

FOREWORD

The Third National Development Plan (NDP III) underscores the need for Statistics, as being critical in National Planning and Development Processes. Subsequently, Government spear-headed by National Bureau of Statistics formulated the National Statistical Development Plan (PNSD III) for FY 2020/21- 2024-25, to which the Ministry's Plan is required to align to.

Accordingly, the Ministry has developed its Statistical Plan for FY 2020/21- 2024-25 which focuses on consolidating and improving Routine and ongoing Statistical Development efforts of the Ministry and further strengthen the Capacities for Statistical Production and Dissemination.

The Ministry's Vision and Mission on Statistics Development will be achieved through the following Four Strategic Goals:

- i. Strengthened Coordination, Cooperation and Partnerships;
- ii. Increased Statistical Capacity;
- iii. Strengthened Systems for Data Production and Development;
- iv. Enhanced Dissemination, Uptake and Use of Statistics.

I wish to commend the Staff of the Ministry of Local Government (MoLG) and other Stakeholders for their invaluable contribution in the formulation of this Strategic Plan.

I am exceedingly grateful to Uganda Bureau of Statistics (UBOS) and Partners for their indispensable Technical Guidance in the Production of this Plan.

I call upon the general Public and MoLG Fraternity in particular, to utilise the Plan as we endeavor to Steward forward the Social Economic Transformation of our Country.



Ben Kumumanya

PERMANENT SECRETARY

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LIST OF ACRONYMS

BFP	Budget Framework Paper
CSOs	Civil Society Organizations
FY	Financial Year
GAPR	Government Annual Performance Report
HLG	Higher Local Governments
IAC	Inter Agency Committee
ICT	Information and Communication Technology
LGFC	Local Government Finance Commission
LGs	Local Governments
LLG	Lower Local Governments
M&E	Monitoring and Evaluation
MDAs	Ministries, Departments and Agencies
MIA	Ministry of Internal Affairs
MIS	Management Information System
MoES	Ministry of Education and Sports
MoFPED	Ministry of Finance, Planning and Economic Development
MoH	Ministry of Health
MoLG	Ministry of Local Government
MoPS	Ministry of Public Service
MoU	Memorandum of Understanding
MPS	Ministerial Policy Statement
MWE	Ministry of Water and Environment
NDP	National Development Plan
NGOs	Non-governmental Organizations

NPA	National Planning Authority
NSS	National Statistical System
PNSD	Plan for National Statistical Development
SPSS	Strategic Plan for Statistics
SWOT	Strengths Weaknesses Opportunities and Threats
UBOS	Uganda Bureau of Statistics

EXECUTIVE SUMMARY

The Mandate of MoLG is to guide, harmonize, mentor and advocate for all Local Governments in support of Government's Vision of bringing about Socio-economic transformation of the Country. The Ministry is responsible for mentoring, compliance inspection and support supervision of Local Governments.

This Strategic Plan for Statistics (SPS) provides a framework and mechanisms for reform and acceleration of statistical development in the Ministry of Local Government under the Plan for National Statistical Development (PNSD 3) theme "***Innovation, modernization and Transformation of the National Statistical System***". The rationale of this strategic plan is to define the roadmap for establishing a sound Statistical System in the Ministry over the five years.

The SPS was developed through a consultative and participatory process guided by Uganda Bureau of Statistics (UBOS) and spearheaded by the Policy and Planning Department. Various assessments of the state of Statistics produced in the Ministry of Local Government (MoLG) were undertaken; these informed the design of this Plan by helping to identify key important issues and areas of interest, as well as priorities and expected outcomes over the five years.

Quality Statistics inform Policy formulation, Planning, Decision-making processes and provide the basis for monitoring and evaluating government programmes. However, some of the following challenges have continued to constrain statistical production and management within the Ministry:

- i. Capacity gaps at various levels;
- ii. Lack of enough ICT equipment;
- iii. Data collection fatigue; and
- iv. Multiplicity of Management Information Systems.

The Plan proposes priority interventions over the five years geared towards improving data collection and use and these include:

- i. Acquire and/or develop necessary statistical infrastructure in the Ministry including physical, Information and Communication Technology and Human Resources;
- ii. Harness new data sources including big data, data science, block chain technologies and geospatial technologies in statistical production;

- iii. Review and update the National Standard Indicator Framework in line with the NDP III, Agenda 2063 and SDGs;
- iv. Operationalize use of standard statistical infrastructure including the rules, regulations and instruments for conducting Censuses and Surveys among data producers;
- v. Mainstream documentation of methodologies (Metadata) for NSS indicators;
- vi. Build the capacity of Local Governments (LGs) in the production and use of statistics;
- vii. Undertake research to improve methodologies for key statistics and indicators;
- viii. Support statistical professional development and application through collaboration with the academia and relevant international organizations;
- ix. Enhance the compilation, management and use of administrative data especially but by no means only among the MDAs and LGs; and
- x. Strengthen compilation of statistics for cross-cutting issues. (e.g. migration, gender, refugees and others).

It further provides for the following key strategies to improve the institutional statistical system:

- i. Establishing a robust and effective coordination and management structure for production and use of local governance statistics;
- ii. Equipping the Ministry's statistics team with knowledge and skills to manage a sound data production and management system;
- iii. Providing continuous improvements in statistical systems, processes and products; and
- iv. Enhancing accessibility and availability of demand driven data.

The Policy and Planning department will coordinate the implementation of this plan by all departments in the Ministry and priority will be placed on advocating for recruitment of statisticians, linkage of the management information systems, capacity building and coordinated efforts in statistical production among the departments. A monitoring and evaluation plan has been devised to guide measurement of achievements under the plan. The plan will be implemented with funding under the Government of Uganda budget and with support from Development Partners.

The cost of the plan is estimated at **UGX 0.826 Billion** as reflected in the five-year budget.

CHAPTER 1: INTRODUCTION

This chapter provides an overview of the background, the mandate of the Ministry of Local Government, the importance of statistics in MoLG, the context and rationale within which the strategic plan has been developed.

1.1 Background

The Ministry of Local Government is a cabinet-level government Ministry of Uganda, it is responsible for the creation, supervision and guidance of sustainable, efficient and effective service delivery in the decentralized system of governance.

The Ministry of Local Government is mandated under Chapter 11 of the 1995 Constitution of Republic of Uganda (as amended) and the Local Governments Act CAP 243 to guide, inspect, monitor, mentor and advocate for all Local Governments in support of the overall shared National Vision of “A Transformed Ugandan Society from a Peasant to a Modern and Prosperous Country within 30 years”.

The Ministry plan is aligned with the International and regional level, i.e. the plan is linked to Agenda 2030 for Sustainable development goals, Agenda 2063 (The Africa We Want) and East Africa Community Vision 2050.

At the National level, the SPS is aligned to the Third National Development Plan (NDP III) objectives of Enhancing value addition in Key Growth Opportunities; Strengthening the private sector capacity to drive growth and create Consolidation & increasing stock and quality of productive infrastructure; Increasing productivity, inclusiveness and wellbeing of Population and Strengthening the role of the State in development.

Statistics reveal the extent of economic transformation, public expenditure and impact, business investment by the private sector, 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 Third Plan for National Statistical Development (PNSD III).

1.2 Legal Framework

The Ministry of Local Government derives its mandate as specified in Sections 96-99, and in the Second Schedule of the Local Governments Act CAP 243. The Ministry is responsible for

the guidance, inspection, monitoring and coordination of Local Governments to ensure compliance with the provisions of Local Governments Act 1997 Cap 243 and any other relevant laws.

1.3 The Rationale for Designing the Strategic Plan for Statistics

The PNSD provides for various Ministries, Departments and Agencies (MDAs) to develop and implement their respective institutional statistical plans that act as the building blocks for the PNSD. It's under this premise that the Ministry of Local Government was required to develop and implement a 5-year Strategic Plan for Statistics (SPS).

