indicators for statistical quality compliance, thePARIS21 NSS capacity assessment score on status of quality assurance was only 58.6%. The precarious position was exacerbated by the UBOS Act, 1998, which does not exclusively empower UBOS to enforce non-compliance to standards and other reforms in MDAs.

MDAs did not fully embrace and adhere to the US 942. Besides, the data quality tools were complex and laborious, which affected their incentive to administer. Inadequate feedback from UBOS on completed QA assessments also made it difficult to determine potency of quality assurance initiatives in MDAs and HLGs. The Statistics Quality Assessment and Certification Framework (SQACF) remained largely on paper, un-promoted and unimplemented.

8. Statistical Capacity and Development

The PNSD II end term evaluation revealed absence of structures and functions for statistics in some MDAs and HLGs and this presents challenges to proper planning for capacity development.

3 PARIS21, NSDS Self-Assessment Tool, Paris, France

The PNSD II review also revealed progress and the limited IT infrastructure to support data sharing and dissemination, and human resources for successful implementation of SPSs exacerbated these challenges. However, it revealed that in addition to the graduate training offered by universities, for instance, the Bureau and some MDAs have been training their staff in particular methodological areas.

Manpower strengthening Government made some strides during the PNSD II by deploying statisticians in MDAs unlike some HLGs whose structures ceased to provide for statistician positions. Government further approved the creation of an elaborate statistical function in the planning and policy units of the MDAs and HLGs through the Cabinet Memorandum CT (2015) 121 Revised, to strengthen statistics in the NSS and facilitate the Annual Government Performance Report. More statisticians joined the NSS in the following MDAs: MoFPED, MoES, Agriculture, Health, Lands and Housing, BoU, MEMD, MoWT, MTIC, MTWA, MAAIF, UPS, UPF, MEMD, URA, among others. For some reason, though, the Ministry of Water and Environment (MoWE) omitted the statistics function in its reformed structure. Meanwhile, UBOS delegated a few statisticians to support administrative data compilation to inform the NDP II and SDG monitoring in some MDAs with support from DFID and UNWomen. This enhanced the capacity in MoES, MGLSD, MLHUD, DCIC, UBOS – DSCS, MTWA and MoLG to produce data, collated, quality assure and produce Statistical Abstract, Profiles, and other information sheets.

Nonetheless, Statistics Units in some MDAs and HLGs are weak, under-staffed and under-resourced in terms of infrastructure and funding. This renders the units less productive and unable to meet their own data needs and those of other users. There are also MDAs and HLGs which have not yet established any statistics unit, statistical programme or statistical personnel at all. This is in spite of a Cabinet decision that all MDAs should have statistics units.

Statistical training - There was deliberate effort to strengthen statistical skills in the NSS by UBOS. Planned training and mentoring by the Bureau to MDAs, HLGs and some CSOs was provided at institutional level while others externally sought from the mentoring from other MDAs and International Agencies. Training from international agencies was diverse. It included training in the Standard Data and Metadata Exchange (SDMX) by United Nations Statistics Division (UNSD), poverty mapping, use of the *Survey Solutions* Software for data collection, CAPI and the Food Balance Sheet by the World Bank, Economic Statistics by the International Monetary Fund (IMF) as well as in Gender Statistics by the United Nations Economic Commission for Africa (UNECA) and the United Nations Entity for Gender Equality and the Empowerment of Women (UNWomen). In addition, the Oxford Poverty and Human Development Initiative trained UBOS Social Economic Survey staff in multi-dimensional data operations in sanitation and poverty surveys and the United States Agency for International Development (USAID) in the Feed the Future Survey, among others. The IT teams at UBOS acquired skills in Disaster Recovery Management and professional training in server management, virtualisation, data visualisation, data analytics, business process management and information systems management.

Nevertheless, there were inadequate personnel to carry out the statistical work, especially in the districts. Moreover, the prevailing LGs structure did not provide for statisticians, leading to staffing gaps. Analytical and report writing skills gaps, including use of various statistical software packages, are still a key challenge in the NSS. This was largely due to the absence of a clear statistical capacity-building programme for the NSS. The data revolution also presented a need for training in collecting data from non-traditional data sources such as big data and from qualitative data, among others. There was also high staff turnover especially in HLGs mainly due to limited growth possibilities given the structural limitation to career development.

ICT and Statistical infrastructure **-**Statistical work is heavily dependent on technology for data collection, processing, analysis and dissemination. Some MDAs in the NSS, including UBOS, BoU and URA, adopted modern methods of data collection involving use of Computer Assisted Per-

sonal Interviews (CAPI), processing, and for dissemination. But only 14 MDAs (UBOS, BOU, DCIC, MAAIF, MoFPED, MLHUD, MoES, MoLG, MTWA, MoWE, UNCST, UPS, and URSB) had any statistical software and the Ministry of Local Governemnt (MoLG), the Ministry of Trade, Industry and Co-operatives (MTIC), the Ministry of Tourism and Wildlife (MTWA), the Uganda Police Force (UPF), the Ministry of Gender, Labour and Social Development (MGLSD), the Ministry of Information and Communication Technology and National Guidance (MoICT&NG), the National Information Technology Authority of Uganda (NITA-U), the Uganda Communications Commission (UCC), the and the Ministry of Water and Environment (MoWE) did not have any.

Field infrastructure and data flow - Data flows between some sectors and HLG departments such as Water and Environment, Education, Health, Social Development, Bank of Uganda, Immigration, Revenue Authority and Agriculture improved. However, the field infrastructure particularly for Geo-information Services improved overtime with increased use of GPS but only in a few institutions such as UBOS, MoWE, the Ministry of Works and Transport (MoWT), the MoH and MAAIF.

Data back-up recovery mechanisms– These were also limited in most MDAs, thus predisposing them to cyber risks and loss of data. However, the majority of them except in the MoWT and the Ministry of Energy and Mineral Development (MEMD), MDAs had established Management Information Systems (MISs).

Generally, sector statistics business processes, systems, and technology adaptation for the production of data were not consistent across the NSS. Unlike in UBOS, BOU, MoH and URA, the other MDAs and HLGs had inadequate equipment such as computers and related software. There was inadequate investment in ICT. The HLGs also had underdeveloped harmonised databases. They also lacked integrated IT support systems to provide internet services and to build capacity as needed.

Overall, statistical programmes under the NSS thrived under a stable political environment. There was a supporting regulatory framework and political commitment registered through signing to related statistical frameworks including ratification of the African Charter on Statistics, initiation of the country programme on "Every Woman and Girl Counts" as well as increase in the demand for evidence based reports (Government Annual Performance Reports, Programme Based Budget Systems, as well as the National, Sector and District Development Plans).

2.3 Stakeholder Analysis

There are potentially many stakeholders with varying demands in the NSS. They include data suppliers, data users, data producers and training institutions. A stakeholder analysis for the NSS is essential for subsequent clustering and consolidation of engagements and effective implementation of this plan. Table 2.1 presents stakeholders, their categories and interest in the NSS.

Table 2.1: Stakeholder analysis

Stakeholder	Category	Interest/influence
Researchers	General statistical data that can be utilized for research, curriculum development and teaching purposes.	Researchers are interested in good quality data, how they are collected and managed. The researchers demand for micro-data for further analyses, modeling, and data mining. Through feedback, they may influence data collection and management techniques.

Stakeholder	Category	Interest/influence
Academia and Training Institutions	Responsible for skilling of statisticians, enhance learning as well as open new areas for research or academic pursuit.	They provide the theoretical basis for designing and developing statistical systems and training the personnel to build and implement statistical systems and programmes.
International Community	The overall statistical picture of the country in comparison to other countries.	Interest mainly lies in assessing and monitoring the extent to which Uganda is adhering to global statistics commitments as well as observing international statistical standards.
Regional Economic Communities	Uganda is a member to Regional Economic Communities and contributes to regional integration decisions and political processes.	Regional bodies such as EAC, COMESA, IGAD, etc. are interested in statistics that will support regional integration and guide regional policy and decision-making. They can prevail on Uganda to provide such statistical data based on the regional protocols that Uganda has signed up.
Private Business	Statistics that can inform business and investment decision-making.	The main interest of the business community lies in economic and financial related data. The business community can also influence national statistical systems by financing their areas of interest and, in context of big data, the business community can provide new data sources.
Civil Society	Statistics related to government programmes and funding.	A major user of statistics, especially poverty trends and related data, to both guide own programming and policy advocacy. Civil society also generates plenty of granular data through non-traditional sources.
Government Ministries, Departments and Agencies (MDAs)	A whole range of data to guide policy formulation, planning, decision-making, monitoring and evaluation.	MDAs are both data users and producers. As data users, they are interested in comprehensive and good quality data. As data producers, they are interested in building infrastructure and sustainable capacity and systems for data collection and management.
Local Governments	Administrative data and statistics related to local sectoral issues such as health, agriculture, population, school enrolments, rain patterns, government investments and allocations of funds.	Like MDAs, Local Governments are both data users and producers. Local governments are interested in granular data for planning, decision-making and monitoring service delivery. Local Governments generate administrative data for their own use and for sharing with other levels of government, especially line ministries. They largely influence the quality of the data generated.
Researchers	Credible statistics to validate research findings and/ or information that presents researchable dimensions.	Researchers add value to data holdings through detailed data analyses. They can also validate the authenticity of statistical data hence the interest in statistical information.
The Media	Statistical information that is newsworthy, but also informative and educative.	The media is a major channel for statistical data dissemination and evidence-based policy advocacy. But sometimes the media also collects, analyses and disseminates its own data. It can also heavily influence stakeholder opinions and perceptions about the quality and reliability of data provided.

2.4 Strengths, Weaknesses, Opportunities and Threats Analysis

The Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis of the NSS was undertaken to inform the strategic framework and priorities of this plan. The idea was to build on identified strengths, eliminate weaknesses, take advantage of strengths and mitigate identified threats to the NSS.

Table 2.2 SWOT ANALYSIS

STRENGTH	WEAKNESSES
1. Existence of the Rules and Guidelines for the Conduct of Censuses and Surveys by other Agencies in the NSS 2. Strong UBOS leadership role in the NSS 3. Existence of core competences in statistical production at UBOS and some MDAs 4. Existence of comprehensive NSS coordination structures. 5. Emphasis and appreciation of gender mainstreaming in statistical programmes. 6. Availability of NSS data quality standards. 7. Strong partnerships with Development Partners in statistical development 8. Ratification of the African Charter of Statistics	1. Weak administrative data systems 2. Inadequate appreciation of value of Statistics in planning and decision making. 3. Absence of Statistical Function in some MDAs and LGs 4. Limited statistical Capacity Building 5. Inadequate UBOS Act, 1998. 6. Limited exploitation of non-traditional data sources. 7. Limited implementation of the Rules and Guidelines for the Conduct of Censuses and Surveys by other Agencies in the NSS 8. Absence of risk management and contingency strategies for statistics in MDAs and HLGs. 9. High statistical personal turnover in HLGs 10. Slow integration of statistical programmes into the Medium-Term Expenditure Framework.
OPPORTUNITIES	**THREATS**
1. Increased demand for administrative data 2. Establishment of the Professional Services Unit/Project Management Unit in UBOS 3. Chapter of Statistics in the NDP III 4. Existence of a supportive legal framework that has provided for an independent statistical system. 5. Existence of international statistical frameworks. 6. Existence of Statistics Training Centers and other training opportunities. 7. A relatively robust ICT infrastructure in the country led by NITA-U. 8. Existence of UBOS Act	1. Limited Funding for statistics. 2. Emergence of new data producers in the 'data ecosystem' 3. Rapidly changing, costly and complex ICT infrastructure. 4. Over-reliance on external funding for some statistical programmes. 5. Frequently changing administrative and political structures and boundaries 6. Externalities such as COVID19 affecting data production and Coordination efforts of the NSS

2.5 Lessons Learnt during the PNSD II Implementation

The following lessons were learnt from the PNSD II and its extended plan for the NSS:

a) Statistics are critical for decision making but Data are by themselves not useful. They have value when they are analysed, interpreted and made available to data users at the right time and in the right (usable) format.

b) Development of administrative data systems should be fast tracked.

c) Coordination structures such as the Sector Statistics Committees, District Statistical Committees, Inter-Agency Statistics Committee, Steering Committee at the policy making level, play a significant role in creating awareness in MDAs and HLGs about the PNSD and SPSs.

d) Successive PNSD implementation has increased appreciation of statistics across the wide spectrum of stakeholders.

e) Implementation of the PNSD II and its extension brought to the fore the capacity needs of the institutions in terms of human resources to sustain skills in data collection, processing, production and dissemination.

f) The UBOS practice of staff rotation aimed at building staff into all-round statisticians with the relevant skills to perform tasks across the data production cycle is in the right direction.

g) Continuous capacity building in the NSS and not just a one-off activity for MDAs & HLGs is of necessity.

h) The government funds most of the Statistical activities of UBOS, but MDAs and HLGs have failed to prioritise funding for statistical production.

i) The HLG SPSs in HLGs shifted the coordination role of data processing and production from the District Planning Unit singularly to the District Statistical Committee mostly composed of departmental heads.

j) Continuous statistical advocacy on the value of statistics thus the need for a statistics communication policy and advocacy strategy limited awareness creation.

k) Rapid technological change creates opportunities for further Modernisation of the statistical system.

