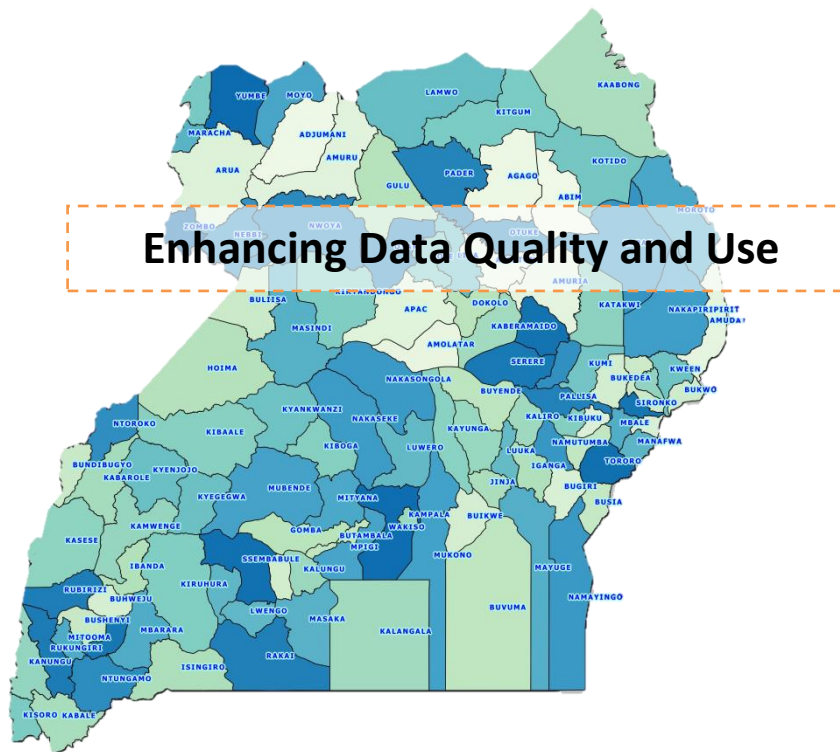


# TRADE, INDUSTRY AND COOPERATIVES SECTOR STRATEGIC PLAN FOR STATISTICS 2015/16 – 2019/20



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Farmers House, 3rd – 6th Floor  
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Kampala, Uganda

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## FOREWARD



The Sector Strategic Plan for Statistics (SSPS) 2015/16–2019/20 outlines the current status and strategies for improving the generation, production, dissemination and use of statistics for the Trade, Industry and Cooperatives Sector. It highlights the importance of statistical quality assurance and the need for competent human resources to develop and maintain statistics.

Statistics is an important tool for policy formulation, program management and strategic decision making. It facilitates effective planning, monitoring and evaluation of policies, projects and programs, and it enhances accountability for the sector resources. It has, however, not received the attention it deserves.

The Sector is committed to establishing an efficient and effective Statistical Management System. The key areas where data is required are: production and productivity, exports, entrepreneurs, industrial research, manufacturing establishments, consumption, cooperatives' activity and membership, value addition, ware houses, standards and quality, and micro small and medium enterprises.

The Planning and Policy Analysis Unit of the Ministry is coordinating the establishment of the Statistics Management System. The success of this undertaking, however, hinges mainly on the effective participation of all stakeholders.

We acknowledge the partnership and guidance provided by UBOS and commend our stakeholders for their continued support as we build a reliable and sustainable statistical system.

Buy Uganda, Build Uganda



Amelia Nyambaa (MP)

**Minister of Trade, Industry and Cooperatives**

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## ACROYNMS

<b>AGOA</b>	Africa Growth Opportunity Act
<b>BoU</b>	Bank of Uganda
<b>COMESA</b>	Common Market for Eastern and Southern Africa
<b>DCO</b>	District Commercial Officer
<b>DFID</b>	Department for International Development
<b>EAC</b>	East African Community
<b>GoU</b>	Government of Uganda
<b>ICT</b>	Information Communication Technology
<b>IMF</b>	International Monetary Fund
<b>IMS</b>	Information Management Systems
<b>MDA</b>	Ministries, Departments and Agencies
<b>MoU</b>	Memoranda of Understandings
<b>MFPEd</b>	Ministry of Finance, Planning and Economic Development
<b>MSME</b>	Micro, Small and Medium Enterprises
<b>MTAC</b>	Management Training and Advisory Centre
<b>MTIC</b>	Ministry of Trade, Industry and Cooperatives
<b>NDP</b>	National Development Plan
<b>NSS</b>	National Statistics System
<b>OECD</b>	Organization for Economic Co-operation and Development
<b>PNSD</b>	Plan for National Statistical Development
<b>SDP</b>	Sector Development Plan
<b>SSC</b>	Sector Statistics Committee
<b>SSPS</b>	Sector Strategic Plan for Statistics
<b>TIC</b>	Trade, Industry and Cooperatives
<b>TEXDA</b>	Textile Development Authority
<b>UBOS</b>	Uganda Bureau of Statistics
<b>UCPC</b>	Uganda Cleaner Production Center
<b>UDC</b>	Uganda Development Corporation
<b>UEPB</b>	Uganda Export Promotion Board
<b>UMA</b>	Uganda Manufacturers Association
<b>UIRI</b>	Uganda Industrial Research Institute
<b>UNBS</b>	Uganda National Bureau of Standards
<b>UNCTAD</b>	United Nations Conference on Trade and Development
<b>URA</b>	Uganda Revenue Authority
<b>UWRSa</b>	Uganda Warehouse Receipting Systems Authority



## **EXECUTIVE SUMMARY**

The Trade, Industry and Cooperatives Sector Strategic Plan for Statistics (TIC-SSPS) provides a framework for strengthening the production of TIC statistics in Uganda. The plan covers five years 2015/16-2019/20 and is intended to guide the development of an integrated, harmonised, coordinated and coherent TIC Statistical System which ensures unified data production processes for provision of quality statistics. The plan covers the TIC sector and draws together all agencies that produce and use data within the sector. It has been designed to guide production of quality data to inform national development priorities and address the regional and international Trade, Industry and Cooperatives data requirements.

The TIC-SSPS was designed under the framework for the PNSD II coordinated by the UBOS in a participatory and consultative manner with key data producers and users to ensure ownership and effective planning as well as implementation.

The vision of the SSPS is to drive the sector to “A centre of excellence in the production and dissemination of Trade, Industry and Cooperatives statistics” and the mission “To spearhead the production, dissemination and use of quality statistics for efficient and effective management of the Trade, Industry and Cooperatives sector”. The vision and mission will be guided by five strategic Goals namely:

1. To improve the coordination and management of the Trade, Industry and Cooperatives sector statistical system
2. To strengthen dissemination mechanisms and enhanced usability of statistics generated in the sector
3. Mainstream quality assurance in Trade, Industry and Cooperatives statistics production
4. To strengthen human capacity for collection, processing, analysis and dissemination of statistics
5. To strengthen Production and development of the Trade, Industry and Cooperatives Statistics

This SSPS has been developed to facilitate the achievement of the sector mandate as well as promote evidence-based policy development through the popular use of quality statistics in the sector. Various activities have been planned and scheduled over the five year implementation period. This plan has been costed at Uganda Shillings 845,000,000 over the five year period.

## **1.0 BACKGROUND**

### **1.1 Legal Framework**

The Ministry of Trade, Industry and Cooperatives (MTIC) as defined in the Constitution of the Republic of Uganda (1995 – Article 189, sixth schedule Article 189, sections 6, 8, 10, 11, 20 and 23) is mandated to formulate and support strategies, plans and programs that promote and ensure expansion and diversification of trade, cooperatives, environmentally sustainable industrialisation, appropriate technology, to generate wealth for poverty eradication and benefit the country economically.

The Uganda Bureau of Statistics was established by the UBOS Act 1998 and mandated to develop and maintain the NSS. Section 21 of the UBOS Act, 1998 empowers it to delegate authority to other institutions to compile and disseminate specific statistical data. Therefore the MTIC has been delegated by UBOS to oversee the development and maintenance of the TIC statistical system that exists to produce, co-ordinate, supervise, and disseminate official statistics of TIC in conjunction with MDAs.

### **1.2 Mandate Analysis and Structure**

#### **1.2.1 Sectoral objectives**

The mission of MTIC is “to develop and promote a competitive and export-led private sector through accelerating industrial development for economic growth.” The strategic objectives derived from that are;

- a) Formulate and review, where necessary appropriate policies, legislation, regulations and standards for economic development;
- b) Increase the competitiveness of Uganda’s product and services;
- c) Secure and expand the market for Uganda’s products and services in the domestic, regional and international markets;
- d) Build a strong and sustainable cooperative movement;
- e) Improve the ‘doing business’ environment in the country;
- f) Promote and coordinate research activities and technology of the sector;
- g) Enhance the competitiveness and sustainability for industrial development; and
- h) Build a rational information system to inform decision making in the sector.

### **1.2.2 Structure of the organisation**

The Ministry, whose organogram is shown in Figure 1, is comprised of five technical departments: External Trade; Internal Trade; Cooperative Development; Industry; and Finance & Administration. Each department's functions are guided as shown below;

#### a) External and Internal Trade

The departments of Trade are mandated to promote and facilitate the development of both domestic and foreign trade with particular emphasis on export promotion and diversification.

#### b) Industry

The department of Industry is mandated to support strategies, plans and programmes that promote the expansion and diversification of competitive and environmentally sustainable industries with particular emphasis on standardisation and use of appropriate technologies.

#### c) Cooperatives Development

The department for Cooperatives is mandated to spearhead the sustainable revitalization of the Cooperative Business Model premised on the universal cooperative principles of self-responsibility; democracy, equality, solidarity, accountability and transparency as well ensure conformity to the Cooperative Societies Statute of 1991.

#### d) Finance and Administration

This department is mandated to coordinate the policy decision making processes in the sector as well as monitor and supervise programme and project implementation. It also provides financial, procurement, records management and administrative support services to the ministry.

This Ministry also oversees the operations of six (6) semi-autonomous institutions, namely;

#### a) Uganda National Bureau of Standards (UNBS)

UNBS is a statutory body established by the UNBS Act Cap 327 of Parliament in June 1983. It is mandated to; formulate and promote the use of standards; enforce standards in protection of public health and the environment against dangerous and substandard products; ensure fairness in trade and precision in industry through the use of reliable measurement systems; and assuring the quality of locally manufactured products to enhance the competitiveness of exports in regional and international markets.

b) Management Training and Advisory Centre (MTAC)

Management Training and Advisory Centre is a body corporate which was inaugurated on 14<sup>th</sup> July 1964 as a project. Upon successful execution, the project was transformed into MTAC, with the enactment of the MTAC Act of 1969. The centre is mandated to promote enterprise development and sound management practices by providing quality and relevant advisory, training and entrepreneurship development services.

c) Uganda Export Promotion Board (UEPB)

The UEPB is a public trade promotion organisation that is established by Parliamentary Statute No. 2 of 1996, which repealed the Uganda Export Promotion Council Act No.7 of 1983. It is mandated to facilitate and support export policy initiation and advocacy, conduct market research, generate and disseminate relevant trade information, export skills development as well as to offer trade promotion services.

d) Uganda Industrial Research Institute (UIRI)

UIRI is government's lead agency for industrialisation established by an Act of Parliament in 2002. It is mandated to undertake applied research and to develop and/or acquire appropriate technology in order to create a strong, effective and competitive industrial sector in Uganda. UIRI's key areas of operation include; technology development and transfer, business development, industrial services, pilot plants and prototyping.

e) Uganda Development Corporation (UDC)

The Uganda Development Corporation, formerly established by the Uganda Development Corporation Act (Cap 329) of 1952 which was passed by the Legislative Council with the objective of facilitating the economic development of Uganda.