This Strategic Plan for Statistics builds on the ongoing and routine data production initiatives and aims to consolidate the existing data/statistical production efforts of the Ministry to enhance data quality and use as prescribed by the PNSD. The plan also feeds into the Third National Development Plan (NDP III), Vision 2040, and other national, regional and international development frameworks and obligations.

This plan sets out the strategies for improving the quality of data produced by the Ministry in terms of accuracy, reliability, timeliness, coherence, interpretability, accessibility and relevance to stakeholders.

While implementation of PNSD I (2006-2012), PNSD II (2013-2018) and the PNSD II extended led to improvements in the scope, quantity and quality of official statistics, some gaps in data availability and quality continue to constrain development processes in the Country. A case in point, lack of administrative data on some development indicators, Capacity gaps at various levels, a multiplicity of Management Information Systems, data collection fatigue, low-quality data; inadequate disaggregation which makes it difficult to identify hotspots and target interventions; untimeliness in some data; inadequate data accessibility; etc. These and related data challenges limit data uptake and use.

Quality statistics are needed for formulating effective policies, tracking achievement of development outcomes and informing the decision making process. Statistics are an essential part of the enabling environment for national development and necessitate Government to develop and sustain the National Statistical System. The statistics produced by the Ministry are important for accounting to key stakeholders – such as LGs, donors, Media, Academia and Research agencies. The statistics produced are also vital for planning, monitoring and evaluating perfor-

mance, guiding the Ministry's monitoring and inspection work, influencing government policies, and assessing the impact of the Ministry's programmes, projects and activities. However, their production during the previous SPS implementation was constrained by coordination, harmonization, financing and standardization issues.

1.4 Process of Developing the Strategic Plan for Statistics

The plan was developed through a highly consultative and participatory process with all Departmental Budget officers through their Heads of Departments and later approved by top management of MoLG. Key MDAs and LGs were consulted and besides the Programme Technical Working Groups comprising representatives from various MDAs, private sector, civil society, and development partners provided technical input in the process.

The detailed process is as follows:

- i. Orientation and sensitization of focal persons on the SPS concept;
- ii. Assessing the current MoLG Statistical System, through completion of the SPS assessment tools by every department;
- iii. Orientation of the statistics committee and stakeholders;
- iv. Drafting of the SPS;
- v. Review and refinement of the draft SPS by the Ministry Statistics Committee;
- vi. Review of the draft SPS by UBOS;
- vii. Validation of the SPS by the Principal Economist;
- viii. Presentation of the SPS to the Permanent Secretary for endorsement; and
- ix. Dissemination of the SPS to various stakeholders.

1.5 Scope and Coverage of the Plan Strategic Plan for Statistics

The plan covered all departments of the Ministry underscoring statistics obtained from administrative records.

1.6 Structure of the Strategic Plan for Statistics

The Plan is divided into six chapters and the annexure.

Chapter one provides an introduction and background profile of the Ministry, the Ministry's legal framework and mandate, the rationale and process of developing the SPS, and the structure of the plan.

Chapter two presents a situational analysis of data collection in the Ministry. This includes stakeholder analysis, an overview of the current data sources in the Ministry, the various data

products currently being produced by the Ministry, a reflection on the quality of data currently produced, and the challenges associated with statistics production in the Ministry, and SWOT analysis.

Chapter three presents the strategic framework for the SPS, namely: the vision, mission, strategic goals, values and principles that shall guide the implementation of the SPS.

Chapter four presents the proposed strategic goals, strategies and specific actions for improving statistics production in MoLG.

Chapter five presents the plan's implementation mechanism, monitoring and evaluation framework.

Chapter Six details the financing plan i.e. the cost of the plan and how it will be funded over the period.

Annexure presents the Data Production Schedule, Logical Framework, 5-year budget, and the explanatory notes.

CHAPTER 2: SITUATION ANALYSIS

2.1 Introduction

This chapter covers the status of the Ministry statistical system, stakeholder's analysis, a reflection on the statistical advancement before the LGSPS development, the status of data production and use in the Ministry, data priorities, quality of the institutional environment, data production processes and data produced, challenges encountered, and a SWOT analysis.

2.1.1 Status of the Ministry Statistical System

Statistical development in Uganda has evolved through reforms and initiatives implemented through a strategic and holistic approach.

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 four PNSD III Strategic Goals and shall apply to all MDAs, HLGs and CSOs contributing to the framework. The key activities are defined in Strategic Plans for Statistics for MDAs, HLGs and the segment of CSOs.

The SPS status of the statistical system is analyzed based on the implementation of the PNSD III Strategic Goals;

Strategic Goal 1: Strengthened Coordination, Cooperation and Partnerships for Statistics

Strategic Goal 2: Increased Statistical Capacity

Strategic Goal 3: Strengthened Systems for Data Production and Development

Strategic Goal 4: Enhanced Dissemination, Uptake and Use of Statistics

The available staff and capacity vis-a-vis the staffing levels on the Ministry's human resource structure have the capacity to handle statistical related matters. However there are a few human resource gaps (vacancies) in some departments and need to further build the capacity of the available staff designated in the area of statistical production and management.

The Policy and Planning department at the Ministry mainly compiles and consolidates data collected from various departments.

2.1.2 Statistical Programmes

Statistical data collection, utilization, generation, dissemination and use in the Ministry have been playing a pivotal role in development planning process. The planning department has been generating civil registration statistics and consolidating them in a Statistical Abstract. The UBOS census reports and data from departmental MIS especially in Water, Education, Health and Human Resource is also heavily used for planning and decision making. It is evident that the Ministry uses administrative records as data sources and the compiled statistics are disseminated on the Ministry website or at times Statistical Abstracts are published and shared with key stakeholders.

However, statistical data from the management information systems at departments are disjointed, unreliable and inconsistent due to methodology constraints and validation. These have made them generally dysfunctional except the health MIS and are no longer supporting statistical advancement to meet the current demand and utility. The UBOS reports which are the main source of secondary information are not comprehensive to provide variables besides poor timing of dissemination. There is need for a statistical revolution to generate, disseminate and use data for decision making.

2.2 Stakeholder Analysis

The responsibility for collecting, capturing and disseminating data in the Ministry of Local Government lies within the Policy and Planning Department. However, individual departments do compile data to inform their decisions and is hence scattered across the entire Ministry. The Local Governments too, generate and compile statistics which may be shared directly with other MDAs and NGOs without the involvement of the Ministry of Local Government.

Table 2.1 : Stakeholder Analysis Matrix

S/N	Stakeholder	Role of the Stakeholder	Level of Stakeholder the Influence
1.	Local Governments and Urban Councils	Producer	High
2.	Members of Parliament	User	High
3.	Other MDAs e.g. MoES, MoH, MWE, MIA, MFPED, MoPS, Electoral Commission, Dev't partners	Producer/User	Medium
4.	UBOS	Producer	High

Source: MoLG-Departmental Assessment Tools

2.2.1 Inter and Intra Linkages

Linkages and Coordination facilitate accessibility and utilisation of data. There are quite remarkable linkages within the Ministry, the planning department and administration are the main beneficiaries of collaborative arrangements. The planning department and management rely on data from departments for statistical outputs and decision making. They also play a critical role in coordination.

There is advocacy and capacity building in data production, management and utility. Nevertheless, there are departments that share in the generation and usage of data (Water and Production, Water and Health, Education and Health, Finance and Planning, Production and Health).

2.2.2 Data Production Process

Based on its mandate and functions, the Ministry currently produces statistics on Local Councils, staffing levels in both Higher and Lower Local Governments, financing levels including Central Government transfers and locally generated revenues, functionality of facilities and service delivery units, duty attendance in LGs, etc. The data is collected using different tools designed by the different departments, including questionnaires which may be administered online or by interviewing during the mandatory monitoring field exercises. The Ministry also designed Local Government Revenue Collection and Management information System (LGRMIS for data storage and compilation.