2.6 PNSD II - Emerging Issues and Strategic Priorities for PNSD III

2.6.1 PNSD II - Emerging issues

Uganda is part of the dynamic, uncertain, complex and ambiguous global world characterized by changing data requirements.

1. At global level, SDGs, the data revolution and subsequently the Covid-19 pandemic have aggravated and created unexpected real time data needs;

2. At continental level, the Agenda 2063 ten-point programme consistently needs data to assess progress made by member countries in achieving its aspirations towards 'the Africa We Want';

3. At the regional level, the EAC Vision 2050 needs to track progress on its pillars as implemented by the member states; and

4. At national level, the Vision 2040 and NDPIII encompass most of the relevant SDGIs in the 18 Development Programme Areas. Consequently, the SWOT, the broadened Statistical Value Chain that underlines uptake, use and impact of using statistics, and the foregoing emerging concerns point to the strategic priorities necessary for the PNSD III.

2.6.2 Strategic Priorities for PNSD III

The Uganda Bureau of Statistics in collaboration with its key stakeholders under the PNSD framework will collaborate and cooperate to 'Strengthen the capacity of the NSS to generate data for national development'. The prioritised interventions over the five-year period to achieve the above objectives include:

1. Amend the UBOS Act, 1998 to be inclusive of the NSS to better coordinate the NSS and define the roles of other players within the NSS Framework;
2. Align and synchronise national survey and census programmes to NDPIII, Africa Agenda 2063, SDGs and other development framework data requirements;
3. Acquire and/or develop necessary statistical infrastructure in the NSS including physical, Information and Communication Technology and Human Resources;
4. Harness new data sources including big data, data science, block chain technologies and geospatial technologies in statistical production;
5. Review and update the National Standard Indicator (NSI) Framework in line with the NDP III, Agenda 2063 and SDGs;
6. Develop and operationalise use of standard statistical infrastructure including the rules, regulations and instruments for conducting Censuses and Surveys among data producers;
7. Mainstream documentation of methodologies (Metadata) for NSS indicators;
8. Build the capacity of private business and civil society in the production and use of statistics;
9. Undertake research to improve methodologies for key statistics and indicators;
10. Support statistical professional development and application through collaboration with the academia and relevant international organisations;
11. Enhance the compilation, management and use of administrative data especially but by no means only among the MDAs and LGs;
12. Strengthen compilation of statistics for cross-cutting issues. (e. g. migration, gender, refugees and others); and
13. Make a case for Uganda to host the newly established EAC Statistics Bureau because the country is uniquely qualified to host this important Community institution.

2.7 Risks Analysis and Mitigating Measures

In addition to potential externalities arising from environmental distortions that impact data collection and others such as the COVID-19 pandemic, aspects that may impinge the realisation of the PNSD III outcomes emerged from the SWOT analysis (section 2.4).

The risks are substantial and require the UBOS leadership to support and cooperate with all Accounting Officers by institutionalising statistics governance structures and closely monitoring implementation of the PNSD III and related MDA & HLG SPSs. The detailed risks and related mitigation measures are presented in Table 2.2.

Table 2.3: Risks and mitigating measures

RR-Risk Rating: H High Risk; S Substantial Risk; M Modest Risk; L Negligible or Low Risk

Risk	RR	Description/Discussion	Mitigating measures
Statistics Common Cadre not embraced	H	• Lack of continuity in data production • Absence of a Community Information system • Poor Administrative data development with inadequate, inaccurate, and incomplete data	• Lobby for a statistics common cadre with MoFPED and MoPS • Make use of Public servants in HLG and LLG like Parish and Sub County chiefs • Deploy staff to support statistical production in some MDAs
Inconsistent data from MDAs		• Data gaps • Inadequate, inaccurate, and incomplete data in MDAs • Failure to provide data for the NDP III, SDGs, • Etc	• Training/capacity building of MDAs& LGs, CSOs in statistical production • Statistics Technical Committees • Design and promote quality standards for data collection and management across MDAs • Promote standard classifications & Templates • Develop the NSI with indicators for all MDAs and Promote use of quality guidelines
Committed funding for statistical work in the NSS	S	• Limited provision of financial resources to MDAs & LGs for statistical production	• Undertake extensive advocacy for statistics in MDAs and HLGs and Parliament on value of statistics • Lobby MoFPED for inclusion of NSS program indicators in the MTEF. • Develop & market Sector Strategic Plans for Statistics internally and among development partners for funding • Mainstream statistics in sectoral plans, budgets, policies and programmes with clear indicators. • Organize "Donors Coordination meetings" for statistics in support of the PNSD III
Limited uptake and use of statistics	M	• Limited advocacy and publicity of statistical products • Underdeveloped administrative data • Poor dissemination	• Advocacy Policy • Dissemination Policy • Strengthen statistics user capacity to analyse, interpret data, and assess satisfaction. • Promote development of open data initiatives and portals in MDAs

Risk	RR	Description/Discussion	Mitigating measures
Data insecurity, inadequate data back-up and recovery.	H	• Limited and obsolete infrastructure • Poor data archiving and back-up • Some MDAs have no sound data recovery plans • Some staff are ignorant of cyber insecurity.	• Lobby for IT Infrastructure • Promote archiving, back-up and disaster recovery programmes in MDAs. • Promote development of sector databases • Develop cyber security strategies. • Subject specific committees
Duplication of efforts by sectors	L	• Due to inadequate coordination and cooperation some MDAs engage in statistical activities that are already undertaken by others.	• Strengthen coordination mechanisms and open data sharing in the NSS • Cluster MDAs to NDP III programs with clear deliverables.
Continuous creation of administrative areas	M	• Political leaders in MDAs and HLGs continuously create new administrative areas increasing the cost of statistical production • interfere in data production and release especially small area statistics	• Lobby the MoLG and MOFPED to regulate the creation of administrative units.
Ineffective implementation of the PNSD	S	• Failure to mobilise drivers of strategic success including delays in passing a new Statistics Act for the NSS; and • Inability to create strategy-supporting organisational structures.	• Advocacy • Achieving strategic alignment (creating strategy awareness) and enlisting "buy-in" • Considering the plan as a foundational activity, and not just like another project • Mobilisation of drivers of strategic success, a strategy-supportive culture and an action plan • Introduction of modern management systems and procedures, and introduce and manage change
Overall Risk Rating	S		• Leadership with support of the PNSD governance structures to closely monitor implementation of the PNSD III and related MDA & HLG SPSs.

2.8 Critical Success Factors for the PNSD III

The PNSD framework is a promising pathway for collectively strengthening capacity to generate relevant statistics in the NSS. The key factors that may impact on how successfully and effectively NSS actors contribute to achievement of the mission, strategic goals and objectives are:

1) Expanded spectrum in production of quality statistics;
2) Enabling statistical legislation;
3) Embracing of ICT, Data Science and Non-traditional data sources;
4) Cultivating an evidence-based culture in society;
5) Developing strong statistical advocacy;
6) Sustaining statistical coordination, management and monitoring;
7) Mainstreaming gender in statistical production processes;
8) Teamwork;
9) Innovative technologies and statistical tools; and
10) Personnel empowerment and motivation.

3 PNSD III STRATEGIC FRAMEWORK

3.1 Introduction

The PNSD III strategic framework sets the direction and thrust for strengthening statistical capacity of the NSS over the five-year period FY2020/2021 to FY2024/2025. To create and deliver value to data users, the Vision, the Mission, the Strategic Goals, the Objectives as well as the Interventions and Actions form the basic precepts that define the NSS strategic intent and priorities. The strategic actions will drive reforms, transformation and modernisation of the NSS to address basic and emerging data challenges in a robust manner and consistent with international frameworks and guidelines. The overarching intent of the Strategic Framework is to inculcate a data culture and core values that are viewed as a central tenet for staff conduct and behaviour and decision-making as well as inspiring and galvanising efforts towards improved performance. The four core values[4] that will shape for the NSS are:

3.2 Strategic foundations

Vision:	Striving to become a World Class National Statistical System	
Mission:	To provide quality statistics and statistical services to support national and international development agendas.	
Data Culture:	Evidence based	
Core Values:	**Commitment**	All actors under the NSS are obliged to align to set strategic direction and values in their statistical programmes.
	Integrity	The NSS shall adhere to an ethical code of conduct, transparency and honesty in statistical production and dissemination.
	Professionalism	The NSS shall produce outputs based on international standards and practices.
	User orientation	The NSS shall engage and respond to user needs, quality, and enhance user capacity to uptake and use data.

3.3 Strategic Goals and Outcomes

The following presents identified strategic goals and expected outcomes in pursuit of the vision for the NSS.

	Strategic Goal	Expected outcomes
1.	Strengthen coordination, cooperation and partnerships in the NSS	An integrated NSS
2.	Increase statistical capacity in the NSS	Developed statistical capacity across the entire data value chain in the NSS
3.	Strengthen systems for data production and development in the NSS	Increased scope and quality of statistics
4.	Enhance dissemination, uptake and use of statistics.	Increased access and satisfied statistics user demand

4 The above core values are derived from the UN Fundamental Principles of Official Statistics, the African Charter on Statistics and the UBOS Statistics Act, 1998. They are not slogans but must be lived and felt in the NSS.

In addition to the mapping of statistics against the NDP III programme areas in Chapter 1, the PNSD III Strategic Goals are consistent with the NDP III development objective on statistics, which aims at '***Strengthening the capacity of the National Statistics System to generate data for national development***'. The objectives are mirrored in the above four PNSD III Strategic Goals and shall apply to all MDAs, HLGs and CSOs contributing to the framework.

To achieve the above mission and outcomes, various strategic objectives and initiatives have been articulated under each goal to ensure relevance, accessibility, quality, efficiency, uptake and use, as well gender responsiveness in statistical production. The key activities are defined in Strategic Plans for Statistics (SPSs) for MDAs, HLGs and the segment of CSOs. Key performance indicators for each strategic intervention will guide measuring progress during implementation of the PNSD III. The Hierarchy of the PNSD strategic framework in Figure 4 shows the link between its elements.

