



United Nations
Economic Commission for Africa

ECA/MRAG/96/39/MR



Multidisciplinary
Regional Advisory Group

REPORT ON MISSION TO STATISTICS DEPARTMENT,
GOVERNMENT OF UGANDA, ON IN-SERVICE TRAINING
ARRANGEMENTS, DATABASE DEVELOPMENT, DONORS
MEETING AND ESTABLISHMENT OF THE NATIONAL
STATISTICAL SYSTEM

22 MAY TO 9 JUNE 1996

By
Parmeet Singh
Regional Adviser on Management and Organization
of National Statistical Systems

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ADDIS ABABA
JUNE 1996

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ECONOMIC COMMISSION FOR AFRICA

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**Report on Mission to Statistics Department, Government of Uganda
on In-service Training Arrangements, Database Development, Donors
Meeting and Establishment of the National Statistical System**

**22 May to 9 June, 1996
by**

Parmeet Singh

**Regional Adviser on Management and organization of
National Statistical Systems**

**Addis Ababa
June, 1996**

I. Background

This was the Regional Adviser's sixth mission to Statistics Department since he joined ECA in July 1994. All the missions have focused on various aspects of restructuring of the Statistics Department into a semi-autonomous Bureau of Statistics. The Regional Adviser's inputs in this process have ranged from preparation and presentation of a background paper on "Some Thoughts on a Strategy for Development of Statistics in Uganda"¹; inputs into the Workshop of Data Producers and Users, in November 1994²; to preparation of the first draft of the "Programme Review and Proposed Workplan, 1996-2000"³ for review by the Workshop of Data Producers and Users in September 1995⁴; and review of the draft statute for the proposed Bureau of Statistics. He has also been extensively involved in review of the report of national consultants who had been hired by the Government of Uganda on transformation of Statistics Department to a semi-autonomous Uganda Bureau of Statistics⁵.

These missions had identified a critical need for an in-service training arrangement for both professional and middle level cadres of institutions in public sector undertaking data collection; and for establishment of a user friendly integrated database which could be "interrogated" directly by users. The Statistics Department it was felt required technical assistance to identify arrangements that needed to be set-up for the desired in-service training; and to elaborate a proposal on the planned development of the integrated data-base.

Such technical assistance had not been provided for in Statistics Department's current technical cooperation arrangements with the World Bank and UNDP, and hence Uganda Government had approached ECA for such support under ECA's regular programme of technical cooperation. ECA was happy to

¹ Parmeet Singh, Mission Report: ECA/MRAG/94/92/MR.

² Parmeet Singh, Mission Report: ECA/MRAG/94/93/MR.

³ Parmeet Singh, Mission Report: ECA/MRAG/95/100/MR.

⁴ Parmeet Singh, Mission Report: ECA/MRAG/95/105/MR.

⁵ Parmeet Singh, Mission Report: ECA/MRAG/95/11/MR.

oblige, to fill this gap. Apart from responding to a critical need for technical assistance to Uganda, ECA views this as a useful opportunity to study a country situation on a pilot basis on in-service training arrangements and on development of integrated databases. Both these aspects are emerging as key areas of the need for capability building in the region and ECA looks forward to sharing the experience of Uganda with other countries of the region. So far with the exception of a very few countries (e.g. Zambia) no Central Statistical Organizations (CSOs) are known to have successfully established self sustaining in-service training arrangements. Similarly there is hardly any instance, known to ECA, of user friendly databases in any of the CSOs in the region. The Regional Adviser has for long felt that for the in-service training arrangements to work successfully it is imperative that such arrangements be back-stopped by the sub-regional STPA training centres, and the initiative taken by ECA in the case of Uganda is a useful opportunity to ascertain the feasibility of such a proposition. Similarly in the case of integrated databases, the Uganda initiative would, as far as is known, enable for the first time, constraints in development of integrated databases to be identified. Perceptions on integrated databases vary in this region and operational feasibility of such a user friendly integrated database needs to be tested. The initiative in Uganda being facilitated by ECA is one model of an integrated database.

Uganda Government and the Regional Adviser had together identified Prof. Ben Kiregyera (Uganda) and Mr. Kauko Holso (Finland) as consultants for their respective assignments on in-service training and database development. In Prof. Kiregyera's case, his Ugandan nationality and his locus in Uganda were considered a distinct advantage in terms of his subsequent personal commitment to, and continuity in the development of the in-service training arrangements. As for Mr. Holso, his past connection with and assignment in Statistics Department were viewed as highly essential and desirable qualifications to ensure the success of his assignment.

Additionally the Regional Adviser was also during this mission asked by Uganda Government to participate further in the process of restructuring of the Statistics Department into a semi-autonomous Bureau of Statistics as noted in the terms of reference of the mission.

II. Terms of Reference

The respective terms of reference for the two consultants, Prof. Ben Kiregyera and Mr. Kauko Holso, as well as for the Regional Adviser, are detailed on Appendix 1 here attached.

III. The Mission

The Mission started on Wednesday 22 May. Unfortunately it was delayed by two days and could not start on Monday 20 May as originally intended, because of the delay in ECA in processing of the respective SSAs for the two consultants.

Best part of Wednesday 22 May and Thursday 23 May were utilized in briefing of the Mission by the Commissioner of Statistics Department, and his senior staff and in consultations on preparation and review of the Workplans by the two consultants. The Regional Adviser was fully involved in these consultations and in the subsequent review of the two respective Workplans.