2.2.3 Coordination Mechanisms in the Ministry

Data from other MDAs such as MoES, MWE is also utilized by the Ministry to inform decision making. However, there exists no formal coordination arrangement between the Ministry and other MDAs that produce statistics that is utilized by the Ministry.

With the development of the SPS, a Ministry-wide Statistics Committee has been set-up comprising representatives from all departments and is expected to meet on a quarterly basis to discuss and approve statistics related matters. This will go a long way in harmonizing statistics and enhancing coordination and management of the statistics function in the Ministry.

The Ministry recognizes the Statistics Committees that have been established in PNSD Local Governments as structures for effective delivery of the statistical function at that level.

2.3 Data Production

2.3.1 Data User Needs

There was an improvement in data access and use. MDAs and HLGs leadership and planning departments demanded administrative data to inform performance measurement, reporting, planning and accountability. For example, Ministerial Budget Framework Papers (BFP), Ministerial Policy Statements (MPS) submitted to Equal Opportunities Commission (EOC) and MOFPED; Government Annual Performance Reports (GAPR) and Government Half Annual Performance Reports (GHAPR) submitted to the Office of the Prime Minister (OPM) were evidence based. Consistently, unique requests for constituency profiles by Members of Parliament, and the MoFPED for information up 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 was met. Similarly, private sector institutions demanded data to support business investments.

Nonetheless, statistical literacy among planners, policy, 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.

2.3.2 Statistical Production

MoLG mainly uses online administered questionnaires and at times manual tools in the production of statistics which consequently yield into a backlog of unprocessed data and untimely reporting. The statistical products produced include;

- i. An Engendered Annual Statistical Abstract;
- ii. Departments' progress reports;
- iii. Ministry's Budget Reports
- iv. Synthesis reports;
- v. Annual National Assessment Report for all Local Governments;
- vi. Quarterly Inspection Reports;
- vii. Inventory of Local Councils; and
- viii. Ministry Annual Fact Sheet.

The Ministry still needs a one stop Centre (MIS) that consolidates statistics from the various management information systems.

2.3.3 Gender Statistics Production

The Ministry's gender responsiveness component is rated at 2.8 on the data quality dimension rating scale which is questionable, that is to say most data is not disaggregated by sex, and the design, tools, analysis and reporting do not reflect the differences in all aspects of women and men's lives where applicable. However, the Ministry is responsible for compiling the indicator on the position of seats held by women at LGs which is a National Priority Gender Equality Indicator (NPGEI). The funding source for Statistics production including gender within the Ministry is Government of Uganda.

2.3.4 Sources of Data

Departmental data is collected from LGs and analysed at the Ministry's headquarters. Some of the data that informs decision making is collected from other MDAs such as the Ministry of Education and Sports and Electoral Commission. The data collection tools are developed by the departments in consultation with stakeholders, however, manuals and statistical standards are not often referred to while developing the tools. Data management is mainly supervised and validated with field visits.

2.3.5 Data Management Systems

The Ministry maintains a website with a statistical tab . Data is stored both digitally and using physical files and it is backed up using the internal server and computer copy. There are also some ICT equipment (computers, LAN and Internet connectivity).

2.3.6 Data Quality Mechanisms

A self-assessment of the quality of data from the Ministry was undertaken on the circumstances around which statistics are currently produced in MoLG. Internal environment has a significant influence on the effectiveness and credibility of the statistic(s) produced by an MDA in terms of validity, reliability or appropriateness.

Overall, the quality of statistics production is acceptable, measuring at 3.0 out of 4. The components of the institutional environment measure are as follows;

Table 2.2 : Rating for quality dimensions

No.	Criteria	Rating	Implication
1.	Relevance	3.8	Acceptable
2.	Prerequisites (statistical laws, staff level and expertise, infrastructure, organizational focus on data quality)	2.8	Questionable
3.	Integrity (Independence of statistical operations, culture of professional and ethical standards)	3.2	Acceptable
4.	Methodological soundness (international/regional standards)	2.5	Questionable
5.	Accuracy and reliability (source data adequacy, response monitoring, validation of administrative data, validation of intermediate and final outputs)	3.2	Acceptable

No.	Criteria	Rating	Implication
6.	Serviceability (user consultation, timeliness of statistical outputs, periodicity of statistical outputs)	2.8	Questionable
7.	Accessibility (effectiveness of dissemination, updated metadata)	3.2	Acceptable
8.	Interpretability and Comparability	2.8	Questionable
9.	Gender responsiveness	2.8	Questionable
	Average	3	Acceptable

Source: MoLG-Departmental Assessment Tools

2.4 SWOT Analysis

An analysis of the strengths, weaknesses, opportunities and threats was carried out as presented in Table 2.3.

Table 2.3 : SWOT Analysis Matrix

<p>Strengths</p> <ul style="list-style-type: none"> i. Monitoring capacity ii. Adequate staffing level iii. Support and appreciation for statistics iv. Feedback from LGs 	<p>Weaknesses</p> <ul style="list-style-type: none"> i. Inadequate resources ii. Poor records management practices iii. Unsound methods of data management iv. Inexistence of a central one-stop database v. Low IT capacity in LGs
<p>Opportunities</p> <ul style="list-style-type: none"> i. Improvement of literacy rates among leaders in Local Governments ii. Presence of development partners in Local Governments iii. Quarterly meetings iv. Routine monitoring and supervision 	<p>Threats</p> <ul style="list-style-type: none"> i. Change in government policies on decentralization ii. Highly fluctuating data (it becomes obsolete so fast) iii. Questionable quality of administrative data sources iv. Lean structures of staff at the Ministry and in Local Governments

Source: MoLG-Departmental Assessment Tools

2.5 Challenges

The commitment from the Ministry and UBOS notwithstanding in developing this statistical plan, the following challenges persist and have to be addressed to ensure successful implementation of the plan:

- i. **Capacity gaps at various levels** - From the onset, it is clear that most of the statistics will be collected from the Local Government level. However, there exists huge capacity gap at these levels as some of the responsible stakeholders may not be trainable to collect and generate credible statistics to be used for planning and evidence-based decision making.
- ii. **Lack of equipment** – Data collection and management requires use of requisite equipment such as computers, scanners, etc. However, there is a problem of lack of the requisite equipment. The available equipment is old or outdated and users are either ill-equipped to use them, or have limited skill in using the equipment. The situation is further compounded by inefficient communication infrastructure for data collection and information sharing.
- iii. **Data collection fatigue** – Local Governments always face various data collection regimes by various government agencies and non-governmental Organizations. Further, the frequency of the data collection can potentially bring about data collection fatigue as LGs throughout the year are doing some sort of data collection. Sometimes, the various data collection efforts duplicate rather than complement each other.
- iv. **Multiplicity of Management Information Systems** - The success of a data collection and management plan depends on the credibility of a management information system. However, in Local Government system today, there are many MISs being promoted various stakeholders. However, these MISs duplicate, rather than supplement each other. Further, these systems operate in silos and do not share information. For the sake of this process, there is no single MIS that will support this plan.

2.6 Priorities over the five years

The Ministry of local government 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 prioritized interventions over the five-year period to achieve the above objectives include;

- i. Acquire and/or develop necessary statistical infrastructure in the Ministry including physical, Information and Communication Technology and Human Resources;
- ii. Harness new data sources including big data, data science, block chain technologies and geospatial technologies in statistical production;
- iii. Review and update the National Standard Indicator Framework in line with the NDP III, Agenda 2063 and SDGs;
- iv. Operationalize use of standard statistical infrastructure including the rules, regulations and instruments for conducting Censuses and Surveys among data producers;
- v. Mainstream documentation of methodologies (Metadata) for NSS indicators;
- vi. Build the capacity of LGs in the production and use of statistics;
- vii. Undertake research to improve methodologies for key statistics and indicators;
- viii. Support statistical professional development and application through collaboration with the academia and relevant international organizations;
- ix. Enhance the compilation, management and use of administrative data especially but by no means only among the MDAs and LGs; and
- x. Strengthen compilation of statistics for cross-cutting issues. (e.g. migration, gender, refugees and others).