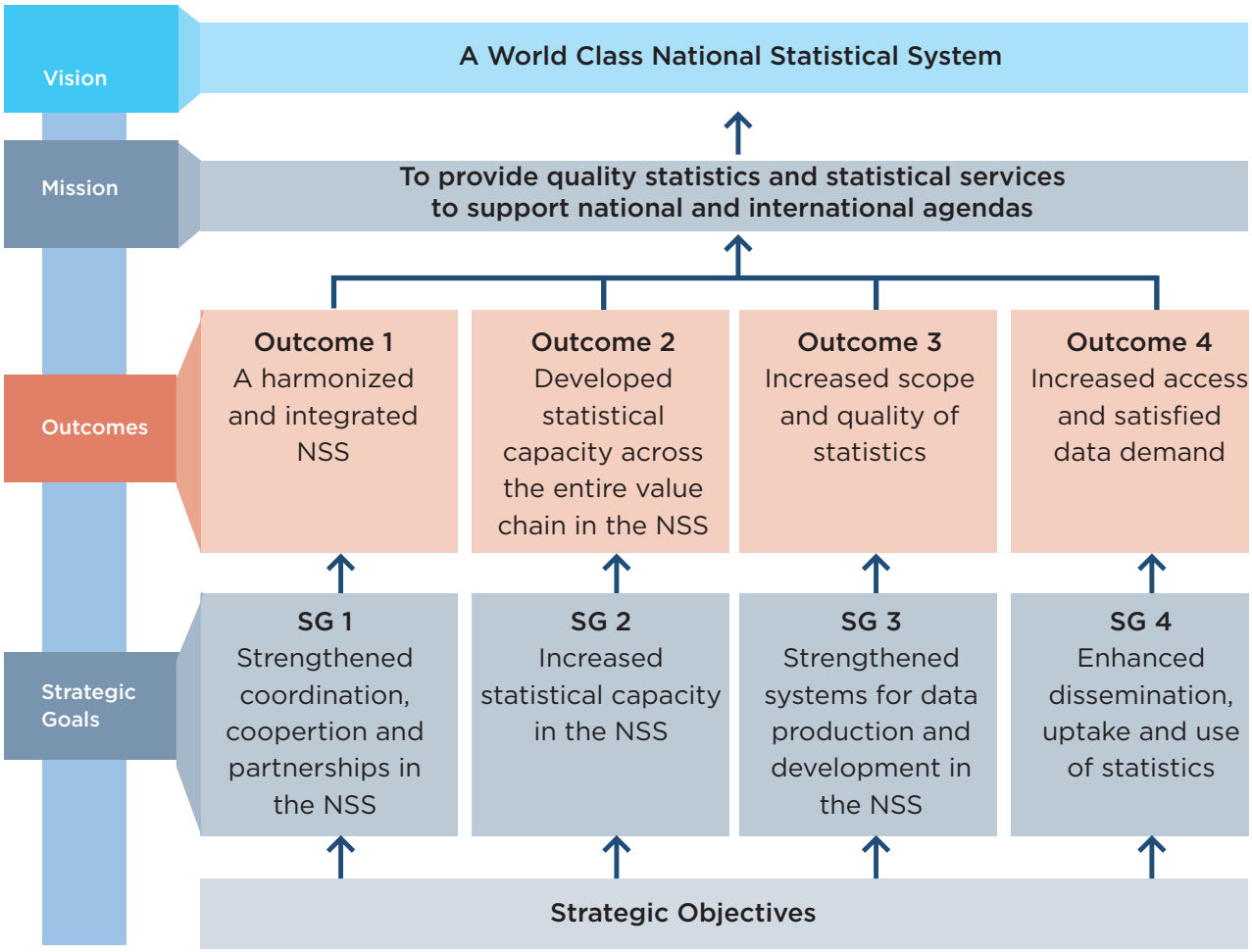

Figure 5 Hierarchy of the strategic framework

NSS actors will cooperate, partner and collaborate in enhancing coherency in statistical production, strengthening statistical capacity, overcoming inadequacies in data systems and achieving user satisfaction over the five years. Similarly, efficiency and effectiveness of the NSS will depend on commitment, understanding and leadership dynamism of the Bureau, MDAs, HLGs and CSOs in harnessing the diverse data sources. Hence, the key drivers for the PNSD III are ***reforms to embrace the data revolution, communication, capacity development, leadership development, and data uptake and use.***

3.4 Strategic Objectives and Initiatives

The above goals and outcomes will be realized through the execution of the defined strategic objectives and initiatives as follows:

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

Statistical coordination is such an important strategic issue to the functioning of the NSSs in Africa that it is provided for in national statistics legislations. It is essential to the achievement of mutual support and synergy among data producers, avoidance of duplication of effort and production of conflicting data as well as the rationalization of use of available resources for statistics and achievement of data quality. In particular, statistical coordination of the NSS will lead to unified management and governance of MDAs and HLGS statistical programmes. At national level, MDA and HLG and CSOs, effective coordination is expected through five strategic objectives (SOs). The goal, strategic objectives, and initiatives are presented in Table 3.1 below:

Table 3.1: Strengthen Coordination, Cooperation and Partnerships in the NSS.

Outcome: An Integrated National Statistical System

Strategic objective	Strategic Initiatives
SO 1.1: Strengthen statistical advocacy in the NSS	a) Develop NSS-wide Advocacy Strategy
	b) Advocate for production and use of statistics in policy, planning and decision-making processes
	c) Improve skills for advocacy and communication of statistics.
SO 1.2: Institutionalise coordination and management of statistics	a) Strengthen statistical planning in the NSS
	b) Enhance coordination and functionality of statistics governance structures.
	c) Strengthen stakeholder engagement in line with ISO 9001 (2015) Stakeholder Engagement Standard.
SO 1.3: Broaden cooperation and partnership at national, regional and international level	a) Establish partnerships with regional and international bodies on statistical production and development.
	b) Strengthen partnerships with the private business in statistical development
	c) Strengthen cooperation between and among MDAs, HLGs, and development partners in statistical production and development
	d) Establish partnerships with the academia and researchers on statistical production and development
	e) Strengthen partnerships with professional bodies and associations including the Uganda Statistical Society (USS) and the ISIbalo Young African Statisticians-Uganda Chapter.
SO 1.4: Develop mechanisms for sustained financing for Statistics	a) Mobilize funds for statistics production and development
	b) Mainstream statistics into national policy, planning and budget processes
	c) Diversify mobilisation of funds for statistics among development partners
	d) Develop a NSS-wide resource mobilisation strategy
SO 5: Strengthen the legal framework for statistics	a) Amend the UBOS Act, 1998 in line with the 2016 Generic Law on Official Statistics and the African Charter on Statistics
	b) Increase awareness about the statistics Legal frameworks
	c) Develop regulations and guidelines for statistics production and development.

Statistical coordination is essential for the functioning of the NSSs because of the diverse and dynamic number of partners, clients, and stakeholders. Most African national statistics legislations underline the role of coordination. It is essential for driving mutual support and synergy among data producers but also for ensuring wider appreciation of the function within and between data producing constituencies.

Advocacy for statistics in the NSS is an obligation of all data producers. There is also a need to advocate in government for Uganda to host the newly established EAC Statistics Bureau. Professional associations and groups such as the Uganda Statistical Society (USS) and the ISIbalo Young African Statisticians Association-Uganda Chapter (IYASA) can play a substantial role. More advocacy by the statistics community is also needed for data providers to appreciate the value of providing timely and accurate data and for data users to gain more insight into the evidence-based processes through a systematic stakeholder engagement by each data producer and as a group.

i) *Uganda Statistical Society*

Partnership with professional associations such as the Uganda Statistical Society (USS) may reduce the pressure faced by UBOS in undertaking statistical advocacy among other data producers under the PNSD framework. During the PNSD III implementation, the USS should be encouraged to support statistical advocacy activities and help to build the evidence-based culture in addition to promoting the profession and discipline of statistics in various ways including the following:

- Promoting the discipline of statistics. Statistical associations play a big role in creating statistical awareness in society - among policy formulators, analysts and advocates in and out of government, communities, schools, colleges and Universities;
- Promoting the use of statistics for informed decision-making in all walks of life especially in evidence-based policy and decision-making;
- Nurturing the statistics profession through promoting the professional independence of national statistics offices, promoting statistical standards and professional ethics, stimulating and promoting research in statistics and guarding against bad practices or abuse of statistics; and
- Lobbying for reforming the NSS and in resourcing them appropriately.

ii) *The ISIbalo Young African Statisticians Association-Uganda Chapter (IYASA-UG)*

The ISIbalo Young African Statisticians Association-Uganda Chapter (IYASA-UG) should also be involved in mobilising all young statisticians for capacity building to support advocacy and generation of quality statistics among key players in the data ecosystem. They can be supported to;

- Support secondary schools to enhance the teaching and use of statistics (statistical advocacy);
- Build the capacity of young statisticians in the use and interpretation of national statistics; and
- Support young statisticians to make meaningful contribution to national statistical development by participating in MDA statistical activities.

Further, **cooperation and partnership** between UBOS, MDAs and HLGs as well as with other National Statistical Offices and governments on matters concerning statistics development through south-south cooperation are important. There is also need to broaden partnerships between producers, users and financiers of statistics for sustainable production of statistics, and to enhance stakeholder engagements anchored on the principle of inclusivity in statistical production and development. The NSS actors may also leverage opportunities for Public-Private Partnership (PPP) to increase compilation of granular data from the private business data sources notwithstanding

the non-provision by the UBOS Act, 1998, and risk of not observing confidentiality of the information they hold.

Financing of Statistical programmes requires sustainable resources for the generation of critical statistical information that meets the increasing and dynamic data user requirements. Interventions to ensure sustained financing for statistics in the NSS, aim to ensure that each data producing entity integrates a budget line for statistics in the organisational budgets and investment plans. Government should refer to provisions of African Charter on Statistics endorsed by African Heads of States and Governments in 2009, which urged State Parties to establish National Statistics Funds for statistical development.

3.4.2 Goal 2: Develop Statistical Capacity for the NSS

Capacity to deliver quality statistics is an essential feature of an effective NSS. The World Bank defines statistical capacity as the ability of a country or an organisation to produce and disseminate data that are "fit for purpose". Under this goal, robust statistical capacity will be built to not only supply needed statistics on a continuing basis and using best statistical practices but also to build capacity at different levels and across the entire data value chain. Open Data Watch (2018) has expounded the data value chain which highlights the increasing value of government data as it moves through the production cycle into analysis, and ultimately as evidence to inform policy. The following figure 6 shows that data production involves four major stages, namely:

- collection stage (identify, collect, and process),
- publication stage (analyze, release, and disseminate),
- uptake stage (connect, incentivize, and influence),
- impact stage (use, change and reuse).

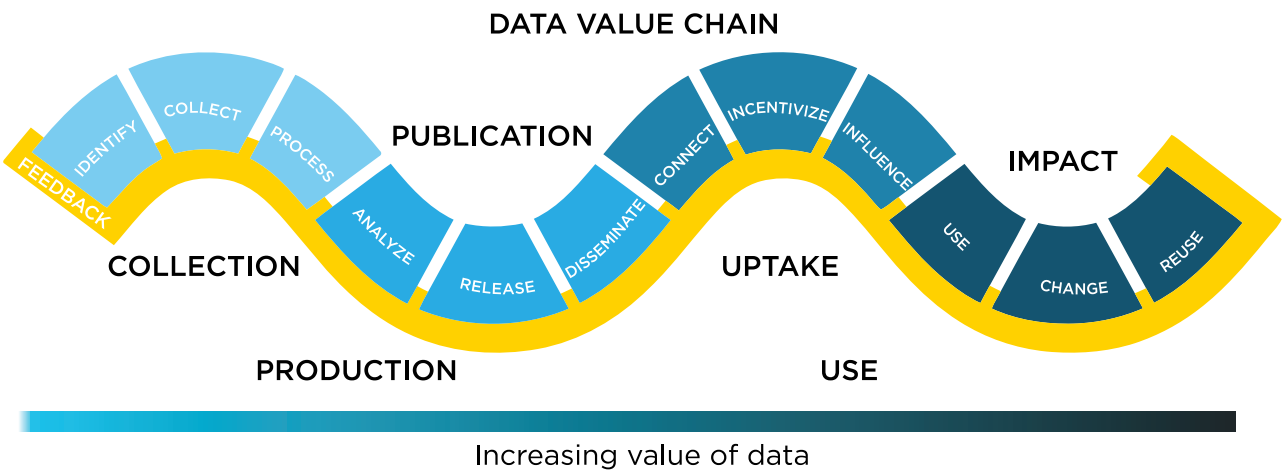

Figure 6: Data Value Chain

It is common among data producers (UBOS, MDAs and HLGs) to think that the data production chain is complete when they collect, process and disseminate data. There is minimal discussion among data producers about data uptake and impact yet the two constitute the most valuable stages of the data production chain. Data producers should pay attention to how their data are used and monitor its impact on the lives of the population.

Statistical capacity is needed across the entire data value chain and can be realised along three dimensions – input, process and output. The Input dimension embeds resources that include institutional arrangement, infrastructure, human and management resources while the Process dimension relates to capacity in statistical methods and standards and the Output dimension concerns ensuring availability of statistical information. To realise this goal, the two strategic objectives and a number of initiatives will be undertaken presented in the Table 3.2.