Simultaneously on 22 and 23 May and on Friday 24 May the Regional Adviser consulted with the Commissioner and his senior staff on the first version of the Programme Review and Proposed Workplan 1996-2000 (a copy of the Workplan is being retained in the archives of MRAG) as well as the presentations to be made respectively by the Permanent Secretary/Secretary to the Treasury (PS/ST) and the Commissioner to the Donors Meeting, scheduled for

31 May; and the steps that needed to be taken to phase Statistics Department into Uganda Bureau of Statistics (BOS).

Starting Monday 27 May the Regional Adviser participated in a number of meetings to review different components of the Workplan for 1995/96 and 1996/97 with the concerned professional staff of Statistics Department. The Commissioner chaired these meetings - and they were convened at the request of the Regional Adviser and for his benefit to make him more familiar with operations of Statistics Department at programme and activity levels. The

Regional Adviser found these meetings very useful in getting a better perception of the Department's status quo from a management and organization perspective. A list of these meetings and of participants in each meeting is here attached as **Appendices 2 and 3** respectively. Additionally on Wednesday 29 May and Thursday 30 May the Regional Adviser undertook a second review of the draft Uganda Bureau of Statistics Statute 1995 which is currently with the Cabinet for endorsement. He also on these two days participated in consultations which the Commissioner had with his senior staff on arrangements for and management of the Donors Meeting. Friday 31 May was taken up by the Donors Meeting. A list of participants in the meeting is here attached as **Appendix 4**. The meeting was chaired by the Deputy Secretary in charge of Administration, Ministry of Finance and Economic Planning, who is also the Accounting Officer of the Ministry. PS/ST who had intended to chair the meeting had unfortunately to withdraw at the last minute.

Monday 3 June was a public holiday in Uganda and the three days Tuesday 4 June to Thursday 6 June were utilized in consultations with consultants Kiregyera and Holso on finalization of their respective mission reports and briefing on and presentation of these two reports to the Commissioner and senior staff of the Statistics Department.

IV. Mission Outputs

These are detailed here below in context of mission activities listed above in Section III of this report.

- (i) Consultancies on in-service training arrangements and on establishment of an integrated database: The Regional Adviser participated in preparation of the respective Workplans at the inception of the mission - **Appendices 5 and 6** refer; and in finalization of the respective reports of the two consultants and the briefing of the Commissioner and senior staff of Statistics Department on these two reports. The respective reports of the two consultants have been published by ECA in its technical papers series^{6 7}.

⁶ Prof. Ben Kiregyera: "Consultancy Report on In-Service Training Programme": ECA/MRAG/96/08/TP, 3 June 1996.

⁷ Kauko Holso: "Statistical Database: Statistics Department: Uganda"

- (ii) Donors Meeting: The Regional Adviser participated in the consultations on arrangements for and management of donors meeting and in preparation of presentation by PS/ST and the Commissioner for Statistics Department to the meeting. **Appendices 7, 8 and 9** refer. Appendices 8 and 9 detail notes on respective presentations by PS/ST and the Commissioner which were prepared by the Commissioner with inputs from Appendix 7.
- (iii) Draft Uganda Bureau of Statistics Statute, 1995: The Regional Adviser had in his memorandum of 10 November 1995 communicated his initial comments on the draft statute to the Commissioner for Statistics Department, **Appendix 10** refers. The Regional Adviser's comments were all incorporated except for comments 6(ii), 7 (i) and (ii), 14 (i) and 17. This updated version is currently with the Cabinet awaiting endorsement. The Regional Adviser, however, felt there was room for further improvement of the draft statute and was asked by the Commissioner to review the draft statute again. A copy of the draft statute with the Regional Adviser's second round of comments - is being retained in the archives of MRAG.
- (iv) Review of Organization and Management of Statistics Department: One of the Commissioner's main concern for the next few months is to prepare for Statistics Department's transition to Bureau of Statistics. In this context the memorandum prepared by the Regional Adviser to the Commissioner, copy here attached as **Appendix 11** refers.

V. Mission Follow-Up:

Mission outputs detailed above will lead to need for follow-up action. This could include the following actions:

- (i) In-service training arrangements and the integrated database: The respective reports of the two consultants and their respective recommendations refer. Implementation of these

recommendations - those for action by Statistics Department will need to be monitored; and those requiring external inputs e.g. participation by the Institute of Statistics and Applied Economics (ISAE) Makerere University and the Eastern Africa Statistical Training Centre (EASTC) Dar-es-Salaam in in-service training arrangements and for further technical assistance in setting up of the integrated database, will need to be facilitated.

- (ii) Donors Meeting: The meeting had concluded positively - but there is need for follow-up action. This requires preparation of two tables on expenditure which would make the department's need for donor support explicit in context of the Workplan.
- (iii) Draft Uganda Bureau of Statistics Statute, 1995: The Regional Adviser is very keen that the draft statute be updated incorporating the second round of his comments. This could involve further follow-up action by him depending on the reaction of Attorney General's Chambers to his comments - which is awaited.
- (iv) Review of Organization and Management of Statistics Department: This is an on-going issue particularly the conversion of the department to a semi-autonomous Bureau. Immediately the focus of concern is on the transition plan for the conversion. In this respect the Regional Adviser is anxious that the department constitutes and sets up as recommended by him an Interim Advisory Board with immediate effect. The first meeting of the board should deliberate on, as its agenda (i) The proposed Scheme of Service for the Bureau; (ii) The interim structure of the Department; and (iii) The final structure and Workplan for the Bureau.

The Regional Adviser would, if required, be happy to assist with preparation of documentation for the first meeting of the interim board. More substantively this could involve substantive

elaboration of different components of the scheme of service and of the ultimate structure for the Bureau and its Workplan.

Associated with this is the issue of management and motivation of manpower resources in the department which the Regional Adviser has identified as a management constraint following his participation in the meetings on review of 1995/96 and 1996/97 Workplans. The Regional Adviser is contemplating on what advice to offer.

IV. Mission Assessment:

The Regional Adviser feels that re:

- (i) In-service training arrangements and the integrated database: he has succeeded in ensuring that respective reports of the two consultants concerned are pertinent and focused enhancing the prospects of the adoption and implementation of their respective recommendations. The Regional Adviser would like to monitor and facilitate the latter. Highlights of the reports include:
 - (a) Prof. Kiregyera's report on in-service training:
 - proposed role of ISAE and EASTC in the in-service training arrangements;
 - proposed induction courses for the staff on joining the department;
 - workshops for staff on analysis and report writing;
 - the proposed in-service training arrangements if successfully implemented will be a good model for adaption in other countries of the region;
 - the Commissioner Statistics Department seems committed to make the necessary provision for the recommended creation of the post of a training officer - an essential input on the part of Statistics Department to ensure success of the training arrangements; and
 - as next step a workshop of prospective facilitators is to

be convened to concretize the setting up of in-service training arrangements.