CHAPTER 3: STRATEGIC FRAMEWORK

3.1 Introduction

This chapter presents the strategic framework for production and dissemination of MoLG statistical information. It highlights the Vision, Mission, Strategic Goals, Core Values and Principles that will be upheld in the production, dissemination and use of the Ministry's quality statistics.

3.2 Vision and Mission

Vision: A world-class Ministry of Local Government Statistical System

Mission: To provide quality statistics and services that support evidence-based decisions in the Ministry of Local Government and development agencies

Culture: Collaboration, Teamwork, Self-motivation, and Creativity

Core values

In the production and dissemination of statistics for informing sector programs, the following core values and principles will be upheld:

1. Professionalism: In order to retain trust in official statistics, the Ministry values outputs that are produced following strict ethical codes, professional considerations and internationally acceptable standards.

2. Transparency: The Ministry's Statistical System shall strive to promote accountability to the public through provision of reliable data, and to ensure transparency in statistical production.

3. Quality: The quality of a Sector's products is what defines the image and the usefulness of the Sector. The Ministry is committed to producing increasingly better-quality products conforming to the key components of relevance, accuracy, timeliness, reliable, methodological soundness, interpretability, coherence and comparability, accessibility, timeliness, completeness, reliability and relevance.

4. Integrity: At all stages of production, management and dissemination of official statistics, the public interest shall prevail over organizational, political or individual interests, whilst maintaining strict adherence to ethical and professional codes.

3.3 Strategic Goals

The achievement of the Mission will be guided by the following four strategic goals:

Goal 1. Strengthened Coordination, Cooperation and Partnerships for Statistics

Coordination, cooperation and partnerships for statistics involves strengthening coordination of the Ministry and building collaborative partnerships in the production of statistics.

Goal 2. Increased Statistical Capacity

Increased statistical capacity involves strengthening the statistical capacity of the workforce within the Ministry and providing technical support to producers and users of statistics.

Goal 3. Strengthened Systems for Data Production and Development

Strengthened systems for data production and development involves promoting adherence to international statistical standards, guidelines and methodologies; and development and implementation of the NSS Statistical Quality Assurance and Certification Framework.

Goal 4. Enhanced Dissemination, Uptake and Use of Statistics

Enhanced dissemination, uptake and use of statistics involves broadening the scope and coverage of statistical information generated by the Ministry; ensuring statistics generated in the Ministry meet user needs; and enhancing efficiency and effectiveness of statistical production processes. It also involves promoting data use, culture and expanding choices for data use.

CHAPTER 4: STRATEGY FOR IMPROVING STATISTICAL PRODUCTION AND DEVELOPMENT

4.1 Introduction

For the Vision and Mission of MoLG Strategic Plan to be realized over the next five years (2020/21–2024/25), the following interventions have been earmarked for implementation under the five Strategic Goals.

4.1.1 Strengthened Coordination, Cooperation and Partnerships

Coordination, Cooperation and Partnerships of the local governance statistical system involves identifying mechanisms for enhancing collaborative partnerships, strategic statistical planning, statistical advocacy, monitoring and evaluation of statistical activities; and improving institutional governance and resource mobilization for statistical development.

Key issues

The level of coordination and cooperation among key producers and users of public finance statistics is still low. Coordination is essential for integrating data from different sources, eliminating duplication, minimizing respondents' reporting burden, promoting production of comparable data in different fields and ensuring efficient use of resources.

Objective

- i. To establish a coordinated and harmonized local governance statistical system

Strategy

- i. Establishing a robust and effective coordination and management structure for production and use of local governance statistics.

Specific Actions

The above strategy will be implemented through the following specific actions:

- 1.1** Complete the development of the Ministry's SPS as a framework that guides collection and use of statistics
- 1.2** Operationalize the Ministry's Statistics committee meetings and related technical committees to review statistical products and processes.

- 1.3 Support the development and operationalization of the Parish Based Management Information System (PBMIS).
- 1.4 Conduct sensitization workshops for data providers and users in order to increase statistical awareness and support statistics production.
- 1.5 Integrate the MoLG-SPS into the MoLG Budget Framework Paper and advocate for creation of a statistics vote in the BFP.
- 1.6 Sign memoranda of understanding (MoU) with key producers of local governance statistical information.
- 1.7 Undertake regular monitoring and evaluation of MoLG statistical activities.
- 1.8 Undertake resource mobilization for statistical development.

4.1.2 Increased Statistical Capacity

Human resource development and management involves identification of mechanisms for ensuring availability of competent manpower for statistics production. Focus should be on adequacy in numbers, and staff capacity and motivation. Proper planning for human resources is essential for building and maintaining manpower capacity for statistical production and development.

Key issues

MoLG capacity for handling statistical production and management is inadequate. In order for MoLG to undertake effective statistical development it is necessary to designate and retain a variety of professionals (i.e. Economists, accountants, auditors) to manage statistics production within the Ministry.

Objective

- i. To strengthen the Ministry's statistics team with enhanced skills and capabilities in order to boost statistical production and management in the Ministry.

Strategy

- i. Equipping the Ministry's statistics team with knowledge and skills to manage a sound data production and management system.

Specific Actions

- 2.1 Advocate for the recruitment of a Statistician at the Ministry headquarters
- 2.2 Conduct regular refresher in statistics production cycle for all staff engaged in data handling.
- 2.3 Train and support relevant staff in research methodologies through work-in progress seminars.
- 2.4 Subscribe to professional statistical journals and magazines.
- 2.5 Organize study tours and conferences for Ministry staff to build technical capacity, knowledge and experience in statistics generation.
- 2.6 Advocate for recruitment of staff in data handling positions in the Local Governments

4.1.3 Strengthened Systems for Data Production and Development

Statistics production and management involves broadening generation of quality statistical information in alignment with international and national development frameworks and sector plans, as well as improvements in administrative data production and enhancement of linkages between databases.

Key issues

The harmonized information system that was developed some years back needs to be revamped and increased in terms of content and coverage scope to produce timely information pertaining to all departments.

Objective

- i. To develop and implement an integrated administrative and survey programme to meet the user needs.

Strategy

- i. Providing continuous improvements in statistical systems, processes and products.

Specific Actions

- 3.1** Initiate and sustain the production of the Ministry's Annual Statistical Abstract.
- 3.2** Enforce production of District Annual Statistical Abstracts as performance measures for district accounting Officer (CAOs).
- 3.3** Design backed up systems for data capture, editing, analysis and dissemination
- 3.4** Review the statistical needs of the Ministry and design data collection approaches to fill the gaps.
- 3.5** Routinely collect statistics to update the developed Ministry's harmonized centralized database/ one stop Centre.
- 3.6** Conduct demand driven surveys to fill the gap of administrative data sources.
- 3.7** Extend the scope (geographical, content and time) of the current statistics produced by the Ministry.
- 3.8** Develop research papers from the Ministry's statistics to present in major national and international forums.

4.1.4 Enhanced Dissemination, Uptake and Use of Statistics

Usability and dissemination of public finance statistics involves identifying mechanisms for increasing statistics user engagements and satisfaction, enhancing timely availability and access to statistical information, aligning statistical products/outputs to user needs, enhancing stakeholders' capacities for statistics use, and developing and managing on/off line data dissemination portals.

Key issues

Through meetings, workshops, collaboration with partners and website, the Ministry is able to share and disseminate information. There are also formal arrangements in place to interface with data users, however, dissemination or sharing of statistical information is constrained by limited real time data collection processes and unlinked data production systems.

Objective

- i. To increase accessibility, interpretability and availability of demand driven statistics produced by the Ministry.

Strategy

i. Enhancing accessibility and availability of demand driven data.