Table 3.2. Increase Statistical Capacity in the NSS

Outcome: Developed statistical capacity across the entire data value chain in the NSS

Strategic Objective	Strategic Initiatives
SO 2.1. Strengthen Human Capital development for Statistics across the NSS	a) Establish NSS statistical capacity needs b) Development of the NSS-wide statistical capacity-building programme c) Improve skills and knowledge of staff in gender responsive statistical development d) Enhance partnership between UBOS and Statistics Training Centres (STCs)
SO 2.2. Institutionalise Human Resource structures for statistics	a) Advocate for establishment of statistical units in MDAs and LGs b) Operationalise the common cadre scheme in the NSS. c) Operationalise the Professional Service Unit in UBOS. d) Establish and operationalize regional/zonal UBOS offices

Human Capital Development

As mentioned earlier, there has been unprecedented increase in demand for statistical data and information following adoption of development agendas at different levels. In addition, the data environment has been changing. There has, for instance, been increasing complexity of the new data ecosystem, new technological changes and new development areas that require data. All these require competent human resources and training in new areas to produce statistical personnel targeting MDAs, HLGs and CSOs to attract, motivate and retain professional statisticians who are agents of change, accountable to stakeholders and able to harness new data sources including big data analytics as well as data science to extract information and derive insights.

The personnel must also undertake data innovation and master new statistics areas, and ably use data visualisation tools to communicate statistical information better. In addition to technical skills, there is a need for statistical personnel equipped with soft skills including presentation, communication, planning, report writing, etc.[5] Thus, strengthening existing data processes, investing in new data processes and onboarding new data sources will be through the corresponding initiatives that focus on developing capacities that address both existing and potential data requirements. Under this strategic objective, the initiatives including the following:

1. Development of the NSS-wide statistical Capacity-Building Programme

There is a growing mismatch between available skills and competences and those emanating from the data revolution and changing technology requirements. The NSS does not have any formal arrangements with renown training institutions where practicing statistician and users can formally attend refresher courses and obtain training in new areas such as data science, data analytics, Artificial Intelligence (AI) and Machine Learning (ML). This programme will enable scaling up of skills and re-skilling of statistical personnel.

Key aspect of the NSS-wide statistical capacity-building programme will be establishment of an In-Service Training Centre at UBOS to train data producers and users, in addition to establishing and harnessing partnership between UBOS and various universities that teach statistics with a view to strengthening statistical capacity in the NSS. The Conference of African Ministers responsible for Finance, Planning and Economic Development in 2007 and 2010 endorsed the establishment

5 Ben Kiregyera, Capacitating the National Statistical Systems in Africa: Training African Statisticians, Uganda and its Demography, Dynamics and Implications for Development, A Book to Commemorate the 8th African Population Conference in Uganda, 2019, Fountain Publishers, Kampala, Uganda.

of the in-service training centres in national statistics offices. The Reference Regional Strategic Framework for Statistical Capacity Building in Africa[6] and the SHaSA 2 also recommended this. The statistical capacity-building programme will, therefore, be based on an NSS-wide training needs assessment that will be undertaken early on in the PNSD III implementation.

2. The Professional Service Unit (PSU)

The UBOS Professional Service Unit (PSU) aims to widen participation in statistical development, particularly in the areas of research, mining of existing Bureau data, mentoring, training and providing other technical support to the NSS and other key stakeholders. Besides, the PSU aims to build statistical capacity for professionalisation of statisticians across the entire NSS. The PSU will strengthen capacity of the NSS to harness vast administrative data to meet national and global statistics demand.

3. Institutionalise Human Resource Structures for Statistics

Government has provided for the revitalisation of the Common Statistical Cadre under the Ministry of Finance, Planning and Economic Development (MoFPED) to ensure all MDAs and HLGs have statistical personnel. The following initiatives will be undertaken to achieve this objective:

4. Statistics Units in MDAs and HLGs

UBOS will backstop MDAs and HLGs and support them with statistical advocacy and capacity building using the NSS-wide statistical capacity building programme. Where the Statistics Unit is struggling, UBOS will at the request of the MDA second Bureau staff to the unit for a specified time as detailed in Chapter 4 on implementation. Further, MDAs and HLGs without any statistics unit will be supported to establish one. UBOS will, therefore, develop guidelines for establishing statistics units in MDAs and promote it across the NSS. The structure will include an ideal structure and resources needed to function well.

5. Invigoration of the Statistics Common Cadre

In the past, government established a Statistics Common Cadre whereby statisticians in government belonged to a pool and were posted to various Ministries as the need arose. The cadre was used to promote professionalism and better coordinate statistical work in government ministries, improve career prospects, better prospects for training and professional advancement for statistical staff as well as improve the quality of administrative data. This arrangement was abolished when government was restructured in 1990s.

The arrangement was revisited vis-à-vis the status quo and there were strong arguments for re-establishing the cadre as noted in Chapter 2. The cabinet instrument creating the cadre, giving the MoFPED the jurisdiction to revive the scheme, further cemented this. Accordingly, the parent ministry (MoFPED) has re-established the Statistics Cadre and is gradually rolling it out. UBOS is responsible for providing professional supervision to the statisticians under the cadre arrangement, and the PNSD III implementation will give greater impetus to the common statistical cadre.

6. Field Organisations/Zonal Offices

UBOS will establish and operationalise regional/zonal offices as part of its statistical field organisation. Such a field organisation is necessary to handle field data collection, including controlling the flow of information to and from the headquarters. It will transform the recruitment, training and supervision of enumerators and supervisors, the scheduling of field work to ensure that data are collected in a timely and orderly manner, the actual data collection and editing of filled questionnaires as well as the co-ordination of all other functions associated with field work. These offices will be encouraged to support HLGs with their statistical work and operations.

6 UN Economic Commission for Africa, African Development Bank and The World Bank, Reference Regional Strategic Framework for Statistical Capacity Building in Africa, 2007

3.4.3 Goal 3: Strengthen Systems for Data Production and Development in the NSS

Statistics production is the core business of the NSS. The NSS is an oasis of social, economic, demographic and environment data. This goal provides for a unified strategic approach to strengthening the development, production, dissemination and use of critical statistics. UBOS and other MDAs, HLGs and a segment of CSOs will align their statistical programmes to meet data requirements of the NDP III, EAC Vision 2050, Africa Agenda 2063, and Agenda 2030 SDGs, among others. This strategic goal is about ensuring that good quality statistics are produced on time and on budget to enable well-informed decision-making by strengthening existing data processes, investing in new data processes and onboarding new data sources. The following eight strategic objectives and initiatives in Table 3.1 will guide during implementation of this plan.

Table 3.3 Strengthen systems for data production and development in the NSS

Outcome: Increased scope and quality of statistics

Strategic objective	Strategic Initiatives
SO 3.1: Strengthen existing data production processes and implement a robust statistical programme.	a) Review and update the National Standard Indicator (NSI) Framework in line with the NDP III, Africa Agenda 2063, SDGs and other development frameworks. b) Align and synchronize the census and survey programme to the National Standard Indicator (NSI) Framework. c) Strengthen the production of small area statistics. d) Strengthen compilation and integration of cross-cutting issues such as human rights, migration, gender, refugees and others in statistical production.
SO 3.2: Enhance compilation, management and use of quality Administrative Data in statistical production.	a) Improve standards and guidelines for compilation of Administrative Data. b) Mainstream the production of MDA, LG, private business and civil society Annual Statistical Abstracts. c) Automation of administrative data systems.
SO 3.3 Promote a data quality culture in the NSS.	a) Develop a NSS Statistical Quality Assurance and Certification Framework. b) Strengthen the use of international standards, guidelines and methodologies across the NSS. c) Undertake statistical quality compliance assessments. d) Enhance standardisation in the collection, analysis and publication of statistics.
SO 3.4: Institutionalise generation and use of gender statistics.	a) Review and update strategy for mainstreaming gender in statistical production. b) Review and update the gender statistics capacity building programme. c) Review and update the advocacy and dissemination strategy for gender statistics. d) Mainstream gender along the Statistical Value Chain. e) Review and update the National Priority Gender &Equality Indicators (NPGEIs).
SO 3.5: Adopt appropriate methodologies in statistical production and development.	a) Develop guidelines for addressing methodological issues caused by externalities in statistical production. b) Develop and implement guidelines for integration of data from different sources (traditional and non-traditional)

Strategic objective	Strategic Initiatives
SO 3.6. Adopt appropriate Information and Communication Technology (ICT) for statistical production.	a) Increase the use of innovative technologies for Statistical production. b) Mainstream Data backup in statistical production processes. c) Integrate geo-referencing technologies in the data production process.
SO 3.7: Institutionalise the use of data from non-traditional sources in the NSS.	a) Improve capacity for compilation and use of non-traditional data. b) Increase advocacy for sharing and use of non-traditional data in the NSS. c) Generate statistics from non-traditional sources.
SO 3.8 Institutionalise the Community Information System (CIS) in all HLGs.	a) Improve the functionality of the CIS at Parish level.

In addition to traditional development areas, the NDP III identified several cross-cutting development areas for which data will be required. Those are Climate Change/Environment, HIV/AIDS, Family Planning, Migration, Gender, Women and Youth Empowerment, and Refugees, among others. The following strategic objectives ensure the production of reliable statistics:

Strengthening Existing Data Systems and Processes

This involves rationalisation of traditional data sources, and improvement of the ten-year program of censuses and surveys to deliver quality statistics as follows:

Censuses

- Reducing the total cost of the Population and Housing Census and Census of Agriculture by using the same infrastructure, logistics, personnel and equipment for both Censuses.
- Sequencing the two censuses with the Agricultural Census undertaken after the Population and Housing Census.
- Reducing the scope of the Census of Agriculture by collecting some agriculture data items during the Population and Housing Census.
- Enriching data analysis from above two Censuses by using a unique household identification number to link datasets from the two Censuses.
- Building a reliable sample frame for the agricultural Census based on the Population and Housing Census information.
- Optimising the sampling design of the agricultural census.
- Undertaking the Economic Census every 5 years.

Surveys

Improvements in surveys will include:

- increasing frequency of surveys;
- lowering costs to make surveys sustainable and affordable,
- improving survey processes to collect higher quality data (quality in all its various dimensions); and
- reducing turnaround time for survey processes to meet user needs in a timely manner especially for public policy design, monitoring and reporting on development progress.

Administrative Data Sources and Civil Registration Systems

Data administrative systems such as reporting, registration, and monitoring systems administered by MDAs and HLGs through their routine activities and service delivery. These will be improved by:

- establishing statistics units in MDAs where such units do not exist, with UBOS providing a template architecture and terms of reference for such units;
- increasing the scope of data and building capacity through training of staff that collect and/or compile data in MDAs;
- promoting use of international standards, methodologies and classifications as well as the Code of Practice for Official Statistics across the NSS;
- reviewing of existing instruments and methodologies for data collection in the MDAs;
- promoting automation of all data processes especially in MDAs and HLGs;
- undertaking periodic audits of administrative data systems and resulting datasets;
- promoting better management of administrative data, including storage, database development, data analysis and reporting;
- ensure that gender is adequately mainstreamed in these systems; and
- using innovative technologies to improve statistical operations such as the national civil registration systems.

Data Innovation

There is a big drive towards data innovation as part of the data revolution in many countries. This SO will focus on three initiatives:

1. Automating all data processes

Technological advancement and demand for real time data underlines the need for the NSS to focus on digitalising data collections and statistical production through automated systems and new solutions. There is a drive to automate all data processes as part of the modernisation processes at UBOS. Migration from paper-based field data collection to Computer Assisted Personal Interviewing (CAPI) has taken root in the Bureau and some MDAs. The benefits of using CAPI are that it reduces cost of data collection in the longer-term, cuts down on turnaround time and improves the quality of field data.

In MDAs and HLGs, automation of data processes will be undertaken to allow computer systems, network devices or machines to function without manual intervention. Tablets will be used to collect data from data source e. g. institutions (schools, hospitals, etc.) and online facilities will be used for data transfer from the facilities to sector head office. Automation will require that capacity is built on use of CAPI, selection is made of CAPI application which is easy to use and powerful in term of controls and as pointed out earlier, migrate is made from paper-based systems to automated systems.