(b) Mr. Kauko Holso's report on the integrated database:

- a pertinent job specification of the database manager, which highlights the need for comprehensive background both in computing and in methods and procedures of data collection, processing and dissemination as well as in underlying concepts, definitions and nomenclatures has been identified. As noted by ECA "The African experience in the setting up of statistical databases has not been a pleasant one. The main problem has been that systems analysts with no previous experience in databases have sometimes been recruited to start such systems and invariably end up being failures".⁸
- the locus of database in the structure of Statistics Department is adequately stand-alone with leadership at an appropriately senior level to facilitate effective management of the database;
- simplicity of the database and its phased incremental development;
- database which consists of processed data and excludes micro-data;
- database which is intended to be user-friendly according direct access to users both within Statistics Department and outside through a network linkage;
- the proposed integrated database could be a good model for adaption in other countries of this region; and
- the Commissioner for Statistics Department seems committed to securing both manpower and funding resources to establish the database.

(ii) Donors Meeting: The meeting was a success as far as positive indication of willingness to commit by the World Bank, UNDP, UNFPA and UNICEF is concerned. However the Regional Adviser

feels specific commitments could also have been secured had the presentation of the Workplan's budget been more transparent and easier to follow. Hence the need for follow-up action.

(iii) Draft Uganda Bureau of Statistics Statute, 1995: The Regional Adviser is keen on adoption of the second round of his proposals for further improvement of the draft statute. He feels his suggestions, especially those focusing on the National Statistical System and the Bureau's proposed nodal role in coordinating it will make the proposed statute even more pertinent.

(iv) Review of Organization and Management of Statistics Department:
The Regional Adviser feels he has succeeded in making pertinent recommendations on Statistics Department's transition to Bureau of Statistics.

He also feels challenged by the department's need to ensure effective management and motivation of the department's manpower resources - being impressed by the potential that the manpower resources have of being highly effective.

All in all the Regional Adviser is satisfied with the outcome of his mission. While it was too late to "review and propose the final round of comments on the Workplan 1996-2000" the Regional Adviser did very usefully participate in staff consultations on decomposition of the Workplan into annual Work Programme for 1996. He feels Statistics Department has made a commendable start on this. The mission was as far as its duration is concerned, dragged out over a period of 13 working days. But this could not be helped given the Regional Adviser's participation both in the initiation stage of the two consultants missions and in the final stage for preparation of their respective reports.

The Regional Advisers de-briefing note to the Commission on **Appendix 12** refers.

Terms of Reference

The respective terms of reference for the two consultants, Prof. Ben Kiregyera and Mr. Kauko Holso, as well as for the regional Adviser, were spelt out in a presentation by the Chief, PPFE Division to the Executive Secretary dated 8 May 1996. These included:

I. Prof. Ben Kiregyera to:

- (i) Review the in-service training requirements of this Department for its middle level staff;
- (ii) Assist in designing the course/s including drafting of the syllabus;
- (iii) Identify the requirements including the drafting up of the budget before the course/s can begin;
- (iv) Identify staffing requirements to run the course/s; and
- (v) Review any other relevant issues for the smooth running of the in-service training arrangements.

II. Mr. Kauko Holso to:

- (i) Review the current dataflow procedures of the Statistics Department and the Department's linkages to other sections within Ministry of Finance and Economic Planning and external data sources and users;
- (ii) Develop a detailed requirements specification and database definition for the proposed Statistical Database Management System which addresses the data linkages between the different modules that make up the system, and between this system and other systems within the Economic and Financial Management Project of the Government;
- (iii) Make recommendations concerning any additional hardware and software required to support the system;
- (iv) Recommend the order in which the modules should be developed and set up mechanisms for coordinating system development activities and data interchange; and

- (v) Develop the detailed programme design of the proposed Statistical Data Base Management System, user and system testing, user procedures definition and documentation, user training and system implementation.

III. Mr. Parmeet Singh to:

- (i) Coordinate and guide the work of the two consultants in the mission; and also
- (ii) Review and propose the final round of comments on the Work Plan (1996-2000) of the Statistics Department to be presented to the forthcoming meeting of donors;
- (iii) Participate as a resource person in the meeting of donors which is scheduled to convene, on 31 May, 1996; and
- (iv) Consult with the Attorney General's Chambers and finalize the proposed draft of "The Uganda Bureau of Statistics Statute, 1995" in readiness for presentation to the Parliament.

MEMORANDUM

To: All Heads of Section and Unit

Copy: DCS.
Consultants - Mr. Parmeet Singh
- Mr. P. Hodgkinson
- Mr. H. Lutaya

From: CS *FERM-2*

Date: 24/05/1996

Subj: Review of 1995/96 and Proposed Workplan 1996/97

I propose to hold meetings with you and all your senior staff in order to review your activities for 1995/96 and your proposed workplan for 1996/97. These meetings will take place in my office according to the following schedule.

Monday 27th May, 1996

10.30 a.m.

- National Accounts Section and
- External Trade Statistics
- Migration Statistics

3.30 p.m.

Tuesday 28th May, 1996

11.00 a.m.

- Industrial Statistics & Construction and Building Statistics,
- Annual Household Surveys; Demographic and Health Survey; and Poverty Study

3.00 p.m.

Wednesday 29th May, 1996

3.00 p.m.

- Population Issues, Dissemination of Analytical Report; District Profiles; VSRS; Demographic Survey; Planning for Population Census in 2000; and Cartography Unit

Tuesday 4th June, 1996

3.00 p.m.