Specific Actions

- 4.1** Design and develop a statistics tab and a statistics sub-page under the Ministry's website to increase access to statistics generated by the ministry.
- 4.2** Develop and maintain a statistics release calendar.
- 4.3** Put in place mechanisms for ensuring timely dissemination of MoLG statistics such as meetings, correspondences and workshops.
- 4.4** Build the capacity of users in interpretation and usage of statistics for planning and decision making.
- 4.5** Develop and publish statistics metadata to enhance interpretability of MoLG statistics.
- 4.6** Undertake statistical branding to increase statistics advocacy within and outside the Ministry.
- 4.7** Procure computers and other related ICT equipment for statistical production and dissemination.
- 4.8** Develop a centralized stop Centre for statistics and information in the Ministry.

CHAPTER 5: IMPLEMENTATION, MONITORING AND EVALUATION

5.1 Introduction

To ensure that planned activities, as outlined in the SPS are effectively implemented, a monitoring and evaluation framework has been outlined.

5.2 Implementation and Coordination Mechanisms

Implementation of the strategy essentially involves translating strategic thought into action. It focuses on efficiency and requires motivation, leadership skills and coordination. The MoLG Statistics Committee (SC) shall be responsible for coordinating and managing the implementation of the MLG-SPS under the leadership of the Policy and Planning Department

Implementation will be phased over five years with each financial year constituting a phase. The prioritization and scheduling of activities shall be guided by funding requirements, availability of funds, the priority needs and the linkages of the strategic goals where synergy could be achieved.

Successful implementation of the plan will require strengthening partnership and collaboration among key stakeholders e.g. Local Governments, LGFC, UBOS, MoFPED, NPA and other Ministries, Departments and Agencies that work closely with Local Governments.

The Permanent Secretary's office shall take the overall responsibility of supporting and overseeing the implementation of this SPS. The head of the Policy and Planning Department shall be the coordinating link between the key players in the Ministry.

The constituted SC shall be the technical steering team and will meet at least once a month to execute its mandate. Each department shall, through their head or statistical focal person, regularly update the SC on the implementation of the statistical activities by their departments. Annual coordination meetings involving representatives of key stakeholders such as data users, politicians and government partners, will be organized by the SSC to review progress in the implementation of this SPS. Relevant staff pieces of training will be conducted to facilitate the implementation process. This SPS will be presented to development partners with an interest in Local Governance statistics for possible support.

5.3 Monitoring and Evaluation

Monitoring and Evaluation (M&E) of the MoLG-SPS will be following the M&E framework of the National Statistical System (NSS). Overall, implementation monitoring will focus on activities and achievement of outputs as stated in this SPS, while evaluation will aim at establishing achievement of outcomes and impact.

Monthly SC meetings will be held to assess the progress of implementation of the SPS, identify gaps and challenges, and discuss strategies for improvement, all of which will inform the quarterly PNSD Inter-Agency Committee (IAC) meetings. The Ministry's Policy and Planning Department will coordinate M&E activities.

A set of performance indicators has been designed to measure progress towards the achievement of the plan's objectives. The indicators are presented in the Logical Framework. The Ministry will support the mid-term and terminal evaluation exercises to assess the relevance, efficiency, impact and sustainability of the achievements of the Plan. The evaluation exercises will be undertaken by the Policy and Planning Department, supported by the UBOS and will involve the Ministry's Statistics Committee and representatives of other data producers and users.

5.3.1 Monitoring and Evaluation Strategy

The implementation of the MoLGSP will be subjected to routine and annual monitoring and evaluation processes to enable the identification of challenges and determination of collective measures. The outcome of the routine M&E processes will continuously inform management and stakeholders of the progress of implementation and also provide a basis for the determination of solutions to identified challenges. This will be done by the Ministry of Local Government, relevant MDAs, LGs, and other stakeholders.

5.3.2 Reporting arrangements

The secretariat will prepare Quarterly and Annual progress reports on the status of Implementation and will share to the Ministry management as well as to UBOS, on relevant frameworks such as NDP III, National Standard Indicators (NSI), SDGs and National Priority Gender Equality Indicators, among others.

CHAPTER 6: FINANCING PLAN

6.1 Introduction

MoLG will develop and implement the SPS with statistical activities in the Ministry over the five years. Funding for the MoLG SPS shall be secured majorly from from the Government of Uganda and Non – state actors (10%).

The total budget for the MoLG SPS (2020/21 – 2024/25) amounts to UGX 0.826 Billion. The budget is based on the Medium Term Expenditure Framework (MTEF).

6.2 Cost of the Plan

The cost of the plan is estimated at **UGX 0.826 Billion** as reflected in the five-year budget. (See Annex 3)

A summary of specific financial targets for the MoLG Strategic Plan for Statistics, 2020/21-2024/25, under the respective goals, is highlighted in the table 6.1.

Table 6.1 : MoLG-SPS Summary Budget (Uganda shillings ‘000’)

Strategic Goals	Year 1	Year 2	Year 3	Year 4	Year 5	TOTAL
Strengthened coordination, cooperation and partnerships		54,000	84,000	44,000	4,000	186,000
Increased statistical capacity.		95,000	-	70,000	-	165,000
Strengthened systems for data production and development		110,000	120,000	80,000	70,000	380,000
Enhanced dissemination, uptake and use of statistics.		40,000	45,000	-	10,000	95,000
Total		299,000	249,000	194,000	84,000	826,000

6.3 Financing the Plan

This Ministry's SPS will be financed by the Government of Uganda and contributions from development partners.

ANNEX 1: DATA PRODUCTION SCHEDULE

Data /Statistics produced	Indicator/s	Frameworks to which Sector/MDA responds	Data Source	Level of disaggregation	Frequency of production	Level of demand	Users of the indicator / statistics	Dissemination Channel
Local Government Administration and Development								
Accountability requirements	% of LGS fulfilling all the six Accountability requirements	NDP III	Administrative	National	Annually	High	MDAs	Report
Performance of all LGS on Crosscutting areas for service delivery	Average performance of all LGS on Cross-cutting areas for service delivery.	NDP III	Administrative	National	Annually	High	MDAs	Report
Education performance measures	Average score of all LGS in Education performance measures	NDP III	Administrative	National	Annually	High	MDAs	Report
Health performance measures	Average score of all LGS in Health performance measures	NDP III	Administrative	National	Annually	High	MDAs	Report

Data /Statistics produced	Indicator/s	Frameworks to which Sector/MDA responds	Data Source	Level of disaggregation	Frequency of production	Level of demand	Users of the indicator / statistics	Dissemination Channel
Water performance measures	Average score of all LGS in Water performance measures	NDP III	Administrative	National	Annually	High	MDAs	Report
Local Government Inspection and Assessment								
compliance to Laws, rules, and regulations	% increase in Local Governments compliant to Laws, rules, and regulations	NDP III	Administrative	National	Annually	High	MDAs	Report
LG Revenue	% Increase in LG Revenue	NDP III	Administrative	National	Annually	High	MDAs	Report
Un-qualified Audit opinion	% of Local Governments with Un-qualified Audit opinion from Auditor General.	NDP III	Administrative	National	Annually	High	MDAs	Report
Contribution of Urban Local Revenue	% contribution of Urban Local	NDP III	Administrative	Urban	Annually	High	MDAs	Report

Data /Statistics produced	Indicator/s	Frameworks to which Sector/MDA responds	Data Source	Level of disaggregation	Frequency of production	Level of demand	Users of the indicator / statistics	Dissemination Channel
collections to Urban Local Government Budget	Revenue collections to Urban Local Government Budget							
Contribution of Local Revenue collections to Local Government Budget.	% contribution of Local Revenue collections to Local Government Budget.	NDP III	Administrative	National	Annually	High	MDAs	Report
Policy Planning and Support Services								
Annual Assessment	Ministry score in Annual Assessment	NDP III	Administrative	Institutional	Annually	High	MDAs	Report
Ministry absorption of funds released	% of funds released that are absorbed	PFMA	Administrative	Institutional	Annually	High	MDAs	Report
Policy research agenda & Cabinet forward agenda	No. of policy research agenda & cabinet forward	NDP III	Administrative	Institutional	Annually	High	MDAs	Report