2. New generation of surveys - high frequency surveys

There is huge demand for high frequency data among decision-makers for monitoring the situation in the country, from programme managers for getting a feedback on the success of their activities, from civil society for improved service delivery advocacy and even from statisticians to estimate changes in employment or to validate GDP estimates. Unfortunately, there are challenges of both timeliness and frequency with which survey data are produced in Africa and developing countries generally. This is due to lack of adequate capacity, inadequate budgetary resources and main

methods for data collection – face-to-face interviews - often using long and complicated paper questionnaires. Such limitations constrain and delay timely from governments and their partners to target responses to the vulnerable in a timely and effective manner where help needed most. There is, thus, a call for re-engineering traditional surveys to make them faster, more frequent, and cost-effective. Innovative surveys that offer precise and timely information about well-being, service delivery, income, security, health and other topics (also called high frequency surveys) are seen as the answer. This new generation of surveys takes advantage of connectivity revolution (wireless technology) to capture required information in real time.

While conducting surveys by phone is standard practice in developed countries, poor countries could not use this practice on account of low telephone ownership especially in the pre-mobile phone era. However, this is changing fast and there is now high penetration rate of mobile phones in African countries including Uganda. Cell phone ownership is widespread and also poor households have access to mobile phones. Therefore, a wide range of data can now be collected on household welfare at high frequency and low cost. It is, however, important to point out that mobile phone surveys are not meant to replace comprehensive household surveys, but they can offer valuable information about *what's happening at that moment in people's lives e. g. How many meals did they have today? Has anybody in the family been sick? Were the kids able to attend school in the last week? How long did you take to travel one kilometre along a certain road?*

3. Exploiting new and non-traditional data sources

In Chapter 2, the new and non-traditional data sources that have penetrated the traditional data space included:

Telcom data **GIS data** **E-commerce** **Web crawling** **Social media**

Leveraging these sources will improve the volume of statistics. Particularly, key initiatives will include:

- identifying and removing barriers to the use of new data sources, including registries and administrative data and other data from new and innovative sources, and coordination of efforts to incorporate them into mainstream statistical programmes through, *inter alia*, confidence- and trust-building measures, legal reforms, better funding and capacity building.
- developing guidelines on the use of new and innovative data generated outside the official statistical system, into official statistics (that is, principles on using new data sources and other data for official statistics).
- building capacity in Data Science, Artificial Intelligence (AI) and Machine learning (ML) essential for big data analytics that can be used to improve official statistics.

Similarly, while the emerging non-traditional source data from the private business and civil society are not official data sources, harnessing administrative data and non-traditional data sources mentioned above (big data) and **Citizen Generated Data/Crowd-Sourced Data (CGD/CSD)**[7] will complement census and survey data. These sources together with administrative data have

7 *Citizen Generated Data/Crowd-Sourced Data (CGD/CSD)* – are data that people or organisations produce to monitor, demand directly or drive change on issues that affect them' (CIVICUS, 2017). They are usually inclusive, localized, and versatile and have the potential to mobilize action in view of the vulnerable and poor citizens at the grassroots.

become imperative because of the much-needed institutional performance reporting on service delivery. Anecdotal information posits that Citizen-led processes make the problems of poor and vulnerable population groups more visible and increases opportunities for collecting granular data at micro level. However, the quality is questionable due to weak and insufficient data systems that generate incomplete and inadequate data and are not trusted.

Data Integration

Developments in the country show a central role played by the National Information Technology Authority–Uganda (NITA-U) that is creating a platform to enable data storage, management and sharing. It will also enable data integration based on the NSS requirements. More users now demand integrated data from various sources, which necessitate interoperability of Management Information Systems (MISs) into a central repository. Data integration results in a data warehouse when the data from two or more entities is combined into a central repository and has the following attributes:

- Easy and fast connections as well as ability to work with different data standards and formats;
- A single and reliable version of truth that is synced and accessible across data sources;
- Ability to connect all the different data sources with each other to exploit the value of insight and improved use of data;
- Availability of data in real time;
- Better collaboration - this is both internally and with other stakeholders through the process of integrating data;
- Data integrity and data quality through creation of interoperability between different organisations and information systems contributing to the integrated data and reduces data duplications; and
- Enhanced capacity for analysis, forecasting, and decision-making based on complete and accurate data.

Appropriate and Cost - Effective Information and Communication Technology

The collection, processing and dissemination of statistics today more than ever need modern ICT including Computers, the Computer Assisted Personal Interviews (CAPI), the Computer Assisted Telephone Interviews (CATI) among others. Evidence from the PNSD II end evaluation report (2020) revealed the inadequacy of ICT in the NSS especially in HLGs and some MDAs, yet, advanced technology has increased need for diverse means of collecting data, faster and cost effectively through mobile phones and tablets. Acquisition of more CAPIs will significantly improve the IT infrastructure to enhance data storage, access and search engines.

Administrative Data (AD) Management and Dissemination System

The Data Revolution (DR) underpins a transformational and hybrid response and adaptation of innovative technologies and approaches in national statistical systems. It introduces a shift in the collection, management and dissemination of statistics including how they are sharedin real time, analysed, accessed and used. The DR also increases visibility of administrative-based data to complement traditional data sources. To ensure continuous production of reliable data from administrative sources in the NSS, innovative, cost-effective and efficient methods of statistical production and infrastructure must be adapted and developed.

There is need to strengthen administrative data systems, improve data quality of the massive data from all MDAs, HLGs, private business and civil society joining the PNSD framework, and adopt methodologies that yield timely policy-relevant information as elaborated by the initiatives.

The Community Information System in all HLGs

The Community Information System (CIS) is a government programme established to ensure that households and communities have access to their own information and make use of it at that level. It involves communities in collecting, compiling, analysing data and using the resultant information (shared horizontally and vertically) for informed decisions. Horizontally shared information is within the community and vertically shared information is to higher levels (Parish, Sub-County, District and sub-region). Under the PNSD III implementation, the CIS will be invigorated across the country in all HLGs, meaning that each HLG must embed it in their Strategic Plans for Statistics. The CIS will inter alia:

- compliment qualitative information collected annually by the Ministry of Local Government (MoLG) through the Harmonised Participatory Planning Process;
- support updating of household sampling frames for all villages in the sub-county for any survey undertaking; and
- provide readily available up-to-date data for planning, monitoring and evaluation of development programmes at Lower Local Governments.

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

Data have no value except when they are processed, analysed, interpreted and put in the public domain for use by all manner of data users. Data uptake and use will be enhanced by effective data dissemination. This goal aims to increase access and satisfaction of vast data user needs. Implicitly, appropriate technology to connect to users, reprocess data, increase data sharing options, is essential for the NSS to impact policy formulation and decision-making. Therefore, guidelines for developing and using efficient statistical business processes with digitised data systems and architecture are required to address data needs triggered by externalities such as the Corona Virus Disease 2019 (COVID-19) at all levels of the Statistical Value Chain.

Table 3.4: Enhance Dissemination, Uptake and Use of statistics

Outcome: Increased access and use of statistics

Strategic Objective	Strategic Initiatives
SO 4.1. Develop an effective and efficient data dissemination system in the NSS	a) Formulate policies to promote and enhance dissemination and use of statistics. b) Improve data packaging and promote extensive use of data visualisation technologies to communicate/disseminate statistics.
SO 4.2 Promote establishment of open data portals across the NSS	a) Promote development and use of open data platforms in the NSS. b) Establish a one stop centre in UBOS for data and statistics in MDAs, and HLGs. c) Improve sharing and accessibility to data, including very robust data search engines.
SO 4.3 Strengthen data user capability to access and use data	a) Mainstream compilation of metadata in statistical production. b) Enhance availability of survey/census micro datasets. c) Increase statistical literacy to harness data use. d) Enhance data user feedback. e) Undertake user satisfaction studies.

This goal is targeted through three core strategic objectives and related initiatives. The focus areas include:

Data Dissemination Policies and Systems

To ensure statistical information reaches all potential users in the public and private domain, there is need to leverage Information and Communication Technology (ICT) to increase visualisation and easy access to data and statistics. The strategy aims to increase the dissemination of statistical data in line with the open data principles. The UBOS will need develop an NSS dissemination strategy, which other MDAs, HLGs and CSOs will mirror in their statistics dissemination action plans. Open data portals harnessed across the NSS will enable increased user access to the relevant information. Notably, the increased use of technology calls for safety measures against potential risks arising from misuse and abuse of IT. Cyber threats to computer systems due to deficiencies among employees increase by day both within and external to organisations. Such threats present challenges to data management processes, information sharing, repute of statistical outfits, and expose the relevant personnel to risk.

Accessibility and Data Sharing

The existing infrastructure in the NSS limits user access to valuable information to inform development progress and service delivery. The Covid-19 pandemic exposition underlines the need for data producers in the NSS to rethink their requisite software and hardware along the statistics value chain to sustain real time data and statistics production and accessibility.

Data User Capability to Access and Use Data

The notion of MDAs and HLGs remaining inaccessible to most users is a major concern for the NSS. The open data principles require commitment of data producers to ensuring data is accessible, freely used, reused, and redistributed by anyone, anytime, anywhere. That notwithstanding, the PNSD II evaluation revealed the limited uptake and use of some statistics due to inadequate user capacity to analyse, interpret and utilise the data to meet their varying needs. Thus, there is need to address statistical literacy and use among government and non-government institutions alike.

3.5 Sustainability

Sustainability of the PNSD III depends on the government's commitment to provide budgetary support particularly for activities not directly connected with data collection but indispensable for maintaining the improved statistical process: training, statistical research, IT capability, administrative data systems, statistical and physical infrastructures, among others. The issue of sustainability has come to the fore in various conferences and meetings on statistical development in developing countries. The concern is that oftentimes, projects and activities started with assistance from Development Partners cease when the assistance ends and, in many cases, the impact of the assistance is not evident. It is, therefore, important that the PNSD III addresses the issue of sustainability. There are two key dimensions of sustainability, which this plan provides for. Those are technical sustainability and financial sustainability.

3.5.1 Technical Sustainability

This type of sustainability relates to ability to continue training, attracting and motivating staff as well as to sustain improved capacity to manage the NSS. Technical sustainability will be ensured by, among other things:

a) assessing country absorption capacity;

b) investing more in statistical capacity building;

c) promoting institution-building;

d) requiring institutionalisation of the results of assistance given;

e) using local know-how and experts;

f) requiring a counterpart in the institution to which support is being provided for purposes of knowledge and technology transfer;

g) focusing on sustained training, in particular training of trainers;

h) promoting participation in international networks;

i) contributing to regional statistical programmes;

j) promoting peer influence and local networking;

k) promoting collaboration among development partners; and,

l) providing after-project/programme support.

3.5.2 Financial Sustainability

Financial sustainability is about ensuring that financial resources continue to be available for statistical activities into the future. UBOS will lead in the effort to secure predictable, flexible, multi-year funding for the implementation of the PNSD III. This will be ensured by:

- promoting demand for statistics among stakeholders in government, private business, civil society, development partners and other stakeholders as well as promoting national ownership of statistical programmes;
- using multi-year commitments; and
- promoting shared funding modalities.

To achieve this sustainability, maximum statistical advocacy will be required among various categories of stakeholders.

Overall, the four strategic goals are interlinked. For instance implementing the requisite strategic objectives, coordination mechanisms, partnerships, financing for statistics and amending the UBOS Act, 1998, in Strategic Goal 1 provides an enabling environment for the remaining Goals. Similarly, building innovative IT infrastructure for the NSS in Strategic Goal 3 is critical to the requisite development of data storage, better access and robust search engines to data dissemination in Strategic Goal 4. As detailed in Chapter 4, implementation will consider the evolving institutional and organisational changes aimed at achieving innovation and modernisation of approaches for the transformation of the NSS.

4 IMPLEMENTATION ARRANGEMENTS, MONITORING AND EVALUATION, AND FINANCING

Overview

Key partners under the PNSD III will contribute to delivery and success of the strategic objectives through the implementation of their SPSs, effective use of data, advocacy, strengthening statistical capacity, financing and harmonised governance and coordination mechanisms. The implementation of this strategic plan will build on the achievements and structures of the PNSDII. As noted in Chapter 3, financial and technical sustainability are essential for the success of this Plan.