- Publications

Dates will be worked out for those left out, like Computerisation, Library, Training, etc.

By copy of this memorandum I am also inviting the consultants Dr. B. Kiregyera and Mr. Kauko Holso to attend the meetings on their respective areas of interest to share with us their experiences.

Mr. Kasozi-Kizito will act as Secretary to these meetings.

Dr. E.S.K. Muwanga-Zake

WORKPLAN REVIEW MEETINGS

Date: May 27, 1996

National Accounts / External Trade Statistics / Migration Statistics.

	Name	Title
Participants:-		
	1. Dr.- Muwanga-Zake	Commissioner
	2. Mr. Sewanyana	Principal Stat.
	3. Mr. Bahemuka	Statistician
	4. Mr. Semanda	Statistician
	5. Mr. Walakira	Statistician
	5. Mr. Kasozi	Stat/Secretary
	6. Mr. Lutaaya	Consultant
	7. Mr. Hodgkinson	Consultant
	8. Mr. Singh	Consultant

New Developments:-

National Accounts

1. Rebasing Weights to 1994 prices
2. Refining of data spreadsheets

Migration Statistics.

1. Visitor expenditure Survey

Date: May 28, 1996

Industrial Statistics, Construction and Building Statistics.

	Name	Title
Participants:-		
	1. Dr. Muwanga-Zake	Commissioner
	2. Mr. Mubiru	Principal Stat.
	3. Mr. Mayinza	Senior Stat.
	4. Ms. Amono	Statistician
	5. Mr. Kyewalyanga	Statistician
	6. Mr. Muhumwize	Statistician
	7. Mr. Kasozi	Stat/Secretary
	8. Mr. Singh	Consultant

New Developments:-

Industrial Statistics

1. Rebasing Weights to 1994 prices

Construction and Building Statistics

1. Determination of the Weighting pattern

Date: May 28, 1996

Annual Household Surveys; Demographic and Health Survey; and Poverty Study.

	Name	Title
Participants:-		
	1. Dr. Muwanga-Zake	Commissioner
	2. Mr. Kiweesi	D/Commissioner
	2. Mr. Kaija	Principal Stat.
	3. Mr. Kanyerezi	Statistician
	4. Mr. Kagugube	Stat/Demographer
	5. Mr. Emwanu	Programmer
	5. Mr. Kasozi	Stat/Secretary
	3. Mr. Nsimbi	Statistician
	3. Mr. Tamusuza	Statistician
	3. Mr. Muyingo	Economist
	6. Mr. Gupta	Consultant
	8. Mr. Singh	Consultant

New Developments:-

Uganda National Household Survey II will include:-

1. Mortality Survey

Date: May 29, 1996

Population Issues, VSRS, 2000 Census, Cartography.

	Name	Title
Participants:-		
	1. Dr. Muwanga-Zake	Commissioner
	2. Mr. Kiweesi	D/Commissioner
	3. Mr. Mukulu	Stat/Demographer
	4. Mr. Walakira	Stat/Programmer
	5. Ms. Namirembe	Stat/Demographer
	6. Mr. Kasozi	Stat/Secretary
	7. Ms. Ofumbi	Cartography
	8. Mr. Singh	Consultant

New Developments:-

Cartography

1. Review of cartographic Status
2. Preparation of field work (update maps)

Population Analysis and Dissemination

1. District profile workshops

STATISTICS DEPARTMENT
DONORS MEETING
31ST MAY 1996

ATTENDANCE

NAME	DESIGNATION	AGENCY	ADDRESS/PHONE
Balayo A.	Research Officer	Bank of Uganda	Kampala
Businge Lucy R.	Project Analyst	Poverty Alleviation Project	
Bwigiriza Emmanuel	Senior Business Analyst	UMA Consultancy & Information	Box 9113, Kampala
Das P.K	Admn./Fin./Manag./Office	Statistics Department, MFEP	Box 13, Entebbe
Farah F.	Representative	UNFPA	Kampala
Fine Patrick		USAID	Box 7007 Kampala
Gupta, S.K.	WB Consultant	Statistics Department, MFEP	Box 13, Entebbe
Hodgkinson Peter	WB Consultant	Statistics Department, MFEP	Box 13, Entebbe
Jekins Rosert	Economist	UNICEF	
Kafura Joy	Administrative Officer	Statistics Department, MFEP	Box 13, Entebbe
Kaija Z.E.A.	Principal Statistician	Statistics Department, MFEP	Box 13, Entebbe
Katwe E.	SFO	MFEP	Box 8147, Kampala
Kiwesi M.N.	Deputy Commissioner	Statistics Department, MFEP	Box 13, Entebbe
Kuteesa N. Florence	Principal Economist	MFEP	Box 7068, Kampala
Mubiru J.W.	Principal Statistician	Statistics Department, MFEP	Box 13, Entebbe
Muduuli Mary	Commissioner	MFEP	Kampala
Mukulu L Andrew	Statistician	Statistics Department, MFEP	Box 13, Entebbe
Muwanga-Zake E.S.K.	Commissioner	Statistics Department, MFEP	Box 13, Entebbe
Nakkazi A.	Secretary General	UNESCO	Box 4962, Kampala
Nsubuga S. David	Economist	USAID	Box 7007, Kampala
Ntozi James	Director	ISAE	Box 7062, Kampala
Okello John	National Economist	UNDP	Box 7184, Kampala
Okutu G.E.L.	D/Admin. Finance	MFEP	Kampala
Opio Fred	Executive Director	EPRC	Makerere
Rweikiriza R.	Deputy Director	Bank of Uganda	Box 7120, Kampala
Singh Parmmeet	Senior Regional Advisor	ECA	Addis Ababa
Taliwaku D	C/EAC	MFEP	Kampala
Tamba Baldeh	Deputy Res Rep	UNDP	Box 7184, Kampala
Taylor Sally	Statistics Advisor	ODA (U.K)	London
Tillesen Achim	Economist	European Union	Box 5244, Kampala
Walugembe Edward	Statistician	Ministry of Education	Box 7003, Kampala

UGANDA NATIONAL STATISTICAL SYSTEM

Consultancy Mission

Proposal for In-Service Training Programme

INCEPTION REPORT

I: TERMS OF REFERENCE (TOR)

These relate to in-service training programme for the Uganda National Statistical System.