Data /Statistics produced	Indicator/s	Frameworks to which Sector/MDA responds	Data Source	Level of disaggregation	Frequency of production	Level of demand	Users of the indicator / statistics	Dissemination Channel
	agenda developed.							
Budget documents	No. of Budget documents compiled and submitted on time.	NDP III	Administrative	Institutional	Annually	High	MDAs	Report
Projects submitted to the Development Committee	No. of Projects submitted to the Development Committee	NDP III	Administrative	Institutional	Annually	High	MDAs	Report
Programme working group meetings	No. of Programme working group meetings held	NDP III	Administrative	Institutional	Annually	High	MDAs	Report
RD Programme review meetings	No. of RD Programme review meetings held	NDP III	Administrative	Institutional	Annually	High	MDAs	Report
Programme recommendations implemented by the Ministry	% of implemented Programme recommendations (by MOLG)	NDP III	Administrative	Institutional	Annually	High	MDAs	Report

Data /Statistics produced	Indicator/s	Frameworks to which Sector/MDA responds	Data Source	Level of disaggregation	Frequency of production	Level of demand	Users of the indicator / statistics	Dissemination Channel
Score in GAPR	Ministry score in GAPR	NDP III	Administrative	Institutional	Annually	High	MDAs	Report
Funds released that are absorbed	% of funds released that are absorbed	NDP III	Administrative	Institutional	Annually	High	MDAs	Report
Women representation in LGs	Proportion of seats held by women in LGs	NPGEI, NDP III	Administrative	Sex	5yrs	High	MDAs, Politicians, Researchers, Academia	Statistical Abstract, Ministry website

ANNEX 2: LOGICAL FRAMEWORK

(A) Strategic objective	(B) Strategic Initiatives for SPS	(C) Activities	(D) Objectively Verifiable Indicators(OVIs)	(E) Sources of data for indicators (MOVs)	(F) Risks and assumptions
Strategic Goal 1: Strengthened Coordination, Cooperation and Partnerships					
Strategic objective 1 To establish a coordinated and harmonized local governance statistical system	Specific actions				
	1.1 Complete the development of the Ministry’s SPS as a framework that guides collection and use of statistics	Producing the Ministry’s SPS	<ul style="list-style-type: none"> • Ministry Strategic Plan for Statistics produced 	<ul style="list-style-type: none"> • MoLG-SPS • Minutes of the SC & Inter Agency Committee meetings. • Databases • MoLG budget 	<ul style="list-style-type: none"> • Continued cooperation from stakeholders • Adequate commitment and capacity to collect and use statistics is maintained. • Management will support mainstreaming of statistics budget in the work plans
	1.2 Operationalize the Ministry’s Statistics committee meetings and related technical committees to review statistical products and processes	Conducting Ministry’s statistics committee meetings to review statistical products and processes	<ul style="list-style-type: none"> • Ministry’s Statistics committee meetings and related technical committees to review statistical products and processes operationalized 		
	1.3 Support the development		<ul style="list-style-type: none"> • Development 		<ul style="list-style-type: none"> • Use of PBMIS

and operationalization of the Parish Based Management Information System (PBMIS).		and operationalization of the PBMIS supported		
<p>1.4 Conduct sensitization workshops for data providers and users in order to increase statistical awareness and support statistics production</p>	<p>Conducting sensitization with the stakeholders in order to increase statistical awareness and support statistics production</p>	<ul style="list-style-type: none"> • Sensitization workshops for data providers and users in order to increase statistical awareness and support statistics production conducted 	<ul style="list-style-type: none"> • Workshop reports 	<ul style="list-style-type: none"> • Increased statistical awareness and support statistics production

1.5 Integrate the MoLG-SPS into the MoLG Budget Framework Paper and advocate for creation of a statistics vote in the BFP	Integrating the MoLG SPS into the MoLG Budget framework paper and creating statistics vote for BFP	<ul style="list-style-type: none"> MoLG-SPS integrated into the MoLG Budget Framework Paper and creation of a statistics vote in the BFP advocated for 	<ul style="list-style-type: none"> MoLG budget 	<ul style="list-style-type: none"> MoLG SPS will be intergrated into the MoLG Budget Framework paper.
1.6 Sign memoranda of understanding (MoU) with key producers of local governance statistical information	Signing memoranda of understanding with the key producers of local governance statistical information	<ul style="list-style-type: none"> Memoranda of understanding (MoU) with key producers of local governance statistical information signed 	<ul style="list-style-type: none"> MOU 	<ul style="list-style-type: none"> MOU will be signed with the key producers of local governance statistical information
1.7 Undertake regular monitoring and evaluation statistical activities.of MoLG	Monitoring and evaluating statistical ctivities of MoLG	<ul style="list-style-type: none"> Regular monitoring and evaluation sta- 	<ul style="list-style-type: none"> M& E report 	<ul style="list-style-type: none"> MoLG Statistical activities will be monitored and evaluated.

			<ul style="list-style-type: none"> tistical activities of MoLG undertaken 	<ul style="list-style-type: none"> Status reports 	<ul style="list-style-type: none"> Resources for statistical development will be mobilised
	1.8 Undertake resource mobilization for statistical development	Mobilization of resources for statistical development	<ul style="list-style-type: none"> Resource mobilization for statistical development undertaken 		
Strategic Goal 2: Increased Statistical Capacity					
Strategic objective 2	Specific actions				
To strengthen the Ministry's statistics team with enhanced skills and capabilities in order to boost statistical production and management in the Ministry.	2.1 Advocate for the recruitment of a Statistician at the Ministry headquarters	Recruiting a statistician at the Ministry head quarters.	<ul style="list-style-type: none"> Recruitment of a Statistician at the Ministry headquarters advocated for 	<ul style="list-style-type: none"> Field visit reports Workshop reports HR reports Statistical quality assessment and audit reports 	<ul style="list-style-type: none"> MoLG Management will be committed to production and use of quality statistics. UBOS support for and implementation of statistical quality assurance initiatives in the NSS will continue.
	2.2 Conduct regular refresher in statistics production cycle for all staff engaged in data handling	Conducting regular refresher trainings in statistics production for all staff.	<ul style="list-style-type: none"> Regular refresher in statistics production cycle for all staff engaged in data 		

		handling conducted		<ul style="list-style-type: none"> • Technical guidance on mainstreaming quality assurance in statistics will be provided.
2.3 Train and support relevant staff in research methodologies through work-in progress seminars	Conducting staff trainings in research methodology	<ul style="list-style-type: none"> • Relevant staff in research methodologies trained and supported through work-in progress seminars. 	<ul style="list-style-type: none"> • Reseaech report 	
2.4 Subscribe to professional statistical journals and magazines	Subscribing to professional statistical journals and magazines	<ul style="list-style-type: none"> • Professional statistical journals and magazines subscribed to 	<ul style="list-style-type: none"> • Statistical journals magazines 	<ul style="list-style-type: none"> • Subscribing to the statistical journals and magazines
2.5 Organize study tours and conferences for Ministry staff to build technical capacity, knowledge and experience in statistics generation	Organizing staff study tours to build staff technical capacity	<ul style="list-style-type: none"> • Study tours and conferences for Ministry staff to build technical capacity, knowledge and experience in statistics generation organized 	<ul style="list-style-type: none"> • Reports 	<ul style="list-style-type: none"> • Availability of funds