4.1 Implementation of the PNSD III

The UBOS will execute the PNSD III in collaboration with MDAs, HLGs, private business and civil society. Central to the PNSDIII execution was first, the need to intensify resource mobilisation to sustain statistical capacity in the NSS based on a medium-term programmatic strategy and driven by opportunities presented NDP III. Similarly, progress on results, improved communication and reporting to government and development partners is critical. It will, therefore, involve lobbying the parent Ministry of Finance, Planning and Economic Development (MoFPED), Parliament, NPA implementing the NDP III, and Office of the Prime Minister (OPM) which is responsible for implementation government business as well as and increased stakeholder engagement guided by the stakeholder engagement standard – IS09000 (2015).

The realisation of the outcomes will depend on the successful implementation of MDA and HLGs Strategic Plans for Statistics (SPSs) under the PNSD III. Subject to the UBOS Act (1998), some interventions and strategic actions are limited to UBOS as articulated under Sub-section 4 (1) and 2 (a) ii, iii, iv) namely;

i) coordinating, monitoring and supervising the National Statistical System;

ii) promoting standardisation in the collection, analysis and publication of statistics to ensure uniformity in quality, adequacy of coverage and reliability of statistics information;

iii) providing guidance, training and other assistance as may be required to other users and providers of statistics; and

iv) promoting cooperation, coordination and rationalisation among users and providers of statistics at national and local levels to avoid duplication of effort and ensure optimal utilisation of scarce resources.

4.2 PNSD III Coordination Structures

Effective coordination mechanisms of the NSS will lead to unified management and governance of MDAs and HLGS statistical programmes in a decentralized NSS. Owing to the increased non-response in most social and economic surveys, advocacy among data providers is pertinent. It is important that appropriate structures are established and used to set policies and oversee the PNSD III processes. These include:

- High Level Steering Committee
- Board of Directors of the Uganda Bureau of Statistics
- National Inter-Agency Statistics Committee
- National Technical Statistics Committees

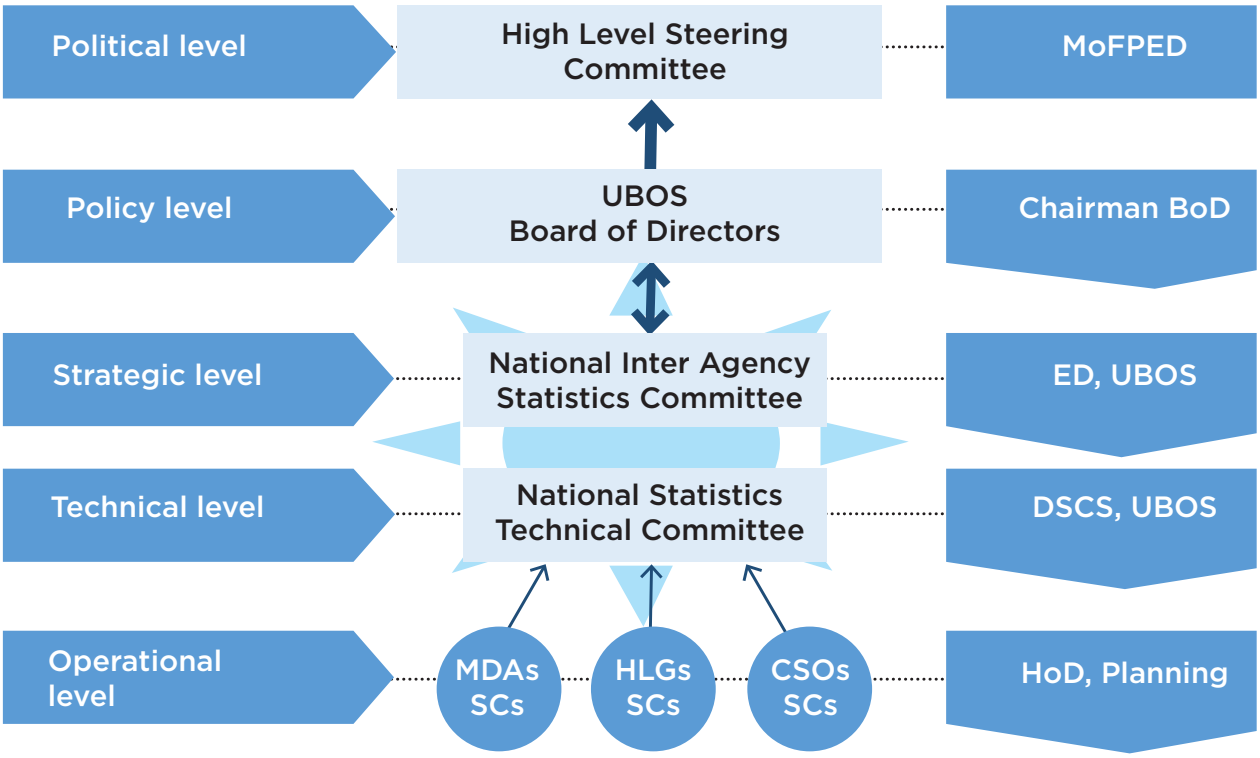

Figure 7: PNSD III Implementation and Coordination Structures

4.2.1 High Level Statistical Steering Committee (HLSC)

This HLSC will be constituted by the Minister responsible for Statistics and will comprise of other designated Ministers, the Chairperson of National Planning Authority (NPA), the UBOS Board of Directors Chairperson and the UBOS Executive Director (Secretary). The functions of the High Level Steering Committee will be to:

a) Advocate for Statistics at high political level to ensure that public policies and decision-making are evidence based;

b) Provide overall stewardship of the PNSD III to ensure its relevance and alignment to national development plans and programmes and relevant Development Agenda; and

c) Mobilise financial resources for implementation of the PNSD III.

This Committee will meet twice a year.

4.2.2 Board of Directors of UBOS

The Technical Committee of the UBOS Board of Directors will oversee the implementation of the PNSDIII and report to the Full Board. The functions of the Technical Committee include:

a) Final approval of statistics programmes and issues recommended by the National Inter-Agency Committee (IAC); and

b) Final approval of work programmes budgets and procurement plans for the PNSDIII and UBOS.

The Board meets every quarter.

4.2.3 National Inter-Agency Statistics Committee

The Executive Director of UBOS will Chair the National Inter-Agency Statistics Committee (NIAC). The NIAC committee will oversee the PNSD III implementation in MDAs and HLGs. It will comprise representation at senior management level from the Office of the Prime Minister (OPM) and the ministries responsible for Finance, Planning and Economic Development Health, Local Government, Education, Agriculture, Animal industry and Fisheries and Information and Communication Technology as well as the NPA and the Bank of Uganda (BoU). There will also be two representatives from civil society and from UBOS. The functions of this committee are to:

a) Provide effective guidance, supervision and address critical issues around the implementation of the PNSD III;

b) Recommend strategies for enhancing the appreciation, coordination, and investment in Statistics by Sectors, MDAs, HLGs, and CSOs including the functionality of the common statistics cadre;

c) Examine and approve the Annual Statistical Programmes of the various Sectors, HLGs, and CSOs in line with National Standard Indicator Framework to evolve into a National Statistical Programme for the approval of the Board;

d) Provide the strategic direction on emerging statistical user needs and requirements (traditional and Non-traditional sources) and track their integration; and

e) Review consistency with identified risks and mitigation measures and recommend key findings to the Technical Committee of the UBOS Board of Directors' consideration.

This Committee will meet quarterly and will be informed by the National Statistics Technical Committee reports among other issues under their jurisdiction.

4.2.4 National Statistics Technical Committee

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

a) To examine the statistical programmes of the various agencies on a quarterly basis in order to achieve greater co-ordination and avoid unnecessary duplication of efforts;

b) To develop a national statistical programme for the approval of UBOS Board of Directors;

c) To develop strategies that shall ensure uniform standards and methodologies amongst the various MDAs with a view to improving on the quality, comparability and timeliness of their statistical output;

d) To collegially discussing and addressing the prevailing concerns from producers, users, and other stakeholders in the NSS;

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

f) Documentation and reporting of SPS implementation progress.

This Committee will meet on a quarterly basis during the PNSDIII implementation.

4.2.5 MDA/HLG Statistics Committees

These committees shall prioritise the design and implementation of the PNSD in each ministry, Department and Agency/Local Government (MDA/LGs) and inform the National Statistics Technical Committee.

1. MDA Statistics Committees

The Head, Policy and Planning will chair the Sector/MDA Statistics Committees. Each Sector/MDA that develops a Strategic Plan for Statistics must constitute a statistics committee to manage its statistical system by ensuring that;

a) All statistical programmes are aligned to the NDP III as well as to relevant sector, district, private business and civil society plans;

b) Preparation of the quarterly and annual plans as input to the overall Strategic Plan for Statistics is timely;

c) Develop indicator frameworks aligned to NDP III and the respective MDA, HLG, private business and civil society statistical needs;

d) Monitor performance of the SPS implementation and consistency with risk and mitigation measures;

e) Maintain an up-to-date list of user needs, engage key stakeholders in the design and maintain the national standard indicator list;

f) Draft and prioritise data production in line with the MDA/LGs/CSO and national Plans;

g) Produce progress reports during the implementation of the SPS to UBOS;

h) The Sector/MDA collaborates with UBOS in implementing its SPS as part of the PNSD;

i) Statistical generation processes are synchronized to ensure coherence in data generation within the sector/MDAs;

j) Promote a quality culture in the generation, analysis, dissemination and use of statistics;

k) Statistics are gender responsive, generated and disseminated to relevant stakeholders and the general public;

l) Collaboration and partnerships are established with other sectors/MDAs and stakeholders in generation, dissemination and use of statistics;

m) Support is provided to local governments and other stakeholders in enhancing the quality of data generated, analysis, dissemination and use of the statistics; and

n) Participate actively in the activities of the Inter-Agency Committee (IAC) among others.

2. Districts/Higher Local Government Statistics Committees

The Statistics Committee at district level with a gender focal person and responsible for ensuring that:

a) Annual Statistical abstract and Gender Statistics Knowledge products;

b) All statistical programmes are aligned to the NDP III, relevant sectors, district, private business and civil society plans;

c) Synchronisation of statistical generation processes to ensure coherence in data within and across departments;

d) Functionality of the Communication Information System (CIS) at lower local governments;

e) Promote a quality culture in the generation, analysis, dissemination and use of statistics;

f) Statistics are gender responsive and packaged in a friendly manner and disseminated to relevant stakeholders and the general public;

g) Effective operation of the Statistical Committee by ensuring ToRs are adhered to;

h) Collaboration with UBOS in implementing the PNSD III through its HLG SPS; and

i) Participating actively in the activities of the Annual Inter-District Statistics Committee.

4.3 Roles of Stakeholders

The different stakeholders presented in Chapter 2 will play specific roles. The NSS stakeholders include data providers, research and training institutions and data users. Each category shall be made to know about the PNSD III and the respective SPS aspirations through a series of workshops and meetings organised over the implementation period to create awareness and buy-in so that they support the processes. Particularly, the Office of the Prime Minister (OPM) that is responsible for monitoring and coordinating government business and which needs statistics to inform the Government Annual Performance Report (GAPR) shall be made aware and secure a buy-in. Similarly, the National Planning Authority (NPA) which is responsible for national planning may be required to support UBOS and MDA negotiations for resources to actualise the PNSD III. Similarly, the Bank of Uganda (BoU) and the Ministry of Finance, which are core users of UBOS economic data will be requested to support lobbying for increased funding of statistics production in MDAs.