II: METHOD OF WORK

The following steps will be taken to realize mission objectives:

Step 1: Literature Review

Pertinent literature on the subject will be reviewed. This literature will include:

- ◆ background information about the National Statistical System;
- ◆ workplans (short-term and long-term) of main data providers (Department of Statistics, Ministry of Agriculture, Central Bank and Ministry of Local Government);
- ◆ inputs required to implement the said work plans (including manpower requirements with special reference to middle-level personnel);
- ◆ write-up on in-service training programme including CESD report, materials on in-service training programmes in Zambia and Zimbabwe, materials from the Eastern Africa Statistical Training Center (EASTC) and some materials on STPA from ECA.

Step 2: Data Collection

The main providers of data will be visited with a view to assessing both their current as well as projected manpower and training needs for middle-level statistical personnel.

The proposed institutions to visit include:

- ◆ Department of Statistics;
- ◆ Ministry of Agriculture;
- ◆ Central bank;
- ◆ Ministry of Health;
- ◆ Ministry of Education (including UNEB);
- ◆ Ministry of Labour;
- ◆ Public Service and Cabinet Affairs;
- ◆ Ministry of Finance and Planning;
- ◆ Ministry of Local Government (Decentralization Secretariat);
- ◆ Mukono and Kamuli Districts;
- ◆ City Council;
- ◆ Uganda Revenue Authority.

Step 3: Conceptual Framework

- ◆ What is it that the programme intends to achieve?

Unlike other in-service training programmes in Africa which are exclusively aimed at middle-level, the Uganda in-service training programme should aim at workplace skills development at all levels and in all departments.

- ◆ Statement of objectives and expected outputs.

Very tentative (zero draft) objectives and expected outputs include:

Objective 1: Make the National Statistical System Self-sufficient in Supply of Middle-level Statistical Personnel.

Output 1.1: Trained numbers of middle-level personnel trained at certificate level as per set targets.

Output 1.2: Trained numbers of middle-level personnel trained at intermediate level as per set targets.

Objective 2: Enhance Computing and Analytical Skills of Professional Staff.

Output 2.1: Professional staff capable of using the more widely used analysis packages e.g SPSS PC+.

Output 2.2: Professional staff with skills in data analysis, presentation, interpretation and reporting.

Objective 3: Provision of an Induction Facility and Training for Career DEvelopment for Newly Recruited Staff.

Output 3.1: Staff with the necessary orientation.

Step 4: Putting Together Elements of the Programme

Key issues to consider include:

- ◆ institutional framework (how does a Training Unit fit into the structure of the "Bureau"?;
- ◆ roles of the EASTC and the ISAE in context of Governing Body and monitoring;
- ◆ details of courses to be taught (type, duration, entry requirements, examinations, etc);
- ◆ management and teaching of courses;
- ◆ training materials;
- ◆ funding implications and cost-recovery;
- ◆ implementation arrangements.

Step 5: Drafting of Report

This will be a comprehensive and self-contained report on all aspects of the in-service training programme.

This report will be discussed with Stat. Dept., ECA Regional Adviser (Statistical Organization) and the Word Bank Adviser (Stat. Dept.).

Step 6: Finalization of the Report.

III: SCHEDULE (FLEXIBLE)

22 May	Briefing at Stat. Dept.
23 - 24 May	Collection of Data and Literature
25 - 26 May	Literature Review
27 - 30 May	Data Collection
31 - 3 June	Report Preparation
4 June	Discussion of Report
5 June	Presentation of Final Report

Prof. Ben Kiregyera

Dated: 23 May, 1996

UGANDA NATIONAL STATISTICAL SYSTEM

Consultancy Mission

WORKPLAN FOR SETTING UP THE INTEGRATED STATISTICAL DATABASE

Wed 22 May 96	Prepare detail workplan for presentation
Thu 23 May 96	Define the user interface Define update procedure and frequency <ul style="list-style-type: none">- Define the KEY requirements- Define the database structure for related areas - common database. Select the application area(s) for this assignment (Census data and Integrated Household Survey data)
Fri 24 May 96	Data and database definition
Mon 27 May 96	Review the hardware and software situation, specify the ideal situation, acknowledge today's realities Review the current skill level and specify future skill requirement Apply current facilities (hardware, software) and the skills
Tue 28 May 96	Define the applications and application interfaces Identify conversion needs and resources Data preparation
Wed 29 May 96	Data preparation continues Building the database <ul style="list-style-type: none">- User interface- Application interface- Conversion- Set up individual databases
Thu 30 May 96	Building the database continues
Fri 31 May 96	Building the database continues
Tue 4 June 96	Setup the database Test the user interface and database
Wed 5 June 96	Initial demonstration to data users and feedback from them Presentation of the final report
Thu 6 June 96	Finalise documentation of the database preparation procedure and the database itself Finalise the full workplan <ul style="list-style-type: none">- further development plan- integration of new applications- integration of PopMap

MEMORANDUM

To: The Commissioner for Statistics

From: Parmeet Singh

Date: 27 May 1996

Subject: Re: Donors Meeting: Presentation by the PS/ST and the
Commissioner

This note details some thoughts on the respective presentations by the PS/ST and yourself to the Donors Meeting. Draft of the note detailing remarks by PS/ST refers.

I believe the PS/ST's presentation could focus on three aspects i.e. - the impact of the outputs of the rehabilitated Statistics Department and the role of external assistance in the rehabilitation; Uganda Government's long term and immediate objectives as far as development of the National Statistical System is concerned; and the strategy that is being adopted by Uganda Government to attain these objectives. The PS/ST could then conclude with reasons for convening the donors conference and what Uganda Government expects to achieve out of it. This should be the broad framework of the PS/ST's presentation - with your presentation to follow on where the PS/ST leaves his - filling in the detail.