	2.6 Advocate for recruitment of staff in data handling positions in the Local Governments	Recruiting staff in data related positions	<ul style="list-style-type: none"> Recruitment of staff in data handling positions in the Local Governments advocated for 	<ul style="list-style-type: none"> Status report 	<ul style="list-style-type: none"> Availability of funds for recruitment processes
Strategic Goal 3: Strengthened Systems for Data Production and Development					
Strategic objective 3	Specific actions				
To develop and implement an integrated administrative and survey programme to meet the user needs	3.1 Initiate and sustain the production of the Ministry's Annual Statistical Abstract	Producing annual statistical abstract	<ul style="list-style-type: none"> Production of the Ministry's Annual Statistical Abstract initiated and sustained 	<ul style="list-style-type: none"> Standards documents Statistical quality assessment and audit reports M&E reports. 	<ul style="list-style-type: none"> Management support especially in recruitment and motivation of staff involved in the delivery of statistical programmes. Continued funding from donors. Staff willingness to learn and be trained.
	3.2 Conduct regular refresher in statistics production cycle for all staff engaged in data handling	Conducting regular refresher training in statistics production	<ul style="list-style-type: none"> Regular refresher in statistics production cycle for all staff engaged in data handling conducted 		

<p>3.3 Design backed up systems for data capture, editing, analysis and dissemination</p>	<p>Designing systems for data capture, editing analysis and dissemination.</p>	<ul style="list-style-type: none"> • Backed up systems for data capture, editing, analysis and dissemination designed 	<ul style="list-style-type: none"> • Reports 	<ul style="list-style-type: none"> • Availability of consultants to support the processes
<p>3.4 Review the statistical needs of the Ministry and design data collection approaches to fill the gaps</p>	<p>Reviewing the statistical needs of the Ministry and designing data collection approaches to fill the gaps</p>	<ul style="list-style-type: none"> • Statistical needs of the Ministry and design data collection approaches to fill the gaps reviewed 	<ul style="list-style-type: none"> • Reports 	<ul style="list-style-type: none"> • Technical support in designing data collection approaches.
<p>3.5 Routinely collect statistics to update the developed Ministry's harmonized centralized database/ one stop Centre</p>	<p>Collection of statistics to update the development of the Ministry's harmonized centralized database</p>	<ul style="list-style-type: none"> • Statistics to update the development of the Ministry's harmonized centralized database/ one stop Centre routinely collected 	<ul style="list-style-type: none"> • Statistical reports 	<ul style="list-style-type: none"> • Statistics for development of Ministry's harmonised centralized database will be collected

<p>3.6 Conduct demand driven surveys to fill the gap of administrative data sources</p>	<p>Conducting surveys for demand driven data.</p>	<ul style="list-style-type: none"> • Demand driven surveys to fill the gap of administrative data sources conducted 	<ul style="list-style-type: none"> • Surveys 	<ul style="list-style-type: none"> • Surveys will be conducted
<p>3.7 Extend the scope (geographical, content and time) of the current statistics produced by the Ministry</p>	<p>Extending the scope (geographical, content and time) of the current statistics produced by the Ministry</p>	<ul style="list-style-type: none"> • The scope (geographical, content and time) of the current statistics produced by the Ministry extended 	<ul style="list-style-type: none"> • Geographical report 	<ul style="list-style-type: none"> • The scope of the current statistics produced by the ministry will be extended.
<p>3.8 Develop research papers from the Ministry's statistics to present in major national and international forums</p>	<p>Developing research papers from the Ministry's statistics to present in major national and international forums</p>	<ul style="list-style-type: none"> • Research papers from the Ministry's statistics to present in major national and international forums developed 	<ul style="list-style-type: none"> • Status report 	<ul style="list-style-type: none"> • Research papers to present the major national and international forums will be developed.
<p>Strategic Goal 4: Enhanced Dissemination, Uptake and Use of Statistics</p>				

Strategic objective 4	Specific actions				
To increase accessibility, interpretability and availability of demand driven statistics produced by the Ministry.	<p>4.1 Design and develop a statistics tab and a statistics sub-page under the Ministry’s website to increase access to statistics generated by the Ministry</p>	<p>Designing and developing a statistics tab and a statistics sub-page under the Ministry’s website to increase access to statistics generated by the Ministry</p>	<ul style="list-style-type: none"> • Statistics tab and a statistics sub-page under the Ministry’s website to increase access to statistics generated by the Ministry designed and developed 	<ul style="list-style-type: none"> • MoLG website • Annual Statistical Abstract • Statistical reports • Workshop reports. 	<ul style="list-style-type: none"> • Willingness and support from management and stakeholders to use the statistics. • Continued financial and technical support for generation of user friendly statistics and information.
	<p>4.2 Develop and maintain a statistics release calendar</p>	<p>Developing and maintaining a statistics release calendar</p>	<ul style="list-style-type: none"> • Statistics release calendar developed and maintained 	<ul style="list-style-type: none"> • Release calendar 	<ul style="list-style-type: none"> • Users will demand for the information.
	<p>4.3 Put in place mechanisms for ensuring timely dissemination of MoLG statistics such as meetings, correspondences and workshops</p>	<p>Putting in place mechanisms for ensuring timely dissemination of MoLG statistics such as meetings, correspondences and workshops</p>	<ul style="list-style-type: none"> • Mechanisms for ensuring timely dissemination of MoLG statistics such as meetings, correspondences 	<ul style="list-style-type: none"> • Workshop reports 	<ul style="list-style-type: none"> • Ensuring timely dissemination of MoLG statistics

		and workshops put in place		
4.4 Build the capacity of users in interpretation and usage of statistics for planning and decision making	Building the capacity of users in interpretation and usage of statistics for planning and decision making	<ul style="list-style-type: none"> Capacity of users in interpretation and usage of statistics for planning and decision making built 	<ul style="list-style-type: none"> Statistical reports 	<ul style="list-style-type: none"> Statistics will be interpreted and used for planning and decision making
4.5 Develop and publish statistics metadata to enhance interpretability of MoLG statistics	Developing and publishing statistics metadata to enhance interpretability of MoLG statistics	<ul style="list-style-type: none"> Statistics metadata to enhance interpretability of MoLG statistics developed and published 	<ul style="list-style-type: none"> Reports 	<ul style="list-style-type: none"> Availability of Statistics metadata to enhance interpretability of MoLG
4.6 Undertake statistical branding to increase statistics advocacy within and outside the Ministry	increasing statistics advocacy within and outside the Ministry undertaken	<ul style="list-style-type: none"> Statistical branding to increase statistics advocacy within and outside the Ministry undertaken 	<ul style="list-style-type: none"> Reports on statistical branding Procurement 	<ul style="list-style-type: none"> Statistical branding will be undertaken

<p>4.7 Procure computers and other related ICT equipment for statistical production and dissemination</p>	<p>Procuring computers for statistical production and dissemination</p>	<ul style="list-style-type: none"> Computers and other related ICT equipment for statistical production and dissemination procured 	<p>reports</p>	<ul style="list-style-type: none"> Computers and other ICT equipments will be procured for statistical activities
<p>4.8 Develop a centralized stop Centre for statistics and information in the Ministry</p>	<p>Developing centralized stop centre for statistics and information in the ministry</p>	<ul style="list-style-type: none"> A centralized stop Centre for statistics and information in the Ministry developed 	<ul style="list-style-type: none"> Reports from the Ministry centralized stop centre 	<ul style="list-style-type: none"> Developed centralized stop centre for statistics and information in the ministry

ANNEX 3: 5-YEAR BUDGET ('000')

Goal	Objective/Activities	YR1	YR2	YR3	YR4	YR5	TOTAL	FUND SOURCES BY AMOUNTS
1. Strengthened Coordination, Cooperation and Partnerships								
	1.1 Complete the development of the Ministry's SPS as a framework that guides collection and use of statistics		20,000	-	-	-	20,000	TBI
	1.2 Operationalize the Ministry's Statistics committee meetings and related technical committees to review statistical products and processes		4,000	4,000	4,000	4,000	16,000	TBI
	1.3 Support the development and operationalization of the Parish Based Management Information System (PBMIS)		-	50,000	40,000	-	90,000	TBI
	1.4 Conduct sensitization workshops for data providers and users in order to increase statistical awareness and support statistics production		30,000	30,000	-	-	60,000	TBI