The Government of Uganda recognized the overriding need to enhance its efforts to effectively promote, spearhead and facilitate the industrial and economic development of Uganda to achieve socio-economic transformation hence the Cabinet resolution of 28<sup>th</sup> January, 2008 to revive UDC to act as the "development arm of Government".

f) Uganda Warehouse Receipt System Authority (UWRSA)

UWRSA was established in 2006 by the Warehouse Receipt System Act of Parliament. It is a system where commodities can be used as security/collateral for financing (Inventory Credit). Section 3 of the act mandates UWRSA responsibility to develop and promote standardised storage infrastructure and a structured commodities trading system that enhance value addition.

Section 6 of the same act delegated some functions of the authority to Uganda Commodity Exchange (UCE). UWRSA key functions include; improve the quality and standards of traded agricultural commodities, increase and improve the capacity of agricultural storage facilities, develop and promote a reliable market information system that empowers producers and traders to engage in bulk commodity marketing, promote value addition to traded commodities through a sustainable marketing system and promote access to affordable financing through Inventory credit.

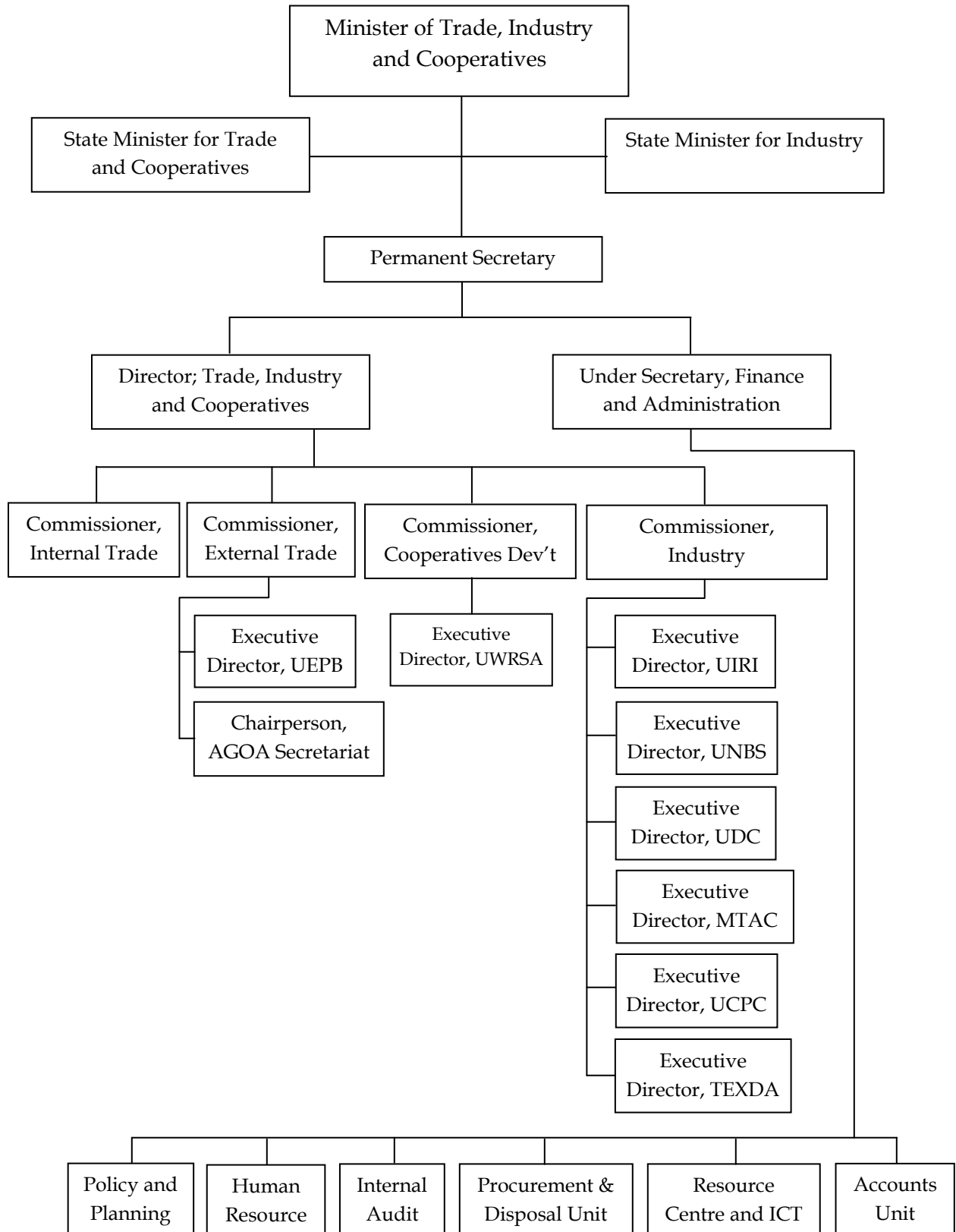
g) Textile Development Agency (TEXDA)

TEXDA will seek to strengthen the capacity of the Ministry in implementing the National Textile Policy (2009), the National Industrial Policy (2007) with the main objective to stimulate and support sustainable value addition through the textile value chain with an aim of creating employment, enhancing human resource skills and capabilities, product up-gradation and diversification, increasing exports and contributing to the economic growth and prosperity of the country.

h) Uganda Cleaner Production Centre (UCPC)

This is one of the National Cleaner Production Centres in Africa established by United Nations Industrial Development Organisation (UNIDO) under the UNIDO global Cleaner Production Programme. UCPC started in 2001 as a joint project of Government of Uganda, through the then Ministry of Tourism, Trade and Industry (MTTI) and UNIDO. The main objective of UCPC is to introduce Cleaner Production practices to enterprises in Uganda in order to help companies reduce operating costs through increased overall efficiency, especially in the use of materials and energy. UCPC provides advice, technical assistance and training in Cleaner Production.

**Figure 1: Organisational Structure of the Ministry**



### **1.3 Context and Rationale of the Strategic Plan**

The use of statistics on performance measurement is critical for successful management and operation of the sector as it provides the necessary system to make informed decisions, facilitates effective monitoring and evaluation of the progress resulting from the various programmes/projects and activities of the sector.

The PNSD envisages Uganda's statistical system to be "A world class National Statistical System". This SSPS is a building block to the NSS and will guide the different MDA within the sector towards achieving the PNSD's vision. The development of the TIC-SSPS, in particular, will be useful in providing a unified basis and direction for:

- a) Increasing usability of statistics.
- b) Ensuring good quality statistics.
- c) Statistics production and development.
- d) Coordination and management of statistical activities.
- e) Development and maintenance of human resources.

### **1.4 Significance of Sectoral Statistics**

World focus is increasingly shifting from outputs to outcomes with calls for evidence-based planning and policy making. Generation, processing and dissemination of up-to-date statistics are crucial management tools that can be used to enhance sectoral accountability, inform budget allocations, guide policy decisions as well as provide credible evidence on performance and specifically on whether a particular project has achieved its desired outcomes.

The Trade, Industry and Cooperatives sector requires robust statistical development systems that provide for efficient and effective mechanisms relevant to the various user and producer needs.

### **1.5 Process of Developing the Plan**

The Planning and Policy Analysis Unit of MTIC with support from the UBOS coordinated the preparation of the Trade, Industry and Cooperatives Sector Strategic Plan for Statistics (TIC-SSPS) in line with the PNSD review and update process for the entire NSS.

The following phases were followed in formulating the SSPS of TIC sector.

#### Step 1 – Assessment of PNSD performance (2007/08 – 2011/12)

UBOS took lead in assisting MDA such as MTIC to assess performance over the PNSD implementation period through the administration of a PNSD Assessment form which facilitated the evaluation of the sector's capacity to produce adequate, complete, timely and accessible statistics as well as the statistical quality assessment questionnaire which aimed to assess the institutional environment's conformity to accepted standards in which statistics are being produced in the sector.

Capacity gaps were identified and user needs assessed through various discussions on the collected data at SSC and Inter Agency Committee (IAC) meetings. These fora enabled the Ministry to assess the sector's current data management practices, identify priority data gaps and needs as well as the required data supply interventions for the new PNSD (2013/14 – 2017/18).

#### Step 2 – Launch of the PNSD update process

A workshop to launch the review and update process of the next PNSD (2013/14 – 2017/18) was held on 18<sup>th</sup> February, 2013 at Statistics House. The theme for the next PNSD is “Enhancing Data Quality and Use”. This was immediately followed by sensitization/awareness meetings carried out by the PNSD update team.

#### Step 3 – Sensitisation of Senior Officers

In March 2013, the PNSD update team from UBOS interfaced with senior officers from the sector to share insight into the update processes, tools for use during these processes and secure initial commitment from top management and staff in the sector towards the update assignment.

#### Step 4 – Sector Statistics Committee meetings

The SSC for the sector was re-constituted in March 2015 to facilitate effective sectoral coordination of statistical development activities. The committee is largely responsible for the design of the plan and key for the successful implementation of the new SSPS. The committee currently consists of at least one representative from each of the five departments and affiliated agencies of the MTIC.



#### Step 5 – Drafting Sector Strategic\_Plan for Statistics

A template for the MDA plans was developed by UBOS and disseminated to the SSC. The committee carried out a visioning exercise and generated a five year draft plan that was discussed severally for refinement.

#### Step 6 – Key stakeholders approval and finalisation of SSPS

A stakeholders' consultative workshop was convened to discuss and validate the draft SSPS. This forum provided a platform for interactive discussions as well as the identification of emerging issues, strategies and recommendations which were incorporated into the final SSPS document.

The final draft of the SSPS was then reviewed and subsequently adopted by the SSC on 07/08/2015. It was approved by the Minister of Trade, Industry and Cooperatives on 1<sup>st</sup> December, 2015.

### **1.6 Structure of the Plan**

The plan comprises of five chapters with the first chapter providing the background against which the plan has been developed; MTIC legal framework and mandate in production of statistics; the SSPS's rationale, significance and development process; and organizational structure.

The second chapter shares the situational analysis of the sector, including reflections on previous gains and achievements in developing statistics; the outstanding issues that need to be addressed; and the sector's stakeholders. The chapter also has sections on the status of data production; the institutional environment and processes. The chapter concludes with the challenges encountered in the production of statistics; risk analysis and a SWOT analysis.