In the first segment of his presentation on the impact of the outputs of the rehabilitated Statistics Department, the emphasis should be on the impact and not on the outputs. The latter should only be mentioned as illustrations. I believe the principal impact of outputs of the rehabilitated Statistics Department has been to deliver data required for more effective plan, programme and policy formulation, evaluation and monitoring purposes. The PS/ST should not have any difficulty in elaborating on this. Significant instances of the plan, programme and policy formulation, evaluation and monitoring are the statistical inputs that have facilitated revamping of the Background to the Budget and making it a more timely and relevant document and the mechanisms for evaluating the impact of structural adjustment programmes and formulation of policies on social dimensions of adjustment. In this context mention could be made - in passing, of role of population, establishment and agriculture censuses in re-establishing the foundation of the national statistical data base, as well as of the network of economic statistics and socio-demographic data obtained through household surveys. A brief acknowledgement at this stage of external inputs in facilitating collection of the noted data and rehabilitation of the Statistics Department through provision of physical infrastructure and manpower capability could follow.

The second segment of PS/ST's presentation should deal with the long term and immediate objectives of Uganda Government in establishing a national statistical system. The long term objective is to provide appropriate institutional structure and requisite budgetary resources to create an integrated national statistical data base with Statistics Department playing a nodal role in coordinating it. The immediate objective is to implement the Work Plan for the years 1996 to 2000 - without going into details, which of course would be left to you to deal with in your presentation. He could of

course mention its principle features e.g. censuses of Agriculture and Population, Integrated Household Survey and Monitoring Programme, SNA 1993 based National Accounts and an up-to-date Register of Establishments.

The third segment of strategy to achieve long term and immediate objectives should constitute the key aspect of the PS/ST's presentation. The strategy on long term objectives should highlight prominently the principle steps being taken by Uganda Government to transform the Statistics Department into a semi-autonomous Uganda Bureau statistics to play the nodal role in coordinating the National Statistical System. I feel it would be in order at this stage for the PS/ST to indicate the Government's commitment to create a self-sustaining system with local costs being met totally by funds from the national budget. It would certainly help if the PS/ST could indicate the year by which this is likely to be attained (i.e. 2000?). That should be the target date to phase out all external support except for short term technical assistance, external training, and purchase of equipment. Alternatively this could be articulated in context of the recurrent programme of data collection being sustained by the budget and development projects e.g. censuses and specific ad-hoc surveys e.g. DHS etc by external support.

The strategy on attaining immediate objectives i.e. implementation of the Work Plan 1996-2000 could refer to the increase in budgetary allocation for Statistics Department between 1992/93 and 1996/97 and projected increase to the year 2000, the steps that have already been taken to phase out long term technical assistance, and arrangements to establish in-service training facilities for both middle and professional level staff.

The PS/ST could then conclude with the resource gap for which Uganda Government needs external support to be able to implement the Work Plan 1996-2000, and a listing of specific activities which the external support being sought would sustain.

PS/ST's presentation should be short and crisp of say 20 minutes duration.

You can then follow-up on PS/ST's presentation with specific details. The point of reference for your presentation should be the Work Plan 1996-2000. In your presentation you can focus on (i) Review of current status of Uganda National Statistical System - highlighting the contribution made by UGA/88/R01, UGA/90/010, UGA/91/R01 and UGA/91/R02 respectively as elaborated in the draft of the note detailing remarks by the PS/ST. (ii) Gaps and Priorities 1996-2000; and (iii) Specific activities for which external support is being sought.

This is a broad sketch of PS/TS's presentation and your own respective presentation based on an assumption that the objective of the Donors Meeting is to sensitize donors on your specific needs if not to seek definite commitments from the donors.

I will be happy to discuss this further with you. Kindly let me know.

c.c. Mr. S.K. Gupta

D R A F T

**STATISTICS DEPARTMENT DONORS' MEETING -FRIDAY 31ST MAY 1996
REMARKS BY PS/ST**

1. REVIEW OF STATISTICS PROGRAMS AND ACTIVITIES SINCE 1988

When efforts to revive the economy began in 1980, it was recognized that economic and social policy planning would be hampered by the absence of valid and reliable statistical data on the economy. But actual revival and rehabilitation of Uganda's Statistical Services did not begin until the World Bank Project of 1988. In order to improve statistics services in Uganda, a World Bank-funded Rehabilitation of Statistics Project (UGA/84/R01) commenced operations in September, 1988. It was executed by UNDP.

The achievements of Statistics Department since the Rehabilitation of Statistics Project commenced operations in September, 1988 have been commendable and include:-

(i) Restoring the Physical Facilities and Morale of the Staff

The first major achievement was the rehabilitation of the office premises, purchasing of new vehicles, computer equipment, furniture and other resources.

(ii) Field Activities

The second achievement has been revival of a number of field activities since 1988 under different projects as shown in more detail in the Commissioner's remarks later.

Since the Statistics Rehabilitation Project a number of other projects have been undertaken. These include:-

- The Uganda National Integrated Household Survey programme
- The Census of Business Establishments
- The 1991 Population and Housing Census

- Establishment of Computerised Statistical Data Base
- Improvements in the Consumer Price Indices
- Reviewing of the National Accounts
- Monthly Index of Industrial Production
- Publication of Migration Statistics; etc.

The principal impact of all these outputs of the rehabilitated Statistics Department has been to deliver on a much more timely basis data required for more effective plan, programme and policy formulation. For example, the Consumer Price Indices are available on time to monitor inflation. Secondly, data is available to make the Background to the Budget a more timely and relevant document. Thirdly, data from the Integrated Household Surveys is enabling us to more clearly understand and evaluate the impacts of the structural adjustment programmes. We are also using the data to more clearly understand the trends in poverty. Fourthly, we have used data from the Population Census to start building data bases at the district level. Finally, all the various data is being used to build a national data base.