A strong and comprehensive coordination and governance system supported by a judicious financial management system to deliver value money is essential. The leadership of UBOS, MDAs and HLGs under the PNSD framework will embody the NSS Vision, Culture, and Values to ensure trust in data among data users in both government and non-government sectors. As the NSS Coordinator, UBOS will be responsible for:

i. alignment of statistical programmes to the NDP III data requirements and strategic direction of the NSS paying more attention to user needs, capacity gaps, and promote adherence to Statistical Standards, and innovation in response to change.

ii. development of regulations, policies, Standard Operating Procedures (SOPs), and strategies fit to address the existing and evolving changes in data needs, consistency with regional, continental, and international statistical frameworks.

iii. acting as Secretariat to the Inter-Agency Committee (IAC), the NSS Steering Committee and all NSS thematic Technical Committees for Statistics;

iv. setting of standards and protocols for the generation and dissemination of quality statistics and use of official statistics within the NSS as well as ensuring standardised approaches for assessing and reporting on data quality as a best practice;

v. coordinating the generation, dissemination, and use of official statistics within the NSS to enhance synergy, minimize duplication, and promote optimal use of resources for statistical production;

vi. linking the NSS to external statistical systems at regional, continental and global level;

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

viii. liaising with the Office of the Prime Minister (OPM) to ensure that MDA and LG statistical activities are captured by the National Monitoring and Evaluation Framework; and

ix. Establishing an In-service Statistics Training Centre to build and strengthen the capacity of data producers and users as noted in the narrative under Goal 2 (page 26) including standardisation of processes in statistical production.

Whereas, Sectors/MDAs, HLGs, private business and CSOs will implement their statistical plans for statistics as articulated in their plans, UBOS will assign its staff to coordinate and technically support designated sectors/MDAs and HLGs. Support to HLGs will be through clusters based on statistical regions. That notwithstanding, statistics production and development at these levels will be managed through the established coordination governance structures highlighted above.

4.4 Strengthening Statistical skills and Competences.

The UBOS-in-service Statistics Training Centre, Statistics Training Centres and Professional Service Unit (UBOS) will address this need following a comprehensive capacity needs assessment for the NSS. For benchmarking purposes, the National Institute of Statistics of Rwanda (NISR), CAPMAS in Egypt and the National Institute of Statistics in Mozambique such Centres can be visited for Data Science and benchmarking of the In Service Training. The trainings will include the following:

a) *Training for data producers* – Which will be conducted at different levels and in different forms, including training at primary, middle and higher levels; group training for field staff; on-the-job training; mentoring especially of young statisticians; short courses, longer-term training and continuing professional development.

b) *Training data users* - Users will be empowered to appreciate the important role data plays in managing performance of a modern public service and in service delivery. They will also learn how to identify and articulate data needs, how to access the data they need, how to make sense of the data, how to build a culture of data use (enhanced data uptake) and how to "put data to work", how to value data and invest in data production processes.

c) *Targeted training for specialized data users* - In addition to the above general training, targeted and customised training for some data users such as parliamentarians, chief executives / accounting officers, policy makers, planners, the media, private business and civil society.

d) *Professional accredited Short courses by the Statistics Training Centres.*

While UBOS will implement the In-Service Training, it will also partner with STCs to organise regu-

lar professional seminars and periodically run short courses and seminars in various statistics areas as needed by UBOS, MDAs, HLGs, private business and civil society. The STCs will also identify external training opportunities (short courses and long-term training). The STCs will, in collaboration with UBOS and other MDAs, focus on:

a) enhancing knowledge transfer and skills among institutions within the NSS;

b) promoting development of up-to-date curricula to meet the evolving statistical needs such as Data Science, Big Data Revolution and data visualization;

c) building solid foundations for statistical human development in the NSS through training and nurturing cadres; and, among others

d) presenting a high latitude for international recognition and feasibility within the UN statistical system.

4.5 Data Production and Dissemination

UBOS and other MDAs will maintain the production of statistics through censuses and survey undertakings as well as administrative sources. Civil society will produce data from non-traditional sources to complement the latter using the CGD/CSD Toolkit. All will be encouraged to embrace the use of CAPIS and CATIS and other appropriate technologies during data production and visualisation for dissemination. These will significantly increase the efficiency of the Bureau and other MDAs in the production of better and timely data. Effort will be made to ensure all key data producers in the NSS mainstream gender along the data value chain in the NSS. The Gender Statistics Advisory Group (GSAG) will be responsible for ensuring this.

4.6 Monitoring, Evaluation and Reporting Arrangements

Government, development partners, academia and the public highly value quality and timely availability of statistical data for national, regional and sectoral development purposes. Therefore, Monitoring and Evaluation of statistical programmes under the PNSD III is imperative. UBOS will monitor, evaluate and supervise the PNSD implementation based on the derived performance measures and indicators for continuous improvement. It has institutionalised the M&E function, which is responsible for tracking accomplishments, challenges, management of risks, lessons learned, and means for improvement.

Measurement of performance under the PNSD III implementation will focus on output, outcome and impact. The output indicators will serve as proxies of progress measurement towards the outcomes. Each Sector/MDA, HLG, private business and Civil Society Organisation (CSO) with a Memorandum of Understanding (MoU) with UBOS and an approved strategic plan for statistics will internally track its progress based on the logical frameworks and report regularly to UBOS. However, overall, NSS monitoring and evaluation is the preserve of the Bureau.

4.6.1 Monitoring

In the Bureau, the E-M&E system will inform the Bi-Annual and Annual Reviews plenary organized by the Directorate of Statistical Coordination services. In MDAs, HLGs, private business and civil society, internal assessment will be undertaken based on the logical frameworks in the Strategic Plans for Statistics.

a) Annual Performance Review (APR) and Bi-Annual Performance Reviews (B-APR)

The Annual Performance Review (APR) and Bi-Annual Performance Reviews (B-APR) are plenary platforms for sharing progress and obtaining feedback from implementing entities. Both performance reviews offer an opportunity for all Directorates and Divisions to share progress based on activities undertaken over the reference period. Particularly, progress made against planned outputs by Strategic Goals and related objectives; performance levels; and measures to improve or sustain performance are presented. Unlike others, the Directorate for Statistical Coordination Services presentation shall include status of Sector/MDA, HLG private business and civil society performance obtained from the Inter Agency Committee meetings held in the reference period. The outcome will enable management decision making about trend of performance and accountability.

b) *Responsibility Center.*

The Directorate of Statistical Coordination Services (DSCS) will spearhead the implementation of the M&E function. During UBOS Bi-Annual Performance Reviews, the DSCS will prepare templates for reporting, orient delegated Directorate and Division presenters in preparation for the plenary, follow up with them for detailed reports and feedback after the plenary, and compile final report to Management. The respective Directorate and Division heads will however validate the draft B-APR prior to Management approval.

4.6.2 Evaluation

The evaluation will include a Mid Term Review (FY 2022/23) and the End Term Evaluation (2024/25). The evaluation will document the achieved results to determine overall performance and impact based on the Mission to inform decision-making about the future. The Bureau will conduct a Mid-term review or evaluation and an End Term Evaluation of the PNSD III as follows;

a. Mid Term Evaluation

The midterm review will provide an in-depth analysis of the implementation of the PNSD III in light of the achievements realized, challenges encountered and determination of lessons to inform the remaining PNSD III implementation period. Particularly, the MTR will:

1. Assess the extent to which the PNSD III has addressed the user demand - NDP III and other development agendas, Government Annual performance reporting requirements;
2. Identify achievement along the strategic goals and objectives in-line with the KPIs;
3. Enlist and document the challenges to the attainment of set objectives and propose plausible recommendations;
4. Identify evidence of increased use and demand for quality statistics;
5. Document the lessons learnt to inform the design of appropriate strategies for the long-term sustainability of statistical production in the NSS; and
6. Make recommendations for the subsequent implementation period of the PNSD III and guide on priorities.

b. End Line Evaluation (ELE)

The End Line Evaluation (ELE) will involve assessment of the overall performance of the PNSD III and the extent to which the strategic goals and objectives have contributed to the attainment of the various outcomes and mission. It will determine the extent to which the NDP III and other development agendas data requirements have been met. Specifically, the evaluation will assess the:

1. Relevance;
2. Efficiency;

3. Effectiveness;
4. Reliability;
5. Impact;
6. Sustainability;
7. Responsiveness to the cross cutting issues including; gender responsiveness in addition to other cross cutting areas articulated in the NDP III;
8. Achievements, Challenges, and lessons learned, and
9. Recommendations for improvement

The ELE outcome will inform the strategic direction and priorities of the PNSD IV and related Sector/MDA, HLG and CSO Strategic Plans for Statistics.

c. Modality of implementing Evaluations

UBOS will commission an external team of consultants to conduct an independent review of the PNSD III. The evaluation team will be gender sensitive and the assessment will provide for gender impact and other cross cutting issues. This will require a comprehensive plan, resources (human and financial) with a clear and shared understanding of the importance of Evaluation in the NSS.

Progressive achievements in the results framework are needed to inform performance measurement, especially from the user perspective, and management of identified risks. Thus, given the expanded PNSD III coverage, UBOS will enhance its M & E resources for consistency and regular tracking of achievement of results in the Bureau, MDAs, HLGs, and CSOs under the framework. The M&E team will collaborate with the Risk Management and Audit Team for comprehensive findings.

4.6.3 Reporting and Communication

M&E reports will be made readily accessible for use by the key stakeholders including UBOS staff, Sector/MDA, HLGs private business and civil society as well as Development Partners, Parliament, other Statistical Agencies, EAC, African Union, and academia among others. Accessibility will be through the UBOS Website, Press Conferences, M&E Dissemination Seminars and Workshops and an E-Bulletin.

Monitoring and Evaluation reports will reflect the progressive achievements for all interventions and strategic actions with a gender lens. UBOS will design a schedule of reporting against progress in consultation with other PNSD III implementers using the indicators in the monitoring and results framework set out in Annex 1. UBOS will use the e-M&E system for management performance monitoring on an on-going basis and generate reports.

Each Sector/MDA, HLGs and segmented CSOs will prepare quarterly reports and an annual report with a workplan detailing anticipated priorities, outputs and outcomes by goal and strategic objective. UBOS will also rollout the automated M&E business process to the MDAs, HLGs and other stakeholders during implementation of PNSD III for effective reporting. UBOS will prepare the Bi-Annual and Annual PNSD III Reports on the implementation, together with a consolidated work plan for the following year to include a focus on progress towards outcomes and intermediate outcomes.

4.7 Finance Projections and Resource Mobilisation

Statistics being a public good, UBOS will engage with MoFPED to ensure that statistical programmes are funded by the GoU especially UBOS programmes and Sectors/MDA and HLGs that directly inform the NDP III. Budget relates to programmes that will be handled centrally to achieve economies of scale.

Table 5. PNSD III Budget Projections FY2020/21-2024/25

PNSD III	**Estimated cost (UGX- Bn)**					
Strategic Goals	**2020/21**	**2021/22**	**2022/23**	**2023/24**	**2024/25**	**Total**
Coordination, Cooperation and Partnerships	7.06	19.77	14.05	4.52	3.99	49.39
Statistical capacity	22.69	79.76	74.02	26.10	29.31	231.88
Data production and development	40.73	148.38	197.82	66.93	56.69	510.56
Dissemination, uptake and use	4.11	15.08	14.01	4.16	4.20	41.56
Total	**74.60**	**263.00**	**299.90**	**101.70**	**94.20**	**833.40**

Resource mobilisation will be handled through a rigorous process where UBOS will lobby for inclusion of Sector/MDA and HLG statistics budgets in the Medium-Term Expenditure Framework of Government (MTEF). Similarly, Chief Executive Officers of MDAs and HLGs will be encouraged to allocate substantial resources to support the statistical work in their respective institutional budgets and work plans. The NSIs further underline the need for resources to support the compilation of requisite data and indicators for tracking and reporting on national and other development agenda progress. UBOS and MDAs through the NDPIII Programme Area Working Groups will also engage Accounting Officers but also Development Partners to supplement government funding for investment in Statistics. Financial appropriation is greatest in Goal 3 compared to other goals because of the high costs of census and survey programmes, and investments in ICT infrastructure.

Annexes

Annex 1: PNSD III Indicator Framework

Strategic Goal 1: Strengthen coordination, cooperation and partnerships in the NSS.