The third chapter addresses strategic planning issues as regards statistics such as the vision; mission and the strategic goals that are relevant to the sector if data quality and use are to be enhanced.

The fourth chapter discusses the five goals for developing statistics by detailing the main strategies that will be used to achieve each goal and the specific actions that will be implemented under the strategies.

The fifth chapter presents the implementation plan; monitoring; evaluation and financing plan of the SSPS.

The last section presents annexes that include the activity plan; the logical framework matrix; the types of statistics that will be produced by the sector under the plan; the SSC members and the terms of reference.

## **2.0 SITUATIONAL ANALYSIS**

### **2.1 Reflection on the Previous Gains and Achievements**

Under the PNSD, MTIC (formerly Ministry of Tourism, Trade and Industry) with support from UBOS and DFID constituted a SSC which carried out an inventory of the existing statistics in the Ministry as well as other MDAs whose mandates and functions are directly related to the TIC sector. The findings provided valuable insights on the status quo regarding statistical management practices and data gaps thereby informing subsequent desired interventions to deliver the necessary changes in the sector statistical system.

Data management guidelines as well as a data and information dissemination plan were also formulated. These documents were developed to promote standardisation and utilisation of statistics in the management and policy formulation processes of the sector through the timely, efficient and effective sharing of available TIC sector statistics between all key stakeholders.

Still under PNSD (2007-2012), staff from MTIC were trained in basic statistical concepts and techniques while in a bid to enhance use and appreciation of sector statistics, web pages for statistics were developed and linked to the MTIC official website and statistical abstracts produced.

### **2.2 Outstanding Issues**

Despite all the achievements there are still some challenges to address, especially with respect to accuracy of statistics and funding shortages that have caused the Ministry to significantly cut back on statistical activity.

The SSC was expanded to include representations from the affiliated institutions but coordination of statistics produced and used is still wanting. There is need to centralise production and management of statistics in the sector to address issues of duplication and optimal use of available resources.

Collaboration with stakeholders in terms of data generation and usage is not fully realised, and development of an Information Management System is one of the outstanding issues. Lack of the necessary equipment for the statistical work delays timely response to statistical needs.

Although a National Industrial Database (NID) has been developed, sustainable funding to facilitate the regular up date of the same remains a challenge. Also another emerging issue is the urgent need for the Directorate of Statistical Coordination and Services – UBOS to ensure the inclusion of the SSC in the design phase for relevant surveys.

## 2.3 Stakeholders Analysis

**Table 1: TIC sector stakeholder analysis by category**

Stakeholders' Role	High	Medium	Low
<b>Coordination</b>	UBOS		
<b>Source of data</b>	UBOS, MTIC, URA, UEPB, UNBS, UIRI, UDC, MTAC, UMA, Uganda Cooperative Alliance, UWRSA	DCOs, BoU, Uganda National Commodity Exchange, Uganda Investment Authority, Economic Policy Research Centre	Uganda Coffee Development Authority, Sugar Sector Working Group, Cotton Development Organization
<b>Data user</b>	Investors, Consumers, Traders, Industrialists & Manufacturers, Academia, Farmers, Parliament, UBOS, MTIC, MFPED, Private Sector Foundation, UMA, International Organizations	Office of the president, Office of the Prime Minister, Local Governments, URA, Development Partners, National Council for Higher Education	Uganda National Chamber of Commerce, Micro Finance Support Centre
<b>Technical support</b>	UBOS		
<b>Financial support</b>	UBOS, UIRI, MTAC, UWRSA, UDC, UNBS, MTIC, Development Partners		

## 2.4 Status of Data Production and Use

Current data management practices in the sector are to a significant extent still ad-hoc and disjointed. As a consequence of the varied skills-set, resources and interest of officers in charge of data management processes in the sector, there are significantly varied levels of strict adherence to international best practice or published standards.

This strategic plan aims to enable the sector identify its priority data needs and gaps based on the national development framework and sectoral policies as well as highlight strategies to ensure generation of quality statistics. Accordingly, the sector will generate data to measure progress in government's efforts to revitalise cooperatives; promote competitive and export-led private sector growth as well as achieve accelerated industrial growth.

The statistics currently received from most of the sources are of moderate standard, although timeliness and consistency is still on the low side. The quality of statistics produced has been limited by ineffective planning, coordination and process review.

**Table 2: Sector data use assessment by quality assurance attribute 2012<sup>1</sup>**

Attribute	Rating	Comments
Relevance	4	Available statistics are entirely relevant to the sector
Accuracy	3	Statistics generated are of fair accuracy given the varied skills and resources available to the data producers
Completeness	2	This is still lacking as the scope is greatly limited by insufficient funds
Consistency	2	Data is collected in an ad hoc manner depending on availability of funds
Timeliness	1	Statistics are rarely available on time
Data gaps	2	There are still glaring data gaps particularly in the domestic trade, cooperatives and MSMEs sub sectors

<sup>1</sup> 4 – Quality, 3 – Acceptable, 2 – Questionable, 1 - Poor

## 2.5 Quality of Institutional Environment and Processes

Despite the strong willingness of management to support statistical activities, assessment of the institutional environment undertaken by UBOS in 2012 established that overall sector institutional environment for statistical production is questionable. A few components of the sector's institutional environment are acceptable, with no good status in the whole TIC sector as shown in the table below.

**Table 3: Table showing the Institutional Environment assessment results**

<b>Components of the Institutional Environment</b>	<b>Quality Level</b>
Mandate for data sharing and coordination	Questionable
Legal arrangements	Questionable
Standards and policies	Poor
Confidentiality and privacy	Questionable
Adequacy of resources	Questionable
Measures to ensure efficient use of resources	Acceptable
Quality commitment	Poor
Professional independence	Acceptable
<b>Overall TIC Sector Environment quality</b>	<b>Questionable</b>

## 2.6 Data demanded but not produced

The assessment of TIC sector institutional environment for statistical production also revealed that some data is demanded by stakeholders but is not produced by the sector, as shown in the table below.

**Table 4: Status of data demands 2015**

<b>Data needed but not produced</b>	<b>Responsible Department/Agency</b>	<b>Reason for not producing the data</b>	<b>Users that demand the data</b>	<b>Partner MDAs</b>
Number of MSMEs	MTAC, Industry, UNBS, UDC	-Informal sector data is difficult to capture -No mandate to collect data and register Juakali entities	MDAs, Planning Authorities	MFPEd
Amount and size of cooperatives	Cooperatives, UDC, UWRSA	Not all cooperatives forward annual returns to the cooperatives registrar	MDAs, State House, Office of the President	
Private sector competitiveness	Industry, External Trade, MTAC	Limited resources	Private Sector Foundation, Enterprise Uganda	URA
Staff satisfaction	Planning and Policy Analysis Unit	Not core	Human Resources Department	-
Standard and quality of trade infrastructure	UNBS		UNBS, Projects	URA
Market information statistics	UEPB, Internal Trade, External Trade	Low technical capacity and logistics support	Traders	BOU
Level of production and employment in industries	UIRI, UWRSA, Industry, Internal Trade	Lack of enough resources to do the surveys, census.	MTIC	Ministry of Gender, Labour and Social Dev't
Customer satisfaction reports	SSC	Lack of funds	MDA	
EAC indicators	Planning and Policy Analysis Unit	Ministry does not report on it	EAC Secretariat	BOU, UEPB
Quality assurance	Quality members of SSC	Lack of expertise	Data users, producers, customers	UBOS

## **2.7 Risk Mapping**

There are a number of risks that are likely to affect the implementation of this plan. These include:

- i. Limited capacity of TIC sector to sustain the development of the sector statistical system. Although a Statistician has been recruited by MTIC, there is still need to position Statisticians at different agencies to handle statistical issues which feed in the sector statistical system. However, MTIC is also undertaking efforts to get a Senior Statistician to strengthen development of statistical capacity for the sector.
- ii. The identified priority data needs are not matched with requisite resources. Sector statistics production continues to be under-funded which also affects data quality. MTIC will continue to lobby for additional funding to support the production of sector statistics.
- iii. Linkage between the MTIC and local governments has declined over the years which has affected consistency in data flow from Local Governments to the Ministry most especially trade statistics. Revitalisation of routine data collection may face some challenges as a result; however, the Ministry intends to devise strategies for collecting primary data by DCOs on a regular basis.
- iv. Statistical programmes and activities of the different producers of sector statistics are not coordinated. To date, a comprehensive data producer committee has not been set up, which has led to coordination challenges. The TIC sector intends to strengthen the SSC to address the coordination challenges.
- v. The reviewed Statistics Act has not yet been passed by Parliament. The NSS continues to operate within a law that established UBOS with the mandate, without clearly outlining the roles and responsibilities of other players in the NSS. The Ministry hopes to sign MoU with key data producers in an effort to harmonise data production in the sector.

## **2.8 Challenges in Sector Statistical Development**

The detailed review of implementation of the previous SSPS as well as the assessment of the statistical capacity of the sector identified the following challenges:

- i) Co-ordination of the TIC sector

In most cases, different agencies within the NSS conduct surveys relevant to the sector with limited involvement of the sector itself particularly at the design phase. This makes data relating



to the sector scattered in different places and in different forms thereby making it inconvenient to access and use it. The absence of strong synergies limits wider ownership and appreciation of the findings which would otherwise have reduce on duplication and ultimately mitigate respondent fatigue.

ii) Data quality in the sector

Data collected from administrative sources has been found to be inconsistent with other sources. This has largely been attributed to the use of untrained data compilers and the non-professional manner in which data is initially captured or collected.

At the sector level, rating scores in the Assessment of the Institutional Environment: Statistics Quality Assessment Module 1 for the TIC sector was unfavourable. There is need for the sector to adopt mechanisms from the various international frameworks on statistical development to ensure data quality and international comparability such as the United Nation's Fundamental Principles of Official Statistics, the Addis Ababa Plan of Action for Statistical Development in Africa, the International Monetary Fund's General Data Dissemination System (GDDS), among others.

iii) Statistical advocacy

Despite the various attempts made under the PNSD (2007 - 2012) to increase awareness of statistics and data management issues at national levels, there is still limited appreciation of the significance and implication of the generation and use of quality statistics at key policy and decision making levels. As a consequence, limited GoU funding is allocated to statistical development activities. There is need for all players in the sector to reinvigorate extensive statistical advocacy.

iv) Organisational challenges

Data management in the sector is still largely departmentalised and ad hoc. Data producers are not deliberately ensuring relevance, accuracy, completeness, consistency, timeliness accessibility and the right levels of disaggregation. Secondly, the budget for data and statistical management is also still fragmented and departmentalised. On the whole, it is not only meager but also invisible as it is thinly spread.

There is need to strengthen the inter agency and intra organisation technical coordination mechanisms if uniform standards and sound methodologies are to be adopted in the entire sector statistical system. It is also crucial not only to increase the allocation for statistical activities but also to consolidate the statistical programme coordination and quality assurance functions in the Planning and Policy Analysis Unit of the Ministry.

v) Human resource management and development

Adequate skilled human resource in the sector statistical system particularly at MTIC, the affiliated agencies and with the DCOs is necessary to facilitate the efficient and effective collection, analysis and dissemination of quality statistics. After the split of the former Ministry of Tourism, Trade and Industry to give way to the new Ministry of Trade, Industry and Cooperatives as well the Ministry of Tourism, Wildlife and Antiquities in 2011, understaffing challenges were faced by the Ministry.