For all these, and many others I have not mentioned, I would like to thank the funding and implementing agencies, the staff both expatriate and local. We owe all these developments to them.

Outstanding Issues and Problems

A lot has been done to rehabilitate and develop Statistics. Unfortunately, a lot more needs to be done to sustain and even attain higher levels. Many of the problems facing Statistics, have been highlighted and discussed during the Workshops for data users and producers. Clearly, all these problems are caused by low levels of funding and under-staffing. The projects mentioned above have fortunately greatly reduced the problem of funding. Thus the issue now is to find ways of maintaining these levels.

The Statistics Department was constrained by its status as a Civil Service Department to stick to the low wage levels in the civil service.

Indeed one of the key reasons for the current successful restoration and revival of production of high quality statistics was the use of incentives on the Statistics Development Project to attract high quality professional statisticians and to retain them. These achievements are in danger of being reversed if statisticians who were attracted and have been trained on the project funds are lost to recently established semi-autonomous bodies such as Uganda Revenue Authority (URA), Uganda Investment Authority (UIA), because of higher compensation packages for statisticians.

Government on its part has increased the Budget to the Statistics Department from UShs. 60 million in Financial Year 1993/94 to UShs. 204 million in Financial Year 1994/95 and UShs. 259 million during 1995/96. We hope to allocate more funds next financial year. Indeed, we propose to include the Department in the Development Budget in the next financial Year. Clearly, this is still far below what is required to run the Statistics Department. For example, from January 1995 to June 1996, external funding to the Statistics Department by the UNOPS for the World Bank funded projects UGA/91/RO1 and UGA/91/RO2 is estimated at US\$ 1.84 million. In addition, the Project Co-ordination office is estimated to have spent over US\$ 300,000 on hiring of international and local consultants and on procurement of equipment. Unfortunately, the various Ministries also have voted very little funds for the Statistics Units. I therefore appeal for more donor support for the Statistics Department and the other Statistics Units in other ministries. Indeed, we feel that each major project should have a Statistics component at no major increase in the total project budget. Government plans to continue increasing its contribution to the Department every year until all the regular programmes are covered. We shall also in future include the Integrated Household Survey on the Recurrent Budget.

Setting up the Statistics Department as a Semi-Autonomous Body

Following the decision in early 1992 to merge the former Ministry of Finance and the former Ministry of Planning and Economic Development into one Ministry, a restructuring exercise was carried out in August of that year, to establish a suitable top management structure for the new Ministry of Finance and Economic Planning, down to the level of department heads.

The structure adopted for the Ministry provided, among other things, for the transformation of the Statistics Department into a semi-autonomous body carrying out activities with a degree of autonomy somewhat exceeding those of an ordinary ministerial department, and fully accountable for its own finances and operations. This body would have the overall responsibility of co-ordinating the whole National Statistical System in the country. This was subsequently approved by Cabinet.

In August 1994 the Ministry of Finance and Economic Planning initiated a consultancy to transform the Statistics Department into a semi-autonomous body. The consultants presented their report in November 1994. This included an organisational structure for a central statistical authority with the appropriate mandate and legal framework to provide the most efficient and effective statistical service for the country. We subsequently worked with the Solicitor General's office to draft the relevant statute which is now before Cabinet for debate and approval. It will be subsequently be presented to the new Parliament.

Our long term objective is to provide an appropriate institutional structure and requisite budgetary resources to create an integrated national statistical data collection and management system with the proposed Uganda Bureau of Statistics playing the nodal role in co-ordinating it. The immediate objective is however to implement the Workplan for the years 1996 to 2000.

The Statistics Department has prepared this Workplan for 1996-2000 which is going to be presented and discussed at this Workshop. This Workplan outlines the programme of data to be collected administratively plus the series of surveys and censuses to be carried out over the five year period. We in government commend this Workplan to you and request you to come up with concrete proposals for improvement and support.

REMARKS BY THE COMMISSIONER FOR STATISTICS**1. SETTING UP THE STATISTICS DEPARTMENT AS AN AUTONOMOUS BODY**

After the merger of the former Ministry of Finance and the former Ministry of Planning and Economic Development in early 1992, the Ministry of Public Service conducted a study to establish a suitable management structure for the new Ministry of Finance and Economic Planning.

The structure adopted for the Ministry also provided for the transformation of the Statistics Department in a semi-autonomous body. Cabinet approved the proposal that the Statistics Department be transformed into a self-accounting, semi-autonomous body to be known as the "Bureau of Statistics". It was also agreed that the Commissioner for Statistics be re-designated Director of Statistics.

In August 1994 the Ministry of Finance and Economic Planning contracted a consultancy to design an organizational structure and staffing for the Bureau of Statistics with the necessary mandate and legal framework to provide an effective statistical service for the country.

The consultants made their report in November 1994 and their recommendations have been reviewed within the Ministry and in Government in general before coming up with the final recommendations.

The Solicitor General's office has drafted the Bill for the Statistics Statute 1995 and was subsequently submitted for Cabinet approval in April 1996. Both the proposed structure and the draft Statute were discussed at a Workshop described below:

2. NEEDS ASSESSMENT AND STRATEGY DEVELOPMENT:

The Addis Ababa Plan of Action for Statistical Development in Africa in the 1990s has been prepared by the Economic Commission for Africa.

The Plan of Action was prepared by the Sixth Session of the Joint Conference of African Planners, Statisticians and Demographers (the Joint Conference) in January 1990 and adopted in May 1990 by the United Nations Economic Commission for Africa (ECA) Conference of Ministers responsible for economic development and planning (the Conference of Ministers).

A strategy for the implementation of the Plan of Action (the Strategy) was formulated at a working group meeting of experts, which was convened by ECA in July 1991. Data producers and users of statistics from 20 African countries participated in the meeting, along with representatives of the academic community, bilateral and multilateral institutions and donor agencies as

The strategy developed by this working group was endorsed at the Seventh Session of the Joint Conference in March 1992 and adopted by the Conference of Ministers in April 1992.