Goal	Objective/Activities	YR1	YR2	YR3	YR4	YR5	TOTAL	FUND SOURCES BY AMOUNTS
	1.5 Integrate the MoLG-SPS into the MoLG Budget Framework Paper and advocate for creation of a statistics vote in the BFP		-	-	-	-	-	
	1.6 Sign memoranda of understanding (MoU) with key producers of local governance statistical information		-	-	-	-	-	
	1.7 Undertake regular monitoring and evaluation statistical activities of MoLG		-	-	-	-	-	
	1.8 Undertake resource mobilization for statistical development		-	-	-	-	-	
2. Increased Statistical Capacity								
	2.1 Advocate for the recruitment of a Statistician at the Ministry headquarters		-	-	-	-	-	

Goal	Objective/Activities	YR1	YR2	YR3	YR4	YR5	TOTAL	FUND SOURCES BY AMOUNTS
	2.2 Conduct regular re-fresher in statistics production cycle for all staff engaged in data handling		30,000	-	20,000	-	50,000	TBI
	2.3 Train and support relevant staff in research methodologies through work-in progress seminars		50,000	-	-	-	50,000	TBI
	2.4 Subscribe to professional statistical journals and magazines		15,000	-	-	-	15,000	TBI
	2.5 Organize study tours and conferences for Ministry staff to build technical capacity, knowledge and experience in statistics generation		-	-	50,000	-	50,000	TBI
	2.6 Advocate for recruitment of staff in data handling positions in the Local Governments		-	-	-	-	-	
3. Strengthened Systems for Data Production and Development								

Goal	Objective/Activities	YR1	YR2	YR3	YR4	YR5	TOTAL	FUND SOURCES BY AMOUNTS
	3.1 Initiate and sustain the production of the Ministry's Annual Statistical Abstract		20,000	20,000	20,000	20,000	80,000	TBI
	3.2 Conduct regular refresher in statistics production cycle for all staff engaged in data handling		-	-	-	-	-	
	3.3 Design backed up systems for data capture, editing, analysis and dissemination		-	-	-	-	-	
	3.4 Review the statistical needs of the Ministry and design data collection approaches to fill the gaps		20,000	-	-	-	20,000	TBI
	3.5 Routinely collect statistics to update the developed Ministry's harmonized centralized database/ one stop Centre		20,000	20,000	20,000	20,000	80,000	TBI
	3.6 Conduct demand driven surveys to fill the gap of administrative data sources		-	100,000			100,000	TBI

Goal	Objective/Activities	YR1	YR2	YR3	YR4	YR5	TOTAL	FUND SOURCES BY AMOUNTS
	3.7 Extend the scope (geographical, content and time) of the current statistics produced by the Ministry		-	-	-	-	-	
	3.8 Develop research papers from the Ministry's statistics to present in major national and international forums		50,000	40,000	40,000	30,000	160,000	TBI
4. Enhanced Dissemination, Uptake and Use of Statistics								
	4.1 Design and develop a statistics tab and a statistics sub-page under the Ministry's website to increase access to statistics generated by the Ministry		-	-	-	-	--	
	4.2 Develop and maintain a statistics release calendar		-	-	-	-	-	
	4.3 Put in place mechanisms for ensuring timely dissemination of MoLG statistics such as meetings, correspondences and workshops		-	-	-	-	-	

Goal	Objective/Activities	YR1	YR2	YR3	YR4	YR5	TOTAL	FUND SOURCES BY AMOUNTS
	4.4 Build the capacity of users in interpretation and usage of statistics for planning and decision making		-	-	-	-	-	
	4.5 Develop and publish statistics metadata to enhance interpretability of MoLG statistics		10,000	-	-	-	10,000	TBI
	4.6 Undertake statistical branding to increase statistics advocacy within and outside the Ministry		-	15,000	15,000	10,000	40,000	TBI
	4.7 Procure computers and other related ICT equipment for statistical production and dissemination		30,000	15,000	-	-	45,000	TBI
	4.8 Develop a centralized stop Centre for statistics and information in the Ministry		30,000	30,000	-	-	60,000	TBI

ANNEX 4 : EXPLANATORY NOTES

The notes below are intended to create a common understanding of the given terms across the NSS and should be maintained throughout the design and implementation process.

Plan for National Statistical Development	This is the national plan for developing statistical capacity across the entire national statistical system (NSS). It sets out a vision of where the NSS should be over a five-year period, and presents a comprehensive and unified framework for the continuous assessment of users' evolving needs and sets the priorities necessary to build capacity to meet these needs in a coordinated, synergistic and efficient manner.
Strategic Plan for Statistics	This is the individual sector/Ministry, Department, or Agency/ Higher Local Government, five-year plan for strengthening statistics production and development to meet data user needs for evidence based decision-making. It forms a building block to the PNSD aspirations.
Data sources	A data source is the where data originates, and may be directly or indirectly obtained. Direct methods of data collection involve scientifically collecting new data for a specific purpose - known as primary data (Censuses, Surveys). Indirect methods of data collection involve sourcing and accessing existing data that were not originally collected for the purpose it is demanded for but suits the need - secondary data – administrative data.
Non-Traditional Data	Non-traditional data includes information that may be publicly available but often difficult to get in a structured and easily usable format e.g. Big Data, Citizen Generated Data, social media, cloud sourcing etc. These data are mostly generated from the non-traditional sources like telecom services etc.
Data ecosystem	A data ecosystem includes the national statistical system along with the complex organizations of dynamic social relationships, which move and transform data/information such as (data infrastructure, tools, media, producers, consumers, curators and sharers) (PARIS21, 2018b).
Data revolution	“Data revolution” is that set of transformative actions needed to make statistics an integral part of evidence-based decision making. It is about providing the right data to the right people at the right time and in the

right format, and involves reshaping of how statistical information is produced and used. A true data revolution focuses on sustainable improvements in both the production and uptake/use of statistics. Data revolution draws on both existing (traditional) and new (non-traditional) data sources

Unprecedented demand for development data	Changing and increased demand for data to inform monitoring and reporting progress on different development frameworks such as the District Development Plan, NDP III, Sustainable Development Goals etc.
Gender indicators	Gender indicators serve to measure and compare the situation of women and men over time. Gender indicators can refer to quantitative indicators (mainly but not exclusively based on statistics differentiated by sex) or to qualitative indicators (based on women’s and men’s experiences, attitudes, opinions and feelings) (EIGE, 2015).
Gender mainstreaming in statistical system	Gender mainstreaming in statistical system include activities that aim to apply a gender perspective holistically at all stages of data production, statistical coordination, communication and statistics use.
The Issue	The Issue refers to the fundamental question or critical challenge affecting the Ministry’s ability in the specified goal. I.e. what the problem is that the Ministry needs to address.
Goal	A goal is a broad primary outcome
Strategy	A strategy is a plan of action to achieve an objective that is usually major, comprehensive and long-term (Higgins and Vincze, 1989). A strategy is basically the approach you take to achieve a goal
Strategic Objective	A strategic objective (SO) is a measurable step you take to achieve the strategy.
Strategic Intervention	Strategic intervention (SI) refers to a set of sequenced planned actions or events intended to facilitate attaining of an objective. A Strategic objective may have one or more strategic interventions.
Strategic Action	A Strategic Action is the concrete step or activity needed to make the strategy a reality. A strategic intervention may have one or more strategic actions simultaneously or sequenced into an action plan.

Key Output A Key Output is a projected result of an action or activity. Each action is expected to yield specific outputs. An activity may have one or more outputs. These outputs may at times be unintended

Output Indicator An Output Indicator is the clue, sign or markers that measure one aspect of an action and show how close it is to its desired path and outcomes. Indicators usually describe observable changes or events, which relate to an intervention. Indicators must be realistic and measurable. Each of the expected output must have a measurable indicator of success.