After recruitment of a Statistician, processes to recruit a Senior Statistician are ongoing with close consultation from UBOS, MFPED and the Ministry of Public service (MoPS), trying to address part of this challenge. However, relevant training of DCO who collect district data on trade and cooperatives as per the PNSD (2007 – 2012) performance assessment is desirable.

vi) Data development plans

Data collection methods, techniques and tools used in the sector statistical system do not all follow recognised international best practice which has led to the generation of inconsistent and incomparable data. The Data Management Guide as well as Information Dissemination Plan needs to be reviewed to improve the production mechanisms of data in the sector.

vii) Infrastructural constraints

Effective use, collection, analysis and dissemination of quality statistics require the necessary hardware and software infrastructure to be in place. Currently, the limited computer systems that are available to the Planning and Policy Analysis Unit as well as to officers handling statistical development in the departments and agencies is negatively affecting statistical progress.

There is need to provide data management/statistical activities with adequately facilities in terms of transport and office equipment during implementation of PNSD (2013 – 2018).

viii) Data use

While challenges for data supply have been well articulated over the years and strategies for dealing with them developed, the data user needs/demands are not yet adequately understood. It is not only important to clearly identify the needs for data in the existing development frameworks, but also necessary to recognize the new initiatives that will require data. The issues of adequacy and timeliness of data must be addressed to ensure effective formulation, monitoring and evaluation of policies and development programmes.

Arguments for this limited use include; lack of information among some potential users about available data, would-be data users are not empowered and lack knowledge about how to access and effectively use available data, the absence of an official one-stop statistical information center in the Ministry to act as a single access point to the system, statistics are not made available to users in a timely manner or in a usable form (disaggregated by gender or by sub-national levels etc.), and some users feel that available data are not sufficiently accurate. Also Table 2 above offers details on the rating of data available in the sector.

## 2.5 Strengths, Weakness, Opportunities and Threats

**Table 5: SWOT analysis of TIC Sector**

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>• Each department and agency is represented on the SSC</li> <li>• Have a competent ICT facility</li> <li>• Have a statistical link on the Ministry’s website</li> <li>• Support from the Ministry’s executive</li> <li>• Members of SSC have a background on statistics</li> <li>• Statistical personals are being recruited in the Planning Unit</li> <li>• Availability of ready data</li> </ul>	<ul style="list-style-type: none"> <li>• Coordination with departments and agencies is still wanting</li> <li>• Resource constraints</li> <li>• Lack of appropriate software</li> <li>• Incomplete available data</li> <li>• Lack of quality assurance frameworks</li> <li>• No online database to act as a central position</li> <li>• No data backups is done (archiving infrastructure)</li> </ul>
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>• Interest from UBOS to revamp statistics in the Ministry</li> <li>• Existence of statistics development frameworks</li> <li>• Availability of different media platforms for statistics dissemination</li> <li>• A statistician was recruited to handle the statistics</li> <li>• MSME directorate being moved from MFPED to MTIC</li> <li>• Demand of programmes for setting statistics agenda e.g. Top Management Meetings, Annual Sector Review Conferences, National Development Plan</li> </ul>	<ul style="list-style-type: none"> <li>• Limited platforms to engage users of their data needs</li> <li>• Changing priorities for sector statistics within the sector and among stakeholders</li> <li>• Inadequate budget envelope for the sector</li> <li>• Staff in the internal trade department that compile data were reduced</li> <li>• Few tools/infrastructure to use in statistical production</li> <li>• Poor linkages with other MDAs with related statistics</li> </ul>

### 3.0 STRATEGIC FRAMEWORK

#### 3.1 Vision Statement

The vision of the SSPS is “A centre of excellence in the production and dissemination of Trade, Industry and Cooperatives statistics”

#### 3.2 Mission Statement

The mission of the SSPS is “To spearhead the production, dissemination and use of quality statistics for efficient and effective management of the Trade, Industry and Cooperatives sector”

#### 3.3 Strategic Goals

The mission will be achieved if the following five strategic goals are realised:

**Table 6: Table showing the Strategic Goals (SGs) of the Sector**

Strategic Goal	Statement
SG1	Improve the coordination and management of the Trade, Industry and Cooperatives sector statistical system
SG2	Strengthen dissemination mechanisms and enhanced usability of statistics generated in the sector
SG3	Mainstream quality assurance in Trade, Industry and Cooperatives statistics production
SG4	Strengthen human capacity for collection, processing, analysis and dissemination of statistics
SG5	Strengthen Production and development of the Trade, Industry and Cooperatives Statistics

#### 3.4 Core Values and Principles

Commitment is made to the above vision and mission to provide services basing on the values and principles below:

- i) Compliance with policies, regulations, legislation and standards

We shall comply with policies, regulations, legislation and standards of Trade, Industry and Cooperatives.

ii) Integrity

We shall show the highest standards of integrity and shall not place ourselves under any financial or other obligations to individuals or organizations that might seek to compromise our professional behavior in performance of our duties.

iii) Objectivity

We shall make decisions based on merit, professional codes and other codes of good practice.

iv) Client focus

We shall put the interests of our clients as our first priority. We shall always seek to meet our customers' needs and expectations.

v) Optimal use of resources

We shall optimally use resources in the attainment of the Ministry's strategic goals and targets.

vi) Professionalism

We shall adhere to the professional codes of conduct while executing our duties.

## **4.0 STRATEGY FOR IMPROVING STATISTICS PRODUCTION**

### **4.1 Strategic Goal 1: Improve the coordination and management of the Trade, Industry and Cooperatives sector statistical system**

Coordination and management involves identifying mechanisms for enhancing collaborative partnerships, strategic planning, statistical advocacy, institutional governance and resource mobilisation. It also involves development and maintenance of gender responsive and other cross-cutting issues harmonising statistical production, as well as physical, ICT and statistical infrastructure.

Statistics in the sector is coordinated by the SSC. However, there is a weak coordination framework with other MDA that generate data-sets relevant to the sector which constrains management guidance to sector policy development.

The poor coordination between data producers, suppliers and users is also traceable to such factors as fragmented budget support to statistical programmes coupled with inadequate integration. Information sub-systems have been established placing enormous demands and work load on producers of data.

#### **4.1.1 Objective 1: To develop coordinated and functional statistical system structures**

##### **Main strategies**

- (i) Establishing coordination structures to support inter and intra institutional collaboration for statistical development.
- (ii) Mobilising resources for facilitating statistical production and dissemination.
- (iii) Streamlining data and IMS within MTIC departments and agencies.

##### **Specific actions**

- (i) Conduct regular TIC statistical Committee meetings to review progress in implementation of the SSPS.
- (ii) Hold regular sensitisation workshops with data producers and users on effective coordination and management of statistics.

- (iii) Procure and distribute the required materials/equipment for statistical production, such as office infrastructure and statistical packages for handling data.
- (iv) Advocate for enhanced budget allocation for statistics.
- (v) Establish a central unit to manage and inter-link all databases.
- (vi) Develop guidelines and coordination frameworks of specific actions.
- (vii) Participate in regional bodies' statistics technical committee meetings e.g. COMESA and EAC frameworks.

#### **4.1.2 Objective 2: To ensure coherence in statistical management processes within the sector**

##### **Main strategies**

- (i) Engaging Uganda Bureau of Statistics in implementation of the SSPS.
- (ii) Promoting partnerships in production and dissemination of sector statistics.
- (iii) Involving all departments of MTIC and its affiliate institutions in statistical production processes.

##### **Specific actions**

- (i) Establish stakeholder needs, requirements and expectations on the TIC statistics functionality.
- (ii) Conduct periodic review and monitoring of work-plans implementation.
- (iii) Create and regularly update the data bank/repository centre.
- (iv) Sensitise potential data providers on the data production cycle and processes.
- (v) Sign MoU with key players in the production of TIC statistics.

#### **4.2 Strategic Goal 2: Strengthen dissemination mechanisms and enhanced usability of statistics generated in the sector**

Usability and dissemination of statistics involves identifying mechanisms that increase user engagement, statistical advocacy, user satisfaction, timely availability, access and use of statistical information, aligning statistical outputs to user needs, and developing data dissemination portals.



The level of appreciation and usability of sector statistics is still low in Uganda and worse still, the untimely and irregular production of the statistics. The platforms for sharing statistical information in the sector are currently; disseminated through reports/publications and the Ministry's website, to limited stakeholders.

In order to satisfy the data demands made on the sector, there is need to improve usability and dissemination of TIC statistics. Data users need to be empowered to access the statistical and make meaningful policy decisions.

#### **4.2.1 Objective 1: To improve mechanisms for utilisation of statistics in the sector**

##### **Main strategies**

- (i) Creating user friendly and accessible databases.
- (ii) Improving data analysis, presentation and reporting.
- (iii) Ensuring production of data in a timely manner.

##### **Specific actions**

- (i) Package statistics in a user-friendly manner for sector consumption.
- (ii) Engage users to understand their current and future data needs.
- (iii) Participate in exhibitions to which the MTIC is invited.
- (iv) Redesign the MTIC website to include dynamic pages to facilitate data analysis.
- (v) Produce annual sector statistical abstracts and newsletters.
- (vi) Train data producers in data analysis, presentation and reporting.

#### **4.2.2 Objective 2: To strengthen information sharing networks by stakeholders**

##### **Main strategies**

- (i) Integrating users in sector statistical programmes.
- (ii) Strengthening use of social media platforms (facebook, twitter, SMS), for statistics.
- (iii) Engaging the press in dissemination of statistics.

##### **Specific actions**

- (i) Update regularly the MTIC website with statistics.
- (ii) Provide support to stakeholder MDAs to enhance dissemination and use of statistics.

- (iii) Track and engage statistics users visiting the statistics page on the website e.g. feedback, comments, queries etc.
- (iv) Develop and adhere to the approved release calendar.
- (v) Disseminate data more regularly through media, workshops, email, and websites.
- (vi) Hold sensitisation workshops with data producers and users on effective development and management of statistics.

### **4.3 Strategic Goal 3: Mainstream quality assurance in Trade, Industry and Cooperatives statistics production**

Quality assurance involves development and/or adoption of standards and guidelines, quality assessments, statistical audits and certification, documentation, quality improvements, and analytical and methodological research.

There is limited knowledge and compliance to statistical standards, guidelines and procedures in the sector, with some departments lacking data production tools making statistical information produced unreliable.

This goal emphasizes the need to test the quality of statistics produced as well as the methods used to produce them. Using the five quality dimensions under the IMF Data Quality Assessment Framework, statistics in the sector shall be periodically reviewed to ensure that they meet international standards.