Strategic objective	Interventions/Actions	Expected Outputs	Performance Indicators
SO 1.1: Strengthen statistical advocacy in the NSS	Develop NSS-wide Advocacy Strategy	NSS Advocacy Programme and Strategy	NSS Advocacy Programme and Strategy developed by 2021
	Advocate for production and use of statistics in policy, planning and decision-making processes	Statistics integrated in the NDP, Sector/LG Development plans	• Statistics chapter in the NDP III • Proportion of MDAs/ LGs with statistics integrated in their Development plans
	Improve skills for advocacy and communication of statistics.	Capacity for statistical personnel enhanced in communication and advocacy	Number of LG/ MDA/CSO staff trained in statistics communication and advocacy by sex
SO 1.2: Institutionalise coordination and management of statistics	Strengthen statistical planning in the NSS	Strategic Plans for Statistics developed for MDAs, CSOs and HLGs	Proportion of MDAs/ LGs/CSOs with approved Strategic Plans for Statistics
	Enhance coordination and functionality of statistics governance structures.	Functional Statistics governance structures	Number of Functional Statistics governance structures by type
	Strengthen stakeholder engagement in line with ISO 9001 (2015) Stakeholder Engagement Standard.	Bilateral UBOS and MDA/ CSOs/HLG top Management engagements	Number of Bilateral UBOS and MDA/ CSOs/ HLG top Management engagements
SO 1.3: Broaden cooperation and partnership at national, regional and international level	Establish partnerships with regional and international bodies on statistical production and development.	Memoranda of Understanding (MoUs) with regional and international bodies	Number of MDAs/LGs with Memoranda of Understanding (MoUs) on statistical production with regional and international bodies
	Strengthen partnerships with the private business in statistical development	Increased Citizen generated data from private business	Number of indicators generated from Citizen generated data

Strategic objective	Interventions/Actions	Expected Outputs	Performance Indicators
	Strengthen cooperation among MDAs, LGs, and development partners in statistical production and development	Increased data sharing among PNSD-implementing MDAs/ LGs	Proportion of PNSD-implementing MDAs/ LGs with data sharing agreements
	Establish partnerships with the academia and researchers on statistical production and development	In-depth analytical statistical reports	Number of in-depth statistical reports generated from survey/ census data
		Updated Statistics curriculum	Number of new modules incorporated in the statistics curriculum by 2023
		Internship programs implemented in MDAs and LGs	Number of internship students hosted in MDA and LG statistics units
	Strengthen partnerships with professional bodies and associations including the Uganda Statistical Society (USS) and the ISIbalo Young African Statisticians-Uganda Chapter.	Membership subscriptions to professional bodies and international associations	Growth in membership and subscription to professional bodies and international associations
		Functional Uganda Statistical Society (USS) and the ISIbalo Young African Statisticians-Uganda Chapter.	Number of USS seminars conducted
SO 1.4: Develop mechanisms for sustained financing for Statistics	Mobilize funds for statistics production and development	Increased resources for statistics	Proportion of the total Budget allocated to statistics units in MDAs and LGs
	Mainstream statistics into national policy, planning and budget processes	Budget-lines for statistics Integrated in Annual Work-plans and budgets for MDAs and LGs	Proportion of MDAs/ LGs with budget lines for statistics
	Diversify mobilisation of funds for statistics among development partners	Increased External funding for statistics in the NSS	Amount of external funding for statistics by source
	Develop a NSS-wide resource mobilisation strategy	Resource mobilisation strategy	Proportion of the PNSD-implementing MDAs/ LGs with resource mobilisation strategy

Strategic objective	Interventions/Actions	Expected Outputs	Performance Indicators
SO 5: Strengthen the legal framework for statistics	Amend the UBOS Act, 1998 in line with the 2016 Generic Law on Official Statistics and the African Charter on Statistics	Amended UBOS Act, 1998	NSS Statistics Bill enacted by 2025
	Increase awareness about the statistics Legal frameworks	NSS stakeholders sensitized on the legal framework	Number of stakeholders sensitized by institution
	Develop regulations and guidelines for statistics production and development	Statistics regulations and guidelines.	Number of Statistics regulations and guidelines developed by type

Strategic Goal 2: Develop Statistical Capacity for the NSS

Strategic Objective	Strategic Initiatives	Expected Outputs	Performance Indicators
SO 2.1. Strengthen Human Capital development for Statistics across the NSS	Establish NSS statistical capacity needs	NSS Statistical Capacity Needs Assessment Report	NSS Statistical Capacity Needs Assessment Report by December 2021
	Development of the NSS-wide statistical capacity-building programme	NSS Statistical Capacity Building Programme	NSS Statistical Capacity Building Programme by December 2021
	Improve skills and knowledge of staff in gender responsive statistical development	Statistical personnel trained in line with the identified NSS statistical capacity needs	Number of CSO/MDA/LG staff trained in production and use of statistics
SO 2.2. Institutionalise Human Resource structures for statistics	Advocate for establishment of statistical units in MDAs and LGs	Statistical Units established in MDAs and LGs	Proportion of MDAs/LGs implementing the PNSD with functional statistical units
	Operationalise the common cadre scheme in the NSS.	Profile of common cadre in the NSS by MDA/LG	Number of statisticians deployed in MDAs/LG by sex
	Operationalise the Professional Service Unit in UBOS.	Functional Professional Service Unit in UBOS.	Functional Professional Service Unit in UBOS by 2020
SO 2.3. Promote capacity building structures and mechanisms	Increase statistics capacity delivery mechanisms in the NSS	Functional in-service Training Centre for statistics at UBOS	In-service Training Centre for statistics practitioners established at UBOS by 2022
		Pool of statistics subject area specialists established	Number of statistics specialists by subject area, by sex
	Enhance partnership between UBOS and Statistics Training Centres (STCs)	New global trends of statistical production integrated in the Statistics Curriculum	Proportion of new concepts integrated in the new curriculum

Strategic Goal 3: Strengthen systems for data production and development in the NSS

Strategic objective	Strategic Initiatives	Expected Outputs	Performance Indicators
SO 3.1: Strengthen existing data production processes and implement a robust statistical programme	Review and update the National Standard Indicator (NSI) Framework in line with the NDP III, Africa Agenda 2063, SDGs and other development frameworks.	Updated National Standard Indicator (NSI) Framework	Proportion of national, regional and international development framework indicators incorporated in the NSI
	Align and synchronize the census and survey programme to the National Standard Indicator (NSI) Framework.	NSS Integrated Census and Survey Programme	Proportion of Census and Survey Programme implemented as scheduled
	Strengthen the production of small area statistics	Small area statistics	Proportion of statistical reports with parish level data
	Strengthen compilation and integration of cross-cutting issues such as human rights, migration, gender, refugees and others in statistical production	Statistics on cross-cutting issues	Proportion of statistical reports with cross-cutting issues
	Institutionalise the Community Information System (CIS) in all LGs	Functional CIS at Parish level	Proportional of parishes with functional CIS
SO 3.2: Enhance compilation, management and use of quality Administrative Data in statistical production	Improve standards and guidelines for compilation of Administrative Data	Updated standards and guidelines for compilation of administrative data	Number of MDAs and LGs with guidelines for compilation of administrative data
	Mainstream the production of MDA and LG Annual Statistical Abstracts	MDAs and LGs annual statistical abstracts.	Proportion of MDAs and LGs implementing the PNSD compiling statistical abstracts
	Automation of administrative data systems	Interactive and accessible databases for administrative data	Proportion of MDAs and LGs implementing PNSD with statistical pages on their website

Strategic objective	Strategic Initiatives	Expected Outputs	Performance Indicators
SO 3.3 Promote a data quality culture in the NSS	Develop a NSS Statistical Quality Assurance and Certification Framework	Updated Statistical Quality Assurance and Certification Framework (SQACF)	Updated Statistical Quality Assurance and Certification Framework (SQACF) by 2021
	Strengthen the use of international standards, guidelines and methodologies across the NSS	Updated NSS Statistical Standards Profile	Proportion of NSI compiled using international statistical standards
	Undertake statistical quality compliance assessments	Quality compliance reports	Proportion of National Standard Indicators assessed for quality compliance
	Enhance standardisation in the collection, analysis and publication of statistics.	Updated NSS Compendium of statistical concepts and definitions	Proportion of NSI concepts integrated in the NSS Compendium of statistical concepts and definitions
SO 3.4: Institutionalise generation and use of gender statistics.	Review and update strategy for mainstreaming gender in statistical production	Updated Strategy for mainstreaming gender in statistical production	An updated strategy for mainstreaming gender in statistical production by 2020
	Review and update the gender statistics capacity building programme	Updated Gender statistics Capacity building programme	An updated Gender statistics Capacity building programme by 2021
	Review and update the advocacy and dissemination strategy for gender statistics	Updated Advocacy and dissemination strategy for gender statistics	An updated Advocacy and dissemination strategy for gender statistics by 2021
	Mainstream gender along the Statistical Value Chain	Gender responsive statistics	Proportion of gender responsive statistical reports
	Review and update the National Priority Gender &Equality Indicators (NPGEIs)	Updated National Priority Gender &Equality Indicators (NPGEIs)	Proportion of National Priority Gender &Equality Indicators (NPGEIs) with up to-date data series
SO 3.5: Adopt appropriate methodologies in statistical production and develop-ment	Develop methodologies for new statistical products	Statistical methodological research reports	Number of Statistical methodological research reports
	Develop and implement guidelines for integration of data from different sources (traditional and non-traditional).	Guidelines for integration of data from different *sources (Integrated data/files based on agreed codes, sampling frames)*	Updated Guidelines for integration of data from different sources by 2021

Strategic objective	Strategic Initiatives	Expected Outputs	Performance Indicators
SO 3.6. Adopt appropriate Information and Communication Technology for statistical production.	Increase the use of innovative technologies for Statistical production.	Digitalized data production e.g. CAPI, CATI, CASI	Proportion of censuses and surveys using digitalized data collection methods
	Mainstream Data backup in statistical production processes	Functional data backup systems	Proportion of MDAs/LGs with functional backup systems
	Integrate geo-referencing technologies in the data production process	Up to date visualized Databases by theme on the geo file	Proportion of geo-referenced surveys and censuses
SO 3.7: Institutionalise the use of data from non-traditional sources in the NSS.	Improve capacity for compilation and use of non-traditional data.	Stakeholders trained in compilation and use of non-traditional data	Number of stakeholders trained in compilation and use of non-traditional data
	Increase advocacy for sharing and use of non-traditional data in the NSS	Non-traditional data sources adopted	Proportion of MDAs/LGs using non-traditional data sources in statistical production
	Generate statistics from non-traditional sources	Statistics from non-traditional data sources	Number of indicators compiled from new data sources

Strategic Goal 4: Enhance Data Dissemination, Uptake and Use of statistics

Strategic Objective	Strategic Initiative	Expected Outputs	Performance Indicators
SO 4.1. Develop an effective and efficient data dissemination system in the NSS	Formulate policies to promote and enhance dissemination and use of statistics	Widened avenues, channels and modes of dissemination	Proportion of MDAs/ LGs disseminating statistical products using electronic and print media
	Improve data packaging and promote extensive use of data visualisation technologies to communicate/ disseminate statistics	Simpler/popular versions of statistical products	Proportion of statistical products with simpler/ popular versions
SO 4.2 Promote establishment of open data portals across the NSS	Promote development and use of open data platforms in the NSS	Functional statistics dissemination platforms for the NSS	Proportion of MDAs/ LGs implementing the PNSD with web-based statistics dissemination platforms
	Establish a one stop centre in UBOS for data and statistics in MDAs, and HLGs	A UBOS website with up-to-date MDA and LG statistical products	Number of MDA/LG statistical products uploaded on the UBOS/ NSS website
	Improve sharing and accessibility to data, including very robust data search engines	Interactive NSS Dashboard	Interactive NSS Dashboard by 2024
SO 4.3 Strengthen data user capability to access and use data	Mainstream compilation of metadata in statistical production	Metadata dictionary in LG and MDAs	Proportion of NSI with up to-date metadata
	Enhance availability of survey/census micro datasets	Accessible Micro datasets	Proportion of surveys/ censuses with online micro datasets
	Increase statistical literacy to harness data use	Statistical literacy programme	Number of stakeholders sensitized on statistics use by sex, category
	Enhance data user feedback	Data user feedback reports	Proportion of MDAs/ LGs with statistics user feedback mechanisms
	Undertake user satisfaction studies	User satisfaction survey report	User satisfaction survey conducted biennially

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Annex 3: Acknowledgement

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