#### **4.3.1 Objective 1: To enhance the credibility of statistics produced by the TIC sector**

##### **Main strategies**

- (i) Developing a data quality assurance framework.
- (ii) Ensuring that publication of technical reports are consist with best practices in production of statistics and complying with prescribed standards and methodologies.
- (iii) Strengthening the unification and quality assurance of data management processes.

##### **Specific actions**

- (i) Provision of technical support to sub-sector data producing units, including departments, allied autonomous bodies and districts.

- (ii) Review data management tools.
- (iii) Sensitise Heads of Departments and Executive Directors on the merits of quality assurance and a unified approach to statistical management.
- (iv) Carry out regular data quality self-assessments to ensure relevance, accessibility and reliability of published statistics.
- (v) Update documentation of concepts, definitions, methods, processes and classifications for all statistical indicators in operational manuals.

#### **4.3.2 Objective 2: To carry out regular statistical checks and audits**

##### **Main strategies**

- (i) Improving quality compliance through regular checks on statistics.
- (ii) Reviewing policy guidelines and standards for data management.

##### **Specific actions**

- (i) Implement the adopted standards, guidelines and best practices relevant for capturing, editing, system coding and analysis of administrative data.
- (ii) Participate in UBOS quality assessments, audits and certification activities.
- (iii) Check quality compliance through regular, consistency data validation on all sector statistics produced.
- (iv) Conduct statistics quality audits and certification of the indicators produced by the sector.

#### **4.4 Strategic Goal 4: Strengthen human capacity for collection, processing, analysis and dissemination of statistics**

Human resource management involves identification of mechanisms for planning, building and maintaining manpower capacity to ensure an enabling environment for statistical production and development. Production of quality statistics requires well qualified, motivated and adequately equipped staff in terms of numbers and skills to collect, analyse, disseminate and use statistics effectively and efficiently.

So the sector with collaboration from UBOS will undertake to train members more especially from SSC. To that end, the sector will conduct staff training in statistical analysis and report

writing, and regularly review job descriptions. Data users also need to be empowered to access the data and information that will be produced in a timely manner.

#### **4.4.1 Objective 1: To enhance statistical capacity for Sector Statistics Committee**

##### **Main strategies**

- (i) Conducting refresher training of the recruited staff.
- (ii) Reviewing and developing hands-on programs for statistical analysis and report writing.

##### **Specific actions**

- (i) Encourage knowledge sharing among staff after every training course in the relevant areas of specialisation.
- (ii) Facilitate staff on-job and tailor-made trainings in ICT, quality assurance and gender mainstreaming as regards statistical production and report preparation.
- (iii) Install and maintain relevant statistical packages.
- (iv) Source externally funded programs e.g. scholarships, workshops, Study tours, among others, from funding sources such as IMF, OECD and UNCTAD.
- (v) Implement the e-learning projects and policy.
- (vi) Conduct staff coaching and mentoring.

#### **4.4.2 Objectives 2: To attract and maintain a motivated and competent human resource for production and management of quality statistics**

##### **Main strategies**

- (i) Promoting professionalism among statistical human resources.
- (ii) Strengthening the statistical function in the Planning and Policy Analysis Unit.
- (iii) Recruiting personnel with technical skills to effectively manage statistical programmes at the various agencies.

##### **Specific actions**

- (i) Undertake career mapping and adopt statistical modules to enrich the sector training curriculum.
- (ii) Design and implement a statistical advocacy plan for MDA.

- (iii) Conduct regular surveys by the sector to obtain data to inform policy makers and planners.
- (iv) Generate statistics deliberately and continuously, and then disseminating them to relevant stakeholders.
- (v) Undertake benchmarking visits to other sectors and institutions.
- (vi) Engage Public Relations Officers of the agencies with SSC activities.

#### **4.5 Strategic Goals: Strengthen production and development of the Trade, Industry and Cooperatives statistics**

Strengthening statistical production and development involves broadening the generation of quality statistical information aligned to the requirements of international and national development/reporting frameworks, undertake better coordination mechanism for the existing data, managing administrative data and enhancing linkages between databases.

Most of the information in the sector is generated by administrative records sources through IMS, inspection and monitoring exercises, and primary data sources through surveys. However there are still data gaps, the data collection activities undertaken are largely ad-hoc, non-continuous and unreliable data production initiatives, incompatibility of data analysis instruments, and surveys are rarely done. In order to strengthen data development programmes in the sector, the following strategies will be adopted.

##### **4.5.1 Objective 1: To create enabling infrastructure for data production and management aspects**

###### **Main strategies**

- (i) Requisitioning for procurement of appropriate equipment for statistical production.
- (ii) Standardising data collection instruments.

###### **Specific actions**

- (i) Establish IT equipment for the data management centres.
- (ii) Procure update data collection, capture systems and computer applications.
- (iii) Carry out budgeting for statistics in order to create a basket fund.
- (iv) Operationalise maintenance policy and statistical production.

- (v) Establish transport mechanisms to facilitate data collection.

#### **4.5.2 Objective 2: To ensure sustained increase in development of statistics in the sector**

##### **Main Strategies**

- (i) Developing a data bank in the Planning and Policy Analysis Unit of the Ministry as well establishing other data banks at institutional levels.
- (ii) Creating a consistent and continuous statistics production series.

##### **Specific actions**

- (i) Collaborate with other sectors and stakeholders in the generation, dissemination and use of statistics.
- (ii) Establish data backups at centres generating statistics.
- (iii) Increase coverage of external sector statistics through additional surveys (NGOs and cross-border trade), and exploring new data sources for foreign portfolio investment and derivatives.
- (iv) Conduct sectoral indices i.e. index of standards, entrepreneurs, warehouses, industry in services, commodity exchange, textile, etc.
- (v) Conduct surveys on other corporations (i.e. SACCOs, MSMEs), Private Sector Investment Survey (PSIS) to reduce data gaps.

## **5.0 IMPLEMENTATION AND FINANCING PLAN**

### **5.1 Implementation Plan**

#### **5.1.1 Implementation mechanisms**

The Ministry's restructuring exercise in 2007, provided for the statistical function in the Planning and Policy Analysis Unit. The statistics unit provides for a Statistician and Senior Statistician and these officers will join the Assistant Commissioner – Planning, Principal Economist, Senior Policy Analyst, and Economists to form the core team that will coordinate implementation of this plan with support from the departmental and affiliate agency contact persons.

The specific actions that relate to the entire SSPS and address the needs of its key stakeholders have been presented along with the strategic goals, and shall be implemented within the existing structures of the Ministry's departments and agencies. Priorities for implementation were generated on the basis of expressed need for strengthening the state of statistics. Key milestones and responsibilities for implementation of the plan are highlighted below;

**Table 7: Implementation Programmes and Action Plans**

No.	Activity	Performance Measures / Indicators	Lead person(s)	Notes
1	Ensure that the strategic plan is disseminated	Submission of the SSPS to UBOS	Statistician (MTIC)	Encourage ownership and involvement
2	Ensure that approved activity plans are disseminated	Provision of activity plans to stakeholders	Sector Statistics Committee	Ensure plans are activated
3	Track performance and disseminate pertinent information	Performance monitoring reports	Statistician (MTIC)	Provides early warning and facilitates timely execution of solutions
4	Provide authorisation and resources for solving bottlenecks	Decisions on bottlenecks	Permanent Secretary (MTIC)	Decides on alternative sources of funding in case of financial constraints and provide counsel
5	Conduct quarterly evaluation of the strategic plan	-Quarterly evaluation report -Follow up on lagging activities	-Planning and Policy Analysis Unit (MTIC) -Sector Statistical Committee	Quarterly evaluation report shared with the Permanent Secretary, SSC meetings and follow up on lagging activities
6	Communicate strategic plan effects to stakeholders	Workshop on strategic plan performance	Assistant Commissioner- Planning	Workshop output would be used as input in the following strategic plan
7	Carry out end-of-term evaluation	Project completion report	Sector Statistics Committee	Assess the performance of the departments and agencies in achieving the SSPS and recommend improvements where needed



### **5.1.2 Monitoring and evaluation plan**

Monitoring and evaluation (M&E) is a crucial component for measuring performance. It facilitates the assessment of existing gaps in the system, determines needs and priorities, and enables appropriate allocation of program resources to ensure achievement of planned outcomes. The Planning Unit of MTIC will coordinate M&E activities and the SSC will meet once every month to review SSPS implementation progress, prepare and submit quarterly monitoring reports to UBOS.

Relevant objectively verifiable indicators have been identified in the log frame (Annex D) for the corresponding outputs and activities. These indicators shall be tracked and reported on during the annual joint sector reviews to ensure the SSPS achieves its intended outcomes, and to establish its contribution to statistical development in the sector. Ensuing deviations, challenges and suggested interventions shall be administratively communicated to the Permanent Secretary – MTIC for the necessary corrective action on a monthly basis in accordance with the logical framework.

## **5.2 Financing Plan**

### **5.2.1 Financing mechanisms**

The TIC-SSPS will be financed by the GoU and with possible contributions from development partners through UBOS such as the World Bank and DFID among others over the next five years. In line with GoU strategy, efforts shall be made to reduce the reliance on development partner contributions for corresponding increases in GoU allocation to statistical activities. This is a strategy to ensure sustainability.

### **5.2.2 Key assumptions**

- i. Timely and sufficient financial, human and physical resources to support the sectoral statistical system are available from government, non-government and development partners.
- ii. Effective legal environment, sectoral and national mechanisms exist to allow the collection of statistics from stakeholders for production of accurate statistics.

- iii. Existence of potential and effective strategic partners, e.g. UBOS with adequate capacity and skills for generation and use of statistics information, and can harmonise statistical activities to utilise resources in an efficient manner.
- iv. Users continue to access statistics generated by Trade, Industry and Cooperatives sector to inform their economic decisions.
- v. Adequate commitment and capacity to produce sector statistics is maintained within the statistics function of the sector and other partners.
- vi. Efficient and effective international and national statistics support services exist.
- vii. Effective mechanisms for widespread statistics collection and usage, exist and are user-friendly.
- viii. Costs (time, money, personnel) do not compromise gains arising out of decisions based on statistics.

### 5.3 Risk Management Plan

The key assumptions for successful implementation of the SSPS are that sufficient financial, human and infrastructural resources to support the sectoral statistical system will be available in a timely manner from government and that this will be complemented by adequate capacity and skills for collecting and using sectoral statistics.

The success of the strategic plan will, therefore, depend on ensuring that strategies are developed to mitigate risks that could derail its successful implementation, as summarized in the table below.

**Table 8: Table showing Strategy to mitigate the risk**

Risk	Mitigation Measures
Delayed funding.	Budgeting and allocating money should be done before the implementation exercise.
High staff turnover.	Develop and implement a human resource plan for statistics focusing on staff recruitment and retention.

Inability of users to access sector reports and data.	Minimise internal bureaucracy to ease access to data.
Limited appreciation of statistic.	SSC should increase its influence in all departments and affiliated agencies. Sensitisation and workshops should be organised.
Duplication of data production by other MDA.	Carry out effective planning & coordination of data production activities in the sector. Collaborate and partner with other MDA undertaking similar data production activities.
Low response from data providers.	Compel non-reporting sub-sectors to report.
ICT infrastructure breakdowns.	To advocate for Finance and Administration's idea of replacing the ICT system.

## APPENDICES

### Appendix A: Data Production Schedule

Statistics Produced (Current)	Data type / Sources	Level of Disaggregation		Supply	Relevance to Frameworks	Accessibility and Availability	Frequency of Production
		Admin	Gender				
<b>INDUSTRY STATISTICS</b>							
Number of Industries by activity	Records, Surveys	National	No	MTIC	NDP, SDP		Annual
Industrial goods export destinations	Administrative Records		No	MTIC	Pre-conditioned	Abstract, Publications	Annual
Manufactured goods	Records, Surveys	National	No	UBOS	NDP, SDP	Report	Annual
Non performing/Idle Industries	Surveys	Regional	No	MTIC	Pre-conditioned		Season
Technology applied by Industries	Administrative Records, Surveys	National, Regional	Yes	UIRI	NDP, SDP		Annual
Value added produced goods	Administrative	District	No	MTIC	NDP, SDP		Annual
<b>Future areas for expansion</b>							
Cleaner Production Practices by Industry	Administrative Records, Surveys	National, District	No	UNBS, UDC	Pre-conditioned	Publications	Monthly, Quarterly
Employment by Industries	Surveys, Census	District	Yes	UIRI	NDP, SDP		Season
Expatriates in Industrial Sector	Surveys	National	Yes	UIRI	NDP		Annual
<b>COOPERATIVES STATISTICS</b>							
Commodity prices	Administrative	National	Yes		PEAP	Publications	
Membership of Cooperative Societies	Administrative Records, Surveys	All	Yes	MTIC	NDP, SDP	Publications	Quarterly
Number of registered Societies and their distribution	Administrative	All	Yes	MTIC	NDP, SDP	Statistical Abstract	Monthly, Quarterly
Services of WRS	Administrative	National	Yes	UWRS	Pre-conditioned	Publications	Quarterly
Cooperative savings	Records, Surveys	Regional	No	MTIC	NDP		Annual
<b>Future areas for expansion</b>							

Statistics Produced (Current)	Data type / Sources	Level of Disaggregation		Supply	Relevance to Frameworks	Accessibility and Availability	Frequency of Production
		Admin	Gender				
Share capital savings and loans		All	Yes	MTIC	Both	Publications	Quarterly
Cooperative training and other services	Administrative	National, Regional	Yes			Publications	Season
Storage facilities	Surveys	National	Yes	UWRSA	Pre-conditioned	Publications	Annual
Type of business handled and volume	Surveys	All	Yes	UBOS	PEAP	Publications	Season
Production of commodities and locations	Administrative	National, District	Yes		SDP	Publications	Monthly, Quarterly
<b>TRADE STATISTICS</b>							
Trade licenses	Administrative	National	No	MTIC	PEAP	Publications	Annually
Production by commodity and value		National, Regional		UBOS, UDC	Both		Annually
Value Addition to commodities				MTIC			Annually
Diversifications					PEAP		Annually
Exports by commodity and destination	Administrative Records, Surveys			UBOS	Both		Annually
Import by commodity and origin				UBOS	Both		Annually
<b>Future areas for expansion</b>							
Re-exports by destination and origin	Administrative Records			UEPB	Pre-conditioned	Statistical Abstract	Annually
Trade fares and shows		Regional					Annually
Commodity prices	Surveys			UBOS	NDP, SDP		Annually

## Appendix B: Logical Framework

Intervention Logic	Objectively Verifiable Indicators (OVIs)	Means Of Verification (MOVs)	Assumptions
<b>Goal</b>			
A centre of excellence in the production and dissemination of Trade, Industry and Cooperatives statistics	% improvement in the quality of TIC institutional environment for statistical production	<ul style="list-style-type: none"> <li>• UBOS statistical institutional environment quality assessment and audit report</li> <li>• TIC final evaluation report</li> <li>• TIC sector annual performance reports</li> </ul>	<ul style="list-style-type: none"> <li>• Continued political and economic stability in Uganda</li> <li>• Adequate funds availed for statistics development and utilisation</li> </ul>
<b>Purpose:</b>			
To spearhead the production, dissemination and use of quality statistics for efficient and effective management of the Trade, Industry and Cooperatives sector	<ul style="list-style-type: none"> <li>• 45% increase in the quality of statistics produced</li> <li>• 35% improvement in the TIC institutional environment for statistical production</li> <li>• % Increase in budgetary allocations for sector statistics production</li> <li>• % increase in use of TIC statistics to monitor the NDP, review and formulate sector policies</li> </ul>	<ul style="list-style-type: none"> <li>• Statistics quality assessment and audit reports (by UBOS)</li> <li>• M&amp;E reports</li> <li>• Government annual performance review reports</li> <li>• TIC Budget Policy Statements</li> <li>• Statistical self-assessment report</li> </ul>	<ul style="list-style-type: none"> <li>• Sector statistics will comply with quality standards and guidelines</li> <li>• Sufficient resources for implementation of this SSPS will be provided</li> <li>• Top management support for production of statistics</li> <li>• Continued demand and use of TIC sector statistics</li> <li>• Stakeholders will be willing to partner and collaborate on TIC statistical programmes</li> </ul>
<b>Outputs:</b>			
4.1: Improve the coordination and management of the Trade, Industry and Cooperatives sector statistical system	<ul style="list-style-type: none"> <li>• Number of periodic statistical committee and related technical meetings conducted to review implementation and utilisation of the Strategic Plan</li> <li>• TIC sector statistical documents compiled and finalised for publication</li> <li>• Number of MoU signed for statistics production</li> <li>• Number of sensitization workshops conducted for data producers and users</li> <li>• % increase in budgetary allocation for the SSC activities in the Budget Framework</li> </ul>	<ul style="list-style-type: none"> <li>• Minutes of the SSC meetings</li> <li>• Memoranda of Understanding</li> <li>• Workshop and sensitisation meetings reports</li> <li>• Ministry Budgetary allocations</li> <li>• MTIC M&amp;E Reports</li> <li>• Progress and assessment reports</li> </ul>	<ul style="list-style-type: none"> <li>• Commitment of the SSC in steering of the TIC-SSPS</li> <li>• Sustainable and timely release of funds to support statistical activities</li> <li>• Continued collaboration between SSC and affiliated institutions</li> <li>• Favourable policies and a conducive working environment</li> <li>• Minimal bureaucratic procedures</li> <li>• Continued cooperation from management in implementing the SSPS</li> </ul>

Intervention Logic	Objectively Verifiable Indicators (OVIs)	Means Of Verification (MOVs)	Assumptions
	Paper (BFP) and strategies integrated <ul style="list-style-type: none"> <li>• Monitoring and evaluation plan for the sector developed and implemented</li> </ul>		
4.2: Strengthen dissemination mechanisms and enhanced usability of statistics generated in the sector	<ul style="list-style-type: none"> <li>• Number of statistical products generated and disseminated</li> <li>• % increase in access to statistics by our users</li> <li>• % increase in the number of the data requests/demands</li> <li>• Up-to-date metadata</li> <li>• Number of Sector forums or dialogues held where statistics is disseminated</li> <li>• Number of training workshops or awareness campaigns on interpretation of statistics held</li> <li>• ICT usage in dissemination of statistics institutionalized</li> </ul>	<ul style="list-style-type: none"> <li>• Customer satisfaction reports</li> <li>• MTIC statistics website portal reactivated and statistics tab developed</li> <li>• Workshop reports</li> <li>• Statistical publications e.g. Statistical Abstract</li> <li>• Social media platforms used to disseminate TIC Sector statistics</li> </ul>	<ul style="list-style-type: none"> <li>• Appreciation and willingness of Sector stakeholders to generate and use statistics</li> <li>• Continued financial and technical support in the generation of user friendly statistics and information</li> <li>• Users continue to demand statistics</li> <li>• friendly versions of statistical products produced and disseminated</li> </ul>
4.3: Mainstream quality assurance in Trade, Industry and Cooperatives statistics production	<ul style="list-style-type: none"> <li>• Number of quality standards, guidelines and manuals for data production and use adopted</li> <li>• Number of indicators certified by National Planning Authority</li> <li>• Number of new data compilation tools developed and adopted in the TIC Sector</li> <li>• A fully functional quality assessment framework in the Sector</li> <li>• % of data collection instruments reviewed and standardised</li> <li>• Number of quality improvement plans adopted and implemented</li> <li>• List of indicators assessments for statistical quality by 2018</li> </ul>	<ul style="list-style-type: none"> <li>• Self-quality assessment reports</li> <li>• Improved quality of statistical products and outputs</li> <li>• UBOS Statistical Quality Assessment Reports</li> <li>• Validation and verification reports</li> <li>• Quality improvement plans</li> </ul>	<ul style="list-style-type: none"> <li>• Sector commitment to production and use of quality TIC Sector statistics</li> <li>• Technical guidance on mainstreaming quality assurance in statistics will be readily provided</li> <li>• All stakeholders are willing to adopt a quality culture in their activities</li> <li>• UBOS continued support and oversight on statistical quality assurance initiatives in the NSS</li> <li>• Resources will be provided</li> </ul>
4.4: Strengthen human capacity for collection, processing, analysis and	<ul style="list-style-type: none"> <li>• % of vacant positions in the Planning &amp; Policy Unit and critical data related staff positions at all levels of the Sector filled</li> </ul>	<ul style="list-style-type: none"> <li>• Training workshop reports</li> <li>• Statistical capacity needs assessment reports</li> </ul>	<ul style="list-style-type: none"> <li>• Adequate staff capacity to produce statistics that meet user needs.</li> <li>• Availability of funds and are released in time</li> </ul>

Intervention Logic	Objectively Verifiable Indicators (OVIs)	Means Of Verification (MOVs)	Assumptions
dissemination of statistics	<ul style="list-style-type: none"> <li>• Ratio of SSC members trained in data management to the untrained</li> <li>• Number of Sector staff, including those from lower local governments trained in enhanced basic statistics</li> <li>• Number of Sector staff participating in study tours, exchange visits and workshops to build capacity and gain experience in statistics production and management</li> <li>• Number statistical capacity needs assessment study conducted in the Sector by 2018</li> </ul>	<ul style="list-style-type: none"> <li>• MTIC training module plan</li> <li>• Appointment letters</li> <li>• Improvement in numbers and competencies of staff managing and providing statistical services</li> <li>• Regular technical support provided to sub-sector data producing units</li> </ul>	<ul style="list-style-type: none"> <li>• Continued cooperation between departments and agencies</li> <li>• Skills acquired are applied by staff in their daily operations</li> <li>• Sector staff supported to undertake benchmarking studies for improving TIC Sector statistics</li> <li>• Management continued support especially in recruitment and motivation of staff involved in the delivery of statistical programmes</li> </ul>
4.5 Strengthen Production and development of the Trade, Industry and Cooperatives Statistics	<ul style="list-style-type: none"> <li>• Number of updated harmonised MTIC databases generated</li> <li>• MTIC ICT Strategy developed and adopted for statistical production processes</li> <li>• % of departments or agencies technically supported in data production annually</li> <li>• Number of studies or surveys undertaken to compliment administrative data from the Sector</li> <li>• Integrated TIC Sector Data IMS developed and functional by 2017</li> <li>• Number of methodologies and administrative tools for collecting and estimating specific elements of data developed</li> <li>• Increases in the number and type of statistical products being generated</li> </ul>	<ul style="list-style-type: none"> <li>• ICT Policy document</li> <li>• TIC sector administrative data collected and updated regularly</li> <li>• Functional databases</li> <li>• Survey or study reports</li> <li>• Procurement Plans</li> <li>• Research for improvement of statistical data production conducted</li> <li>• Documented methodologies</li> <li>• Information Management Systems (IMS)</li> <li>• Standard data collection tools</li> </ul>	<ul style="list-style-type: none"> <li>• Reliable equipment and technical capacity is available to support statistical production</li> <li>• Continued support and funding from MTIC top management</li> <li>• Effective mechanisms for widespread statistics collection</li> <li>• Presume Support from the development partners</li> <li>• UBOS support for development of a sustainable statistical system</li> <li>• Statistical development being appreciated from stakeholders</li> <li>• Quality ICT infrastructure</li> <li>• Professional independence in the production of statistics</li> <li>• Continued cooperation from data providers, collaborators and producers</li> <li>• Affiliated agencies appreciate statistical quality assurance in their activities</li> </ul>
<b>Activities</b> <i>(See details below)</i>	<b>Inputs</b> <i>(See details below)</i>	<b>Costs</b> <i>(See details below)</i>	<b>Assumptions</b> <i>(See details below)</i>



Activities	Inputs	Budget	Risks and Assumptions
<b>Coordination and management</b>			Timely release of funds
<p>1.1 Sensitise and create awareness on the unified approach to statistical management at the Ministry among all heads of departments/agencies</p> <p>1.2 Establish and operationalise the Sector Statistics Committee to spearhead the implementation of the TIC – SSPS</p> <p>1.3 Integrate statistics production in departmental work plans and budgets as well as lobby for support in statistical production</p> <p>1.4 Monitor and review the implementation of the Sector Strategic Plan for Statistics throughout the implementation process</p> <p>1.5 Develop and implement a policy on maintenance of ICT resources at MTIC</p> <p>1.6 Regularly undertake monitoring and evaluation of data collection activities</p> <p>1.7 Develop / review policy guidelines and standards for data management</p> <p>1.8 Establish stakeholder needs, requirements and expectations on the functionality of the IMS</p> <p>1.9 Sensitise potential data providers on the data production cycle and processes</p> <p>1.10 Integrate the TIC - SSPS into the Budget Framework Paper (BFP)</p>	<ul style="list-style-type: none"> <li>➤ Equipment and consumables</li> <li>➤ Office space</li> <li>➤ Stationery</li> <li>➤ Technical expertise/Consultancy</li> <li>➤ Hospitality costs</li> <li>➤ M&amp;E tools</li> <li>➤ Travel costs</li> <li>➤ Furniture and fixtures</li> <li>➤ Communication costs</li> <li>➤ Meetings</li> <li>➤ Allowances</li> <li>➤ Advocacy plan</li> </ul>	<b>UGX 228,000,000</b>	<p>Existence of a conducive working environment</p> <p>Competent personnel in place</p> <p>Internal and external collaboration continues</p> <p>Minimal bureaucratic arrangements</p> <p>Reduced diversion of statistical development resources</p> <p>Management commitment to implement the SSPS</p> <p>Reliable equipment available</p>
<b>Usability and dissemination of statistics</b>			Available and reliable equipment
<p>2.1 Produce and disseminate the Sector Statistical Abstract annually</p> <p>2.2 Enhance the use of ICT to improve dissemination and access to statistical information</p> <p>2.3 Develop and strengthen collaborative linkages with the media to increase statistical awareness and utilisation</p> <p>2.4 Regularly maintain and update the MTIC website with statistics</p> <p>2.5 Continuous disseminate popular versions of statistical products for planning and decision-making</p> <p>2.6 Engage the media in the production and dissemination of statistics</p> <p>2.7 Develop and publish a statistics user service charter for</p>	<ul style="list-style-type: none"> <li>➤ Telephone funds</li> <li>➤ Stationery</li> <li>➤ Software, staff allowances</li> <li>➤ Operational costs</li> <li>➤ Transport costs</li> <li>➤ Personnel</li> <li>➤ Consultancy services</li> <li>➤ Meeting and workshop</li> <li>➤ Procurement plan</li> </ul>	<b>UGX 190,000,000</b>	<p>Adequate human, physical and financial resources</p> <p>Conducive working environment</p> <p>Minimal bureaucratic arrangements</p> <p>Technical capacity is available</p> <p>No diversion of statistical development resources</p>

Activities	Inputs	Budget	Risks and Assumptions
<p>the TIC sector</p> <p>2.8 Incorporate key statistics in various sector publications and forums organised by MTIC</p> <p>2.9 Regularly update the metadata</p> <p>2.10 Strengthen the information sharing network in order to increase the visibility and utility of the monitoring and evaluation function within the sector</p> <p>2.11 Develop strategies for improving response rates among potential data providers</p>	<ul style="list-style-type: none"> <li>➤ Computer hardware for training e.g. Computers &amp; accessories, LCD etc.</li> <li>➤ Monitoring tools</li> <li>➤ Public address system</li> </ul>		
<b>Enhance data quality assurance</b>			Availability of funds
<p>3.1 Review, update, standardise and harmonise existing tools for data production</p> <p>3.2 Develop and implement statistics quality improvement plans for key indicators</p> <p>3.3 Sensitise data producers on the existing national and international statistical standards, guidelines and methodologies</p> <p>3.4 Collaborate with UBOS to enhance the quality of generation, analysis, dissemination and use of sector statistics</p> <p>3.5 Encourage regular self-quality assessments practices in the sector</p> <p>3.6 Conduct statistical research to improve statistics quality</p> <p>3.7 Undertake documentation of statistical production processes</p> <p>3.8 Conduct routine data validation and verification exercises</p> <p>3.9 Sensitise key stakeholders on best practices in ensuring quality data</p>	<ul style="list-style-type: none"> <li>➤ Assorted Stationery</li> <li>➤ Printing costs</li> <li>➤ Meeting costs</li> <li>➤ Travel cost</li> <li>➤ Data collection tools (questionnaires)</li> <li>➤ Allowances</li> <li>➤ Statistics data sets</li> </ul>	<b>UGX 166,000,000</b>	<p>Adequate human and physical resources are maintained within the statistics function of the sector</p> <p>Available and reliable equipment</p> <p>Training in management of quality statistics is available</p> <p>Reduced corruption</p>
<b>Strengthen human resource</b>			Technical capacity is available
<p>4.1 Lobby for recruitment of specialised personnel for effective operation of the statistical function at all levels of the sector</p> <p>4.2 Conduct a comprehensive statistical capacity needs assessment in the sector and provide customised training</p> <p>4.3 Provide technical support to affiliated agencies in order to improve the quality of sector statistics produced and utilised</p> <p>4.4 Participate in the UBOS NSS capacity building program</p>	<ul style="list-style-type: none"> <li>➤ Trainers</li> <li>➤ Training manuals</li> <li>➤ Travel costs</li> <li>➤ Equipment (ICT, transport)</li> <li>➤ Software</li> <li>➤ Vehicles, venues</li> </ul>	<b>UGX 83,000,000</b>	<p>Continued support and funding from management</p> <p>SSC is committed to implementation the TIC-SSPS</p> <p>Adequate resources are available for implementation of the SSPS</p> <p>Internal and external collaboration exists</p>

Activities	Inputs	Budget	Risks and Assumptions
4.5 Appraise and reward/sanction departmental data focal persons on management of data systems 4.6 Carry out benchmarking activities to other excelling sectors and institutions 4.7 Undertake study tours, exchange visits and participate in workshops to build capacity and gain experience in statistics production and management 4.8 Conduct regular refresher training on statistical development especially collection, analysis and reporting	<ul style="list-style-type: none"> <li>➤ Materials (Stationery)</li> </ul>		Timely and sufficient finance Competent personnel in place Reliable equipment is available
<b>Statistics Production and Management</b>			Minimal bureaucratic arrangements
5.1 Conduct studies and surveys to supplement data from administrative and registration systems 5.2 Collect administrative data on key specialised sector indicators 5.3 Conduct Industrial Surveys 5.4 Undertake routine data collection to update department databases and Information Management Systems 5.5 Advocacy special retreats with other sectors and stakeholders to review generation, dissemination and use of MTIC statistics 5.6 Redesign and upgrade a comprehensive database to include all core sector statistics 5.7 Procure, install and maintain equipment for electronic networking (WAN and LAN) to facilitate information flow across the sector 5.8 Compile, regularly update and publish the annual statistical abstract and statistics factsheet 5.9 Develop and implement data backup and recovery solutions for the TIC databases 5.10 Procure the necessary ICT infrastructure to facilitate statistical production and development	<ul style="list-style-type: none"> <li>➤ Survey instruments/tools</li> <li>➤ Data collection and management tools</li> <li>➤ Training Manuals and materials</li> <li>➤ Labour-Technical expertise</li> <li>➤ Transport costs</li> <li>➤ Furniture and fixtures</li> <li>➤ Data analysis tools</li> <li>➤ Equipment (ICT, Transport)</li> <li>➤ Software</li> <li>➤ Telecommunications</li> <li>➤ Meeting venues and facilitations</li> </ul>	<b>UGX 178,000,000</b>	Surveys are needed and are well planned Existence of strategic partners with adequate capacity and skills for collecting and using sectoral statistics Equipment Stakeholder cooperation and support exists Financial resources are mobilised Reduced diversion of statistical development resources Management committed to implement SSPS

## Appendix C: Five Year Activity Schedule

ACTIVITIES	Financial Years				2014/15				2015/16				2016/17				2017/18				2018/19			
	Quarters	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4			
<b>1.0 Goal 1: Coordination and Management</b>																								
1.1 Sensitise and create awareness on the unified approach to statistical management at the Ministry among all heads of departments/agencies																								
1.2 Establish and operationalise the Sector Statistics Committee to spearhead the implementation of the TIC – SSPS																								
1.3 Integrate statistics production in departmental work plans and budgets as well as lobby for support in statistical production																								
1.4 Monitor and review the implementation of the Sector Strategic Plan for Statistics throughout the implementation process																								
1.5 Develop and implement a policy on maintenance of ICT resources at MTIC																								
1.6 Regularly undertake monitoring and evaluation of data collection activities																								
1.7 Develop / review policy guidelines and standards for data management																								
1.8 Establish stakeholder needs, requirements and expectations on the functionality of the IMS																								
1.9 Sensitise potential data providers on the data production cycle and processes																								
1.10 Integrate the TIC - SSPS into the Budget Framework Paper (BFP)																								
<b>2.0 Goal 2 : Usability and Dissemination</b>																								
2.1 Produce and disseminate the Sector Statistical Abstract annually																								
2.2 Enhance the use of ICT to improve dissemination and access to statistical information																								
2.3 Develop and strengthen collaborative linkages with the media to increase statistical awareness and utilisation																								
2.4 Regularly maintain and update the MTIC website with statistics																								
2.5 Continuous disseminate popular versions of statistical products for planning and decision-making																								
2.6 Engage the media in the production and dissemination of statistics																								
2.7 Develop and publish a statistics user service charter for the TIC sector																								
2.8 Incorporate key statistics in various sector publications and forums organised by MTIC																								
2.9 Regularly update the metadata																								
2.10 Strengthen the information sharing network in order to increase the visibility and utility of the monitoring and evaluation function within the sector																								
2.11 Develop strategies for improving response rates among potential data providers																								



5.8	Compile, regularly update and publish the annual statistical abstract and statistics factsheet	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
5.9	Develop and implement data backup and recovery solutions for the TIC databases	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
5.10	Procure the necessary ICT infrastructure to facilitate statistical production and development	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■

## Appendix D: Five Year Budget ('000,000 UGX)

ACTIVITIES	2014/15	2015/16	2016/17	2017/18	2018/19	Total
<b>1.0 Goal 1: Coordination and Management</b>						
1.1 Sensitise and create awareness on the unified approach to statistical management at the Ministry among all heads of departments/agencies	5	5	5			15
1.2 Establish and operationalise the Sector Statistics Committee to spearhead the implementation of the TIC – SSPS	12	12	14	14	14	66
1.3 Integrate statistics production in departmental work plans and budgets as well as lobby for support in statistical production	2	2	3	3	3	13
1.4 Monitor and review the implementation of the Sector Strategic Plan for Statistics throughout the implementation process	5	5	5	6	6	27
1.5 Develop and implement a policy on maintenance of ICT resources at MTIC		2	2			4
1.6 Regularly undertake monitoring and evaluation of data collection activities	8	8	8	12	10	46
1.7 Develop / review policy guidelines and standards for data management			3	3		6
1.8 Establish stakeholder needs, requirements and expectations on the functionality of the IMS	2	2	2			6
1.9 Sensitise potential data providers on the data production cycle and processes			10	10	12	32
1.10 Integrate the TIC - SSPS into the Budget Framework Paper (BFP)	2	2	3	3	3	13
<b>Sub Total</b>	<b>36</b>	<b>38</b>	<b>55</b>	<b>51</b>	<b>48</b>	<b>228</b>
<b>2.0 Goal 2 : Usability and Dissemination</b>						
2.1 Produce and disseminate the Sector Statistical Abstract annually	12	12	12	14	14	64
2.2 Enhance the use of ICT to improve dissemination and access to statistical information	6	6				12
2.3 Develop and strengthen collaborative linkages with the media to increase statistical awareness and utilisation	4	4	4			12
2.4 Regularly maintain and update the MTIC website with statistics	2	2	2	2	2	10
2.5 Continuous disseminate popular versions of statistical products for planning and decision-making	4	4	4	6	6	24
2.6 Engage the media in the production and dissemination of statistics	2	2	2	2	2	10
2.7 Develop and publish a statistics user service charter for the TIC sector	2	4	2			8
2.8 Incorporate key statistics in various sector publications and forums organised by MTIC	2	2	2	2	2	10
2.9 Regularly update the metadata	4	4	4	6	6	24

<b>ACTIVITIES</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>Total</b>
2.10 Strengthen the information sharing network in order to increase the visibility and utility of the monitoring and evaluation function within the sector	2	2	2	2	2	10
2.11 Develop strategies for improving response rates among potential data providers				2	4	6
<b>Sub Total</b>	<b>40</b>	<b>42</b>	<b>34</b>	<b>36</b>	<b>38</b>	<b>190</b>
<b>3.0 Goal 3: Data Quality Assurance</b>						
3.1 Review, update, standardise and harmonise existing tools for data production		4	4	6		14
3.2 Develop and implement statistics quality improvement plans for key indicators	12	12	12	14	14	64
3.3 Sensitise data producers on the existing national and international statistical standards, guidelines and methodologies	6		6		4	16
3.4 Collaborate with UBOS to enhance the quality of generation, analysis, dissemination and use of sector statistics	2	2	2	2	2	10
3.5 Encourage regular self-quality assessments practices in the sector	2	2	2	3		9
3.6 Conduct statistical research to improve statistics quality				2	2	4
3.7 Undertake documentation of statistical production processes	3	3	3	2	2	13
3.8 Conduct routine data validation and verification exercises				6	6	12
3.9 Sensitise key stakeholders on best practices in ensuring quality data	4	4	4	6	6	24
<b>Sub Total</b>	<b>29</b>	<b>27</b>	<b>33</b>	<b>41</b>	<b>36</b>	<b>166</b>
<b>4.0 Goal 4: Human Resource</b>						
4.1 Lobby for recruitment of specialised personnel for effective operation of the statistical function at all levels of the sector	2	2	2			6
4.2 Conduct a comprehensive statistical capacity needs assessment in the sector and provide customised training	0.5	0.7	0.8	0.5	0.5	3
4.3 Provide technical support to affiliated agencies in order to improve the quality of sector statistics produced and utilised		1	3	1		5
4.4 Participate in the UBOS NSS capacity building program	0.5	0.5	0.5	0.5	1	3
4.5 Appraise and reward/sanction departmental data focal persons on management of data systems			3	3	3	9
4.6 Carry out benchmarking activities to other excelling sectors and institutions		5		5		10
4.7 Undertake study tours, exchange visits and participate in workshops to build capacity and gain experience in statistics production and management		10		15		25



<b>ACTIVITIES</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>Total</b>
4.8 Conduct regular refresher training on statistical development especially collection, analysis and reporting	3	5.5	5.5	4	4	22
<b>Sub Total</b>	<b>6</b>	<b>24.7</b>	<b>14.8</b>	<b>29</b>	<b>8.5</b>	<b>83</b>
<b>5.0 Goal 5: Production and Management</b>						
5.1 Conduct studies and surveys to supplement data from administrative and registration systems				6	6	12
5.2 Collect administrative data on key specialised sector indicators		3	3	3.5		9.5
5.3 Conduct Industrial Surveys			13	13		26
5.4 Undertake routine data collection to update department databases and Information Management Systems	5	5	5	5	5	25
5.5 Advocacy special retreats with other sectors and stakeholders to review generation, dissemination and use of MTIC statistics	7	7		3	3	20
5.6 Redesign and upgrade a comprehensive database to include all core sector statistics		4.5	4.5	4.5		13.5
5.7 Procure, install and maintain equipment for electronic networking (WAN and LAN) to facilitate information flow across the sector			9			9
5.8 Compile, regularly update and publish the annual statistical abstract and statistics factsheet	1	1.5	1.5	2	2.5	8.5
5.9 Develop and implement data backup and recovery solutions for the TIC databases		2	2	6.5		10.5
5.10 Procure the necessary ICT infrastructure to facilitate statistical production and development	8	8	8	10	10	44
<b>Sub Total</b>	<b>21</b>	<b>31</b>	<b>46</b>	<b>53.5</b>	<b>26.5</b>	<b>178</b>
<b>Grand Total</b>	<b>132</b>	<b>162.7</b>	<b>182.8</b>	<b>210.5</b>	<b>157</b>	<b>845</b>

## Appendix E: List of Sector Statistics Committee (SSC) Members and Contacts

<b>No.</b>	<b>Member Name</b>	<b>Designation / Sector</b>	<b>Contact</b>
1.	Michael Wamibu	Asst. Commissioner PPU (MoTIC)	0782447598
2.	Moses Nahamya	Corporate Planner (UNBS)	0772683322
3.	Moses Mabala	TPO (UEPB)	0788012660
4.	Barbara N. Wabwire	Asst. Lecturer ICT (MTAC)	0752489362
5.	Annet Atete Bagenda	Statistician (UIRI)	0775451111
6.	Yudaya Kadondi	Senior Economist (UDC)	0772650938
7.	Deborah Kyarasiime	Ag. Executive Director (UWRSA)	0772403046
8.	Mary Amumpaire	Data Base Administrator (MoTIC)	0776665999
9.	Ronald Ayella	Internal Trade (MoTIC)	0774204442
10.	Prime Fom Blessed	Industry (MoTIC)	0772855334
11.	Bernard Trevor Kunya	Cooperatives (MoTIC)	0774976777
12.	Patrick Okilangole	External Trade (MoTIC)	0712803206
13.	George Sserunjogi	Principal Economist (MoTIC)	0752731739
14.	Collins Twinomujuni	Senior Policy Analyst (MoTIC)	0703035453
15.	Julius A. Tumusiime	Economist/Planner (MoTIC)	0772987796
16.	Deborah Twinomujuni	Economist (MoTIC)	0775735393
17.	Tonny Bbale	Statistician (MoTIC)	0776105266

## **Appendix F: Terms of Reference for the Sector Statistics Committee (SSC)**

As part of the development and implementation of the PNSD, MDAs are required to form Sector Statistics Committees (SSCs) to internally coordinate the development, implementation and monitoring of the SSPS. The roles and responsibilities of the SSC include:

- i. Spearhead and support the design and implementation of the SSPS.
- ii. Prepare departmental work plans as input to the Sector Statistics work plan.
- iii. Align the SSPS work plan to the NDP, and the overall Sector Development Plan, work plans and budgets.
- iv. Align and prioritise data production in line with the Local Government, national and international data needs.
- v. Monitor and review progress on the implementation of the SSPS on a monthly basis, and report to the PNSD Secretariat on a quarterly basis.
- vi. Coordinate and supervise all statistical activities within the Sector Statistical System (SSS).
- vii. Develop the Annual Statistical Abstract and other statistical products.
- viii. Provide feedback during Sector meetings on emerging issues from the SSC.
- ix. Provide technical backstopping to support statistical development in the MDA.

### **Outputs for the SSC**

- i. Sector Strategic Plan for Statistics (SSPS).
- ii. Sector Annual Statistical Abstract.
- iii. Annual Statistics Work plans and budget.
- iv. Minutes of the monthly SSC Meetings.
- v. Quarterly Progress Reports.
- vi. Statistical Capacity Building plan and Annual training plans.

### **Criteria for selecting the Sector Statistics Committee**

- i. Chairperson – Commissioner, Policy and Planning.
- ii. Secretary - Contact Person – Planning Unit.
- iii. Members – Representation from each Department.

**Roles and Responsibilities of the Sector/PNSD Contact Person**

- i. Provide the Secretariat to the Sector Statistics Committee (SSC).
- ii. Coordinate the activities undertaken by the SSC.
- iii. Mobilize members of the SSC and keep them informed.
- iv. Represent the Sector and SSC on the quarterly Inter Agency Committee (IAC).

**Reporting**

The SSC committee will report to the IAC on a quarterly.

**Duration of the ToRs**

The SSC will serve throughout the Review, Update and implementation of the SSPS over the 5 - year period.