According to the strategy, the objectives of the Plan of Action are to be attained by undertaking a comprehensive review of the national statistical systems culminating in Needs Assessment and Strategy Development (NASD). The NASD is therefore, a pre-requisite for the formulation of a national Statistical development plan.

In Uganda it was decided to celebrate the Africa Statistics Day (for the first time) between 16 and 18 November, 1994. The theme of the celebration, as recommended by the United Nations, Economic Commission for Africa, was "Building Statistical Capacity in Support of Sustainable Development and Regional Integration". It was decided to organise the events jointly between the Statistics Department, Ministry of Finance and Economic Planning, the Institute of Statistics and Applied Economics (ISAE) which was celebrating its Silver Jubilee and the Uganda Statistical Society.

The Statistics Department organised a two-day data users and producers workshop (17th and 18th November, 1994). Participants at the workshop were selected from among senior representatives of the major data producers and users of statistics in the country. The papers presented stressed the following:-

- (a) A description and assessment of the data available and its sources, identifying their relative strength and weaknesses.
- (b) An evaluation of existing and proposed scope and content matter of the National Statistical System, institutional arrangements for its implementation.
- (c) Organisation of follow-up seminars or actions for the implementation of the proposals that may evolve from the workshop.

The celebration of Africa Statistics Day in general and the Workshop in particular thus enabled the data users and the public to learn about and comment about what was happening in the statistics industry. The data producers got a feed back on the data they produce. A stage was set for the co-ordination of data gathering activities between data producers themselves and the determination of priorities. Now it was clearer who produced what data. The Workshop inter alia recommended that the Statistics Department should carry out a Needs Assessment and Strategy Development.

3. WORKSHOP FOR DATA PRODUCERS AND USERS: SEPTEMBER 1995

Three consultants, Messrs. Peter Hodgkinson, S.K. Gupta and Parmeet Singh reviewed the various sectors using the papers presented at the November 1994 Workshop and drafted a Workplan

The Workplan was also reviewed by the major Data Producers and Users at another Workshop held on the 20th and 21st September 1995. International Organisations and potential donors were also invited to the Workshop. The major data producers were asked in advance to prepare short write-ups on their current and proposed data gathering activities. The objectives of the September, 1995 workshop were to:-

- (a) Review the proposed Workplan for the Statistics Department for 1996-2000 involving;
 - (i) a review of the current status of Statistics in the Statistics Department and other major data producers including the Ministries of Agriculture, Animal Industry and Fisheries; Education and Sports, Health; Works and Transport; Housing; etc. Plus the major organisations like Bank of Uganda, Uganda Revenue Authority; etc.
 - (ii) the identification of data gaps and setting of priorities.
 - (iii) reviewing the proposed Workplan in the light of the gaps and priorities
- (b) Review the plans to restructure the Statistics Department and hence proposed structure of the future National Statistical System including the Draft Statistics Statute 1995.

Final versions of the Workplan 1996-2000 and the Draft Statistics Statute 1995 were then prepared taking the workshop recommendations into account.

3. BRIEF REVIEW OF PAST ACHIEVEMENTS

(a) The Uganda National Household Budget Survey 1989/90 Project (UGA/88/ROI)

During 1988 a Household Budget Survey Unit was created in Statistics Department with World Bank funding and executed by UNDP. This survey was launched in April, 1989 and field work ended in March, 1990. The processing and analysis of data exercise was completed in December, 1990. The survey report was published in February 1991.

(b) The Census of Business Establishments 1989 Project (UGA/90/010)

The project was established in the Statistics Department in 1990 with the assistance from the UNDP.

It was designed to collect data for the year 1989 from all establishments with five or more employees in all sectors except Agriculture, Financial Intermediation, Public Administration,

At a later stage a small part of the agricultural sector was added to encompass the larger-scale operation in production of rice, sugar, tea and tobacco.

The Census of Business Establishments (COBE) provides a large part of the basic data for four key components of the statistical requirements of the Uganda Government. These are:

- (i) More soundly based estimates of National Accounts
- (ii) The creation of Uganda's first ever Input-Output tables.
- (iii) Basic data for planned Macro-modelling development in the Ugandan economy.
- (iv) A framework for the establishment of ongoing sample survey to monitor economic development over time i.e The Monthly Industrial Production Survey.

Two reports about the Census of Business Establishments were published in 1993.

(c) The 1991 Population and Housing Census Project

The 1991 Population and Housing Census is the fifth census in Uganda. Previous censuses were conducted in 1948, 1959, 1969 and 1980. This census has provided the country with very much needed data which has been lacking since 1969 census. It has been widely acclaimed as having been a major success.

Data Processing

In order to process and analyse the raw data collected during the 1991 Population and Housing Census, a special Data Processing Adviser was recruited under UNDP and UNFPA funding (Project UGA/89/002). A special Data centre was also set up to deal exclusively with the processing and analysing of the data. The data processing exercise was carried out under yet another UNDP and UNFPA funded Project (UGA/93/PO1) Analysis and Dissemination of 1991 Population and Housing Census Data.

(d) The Uganda National Integrated Household Survey 1992 - 93 Project (UGA/91/R02)

As all of you are aware, the Government of Uganda is implementing structural adjustment programmes including a series of policy measures designed to redress imbalances to the national economy and to promote healthy economic growth.

In order to understand the mechanisms and effects of the adjustment process at the household and community level, it was decided to conduct a National Integrated Household and Community Survey.

The field operation of the survey started in March, 1992 and ended in March 1993. Data - entry work, data processing and

The scope, coverage and objectives of the Integrated Survey were much more comprehensive than the Household Budget Survey (HBS) which could not be conducted in 5 districts of the Northern region and 2 districts of the Eastern region due to security considerations. The Integrated Household Survey (IHS) covered all the districts of Uganda. The objectives of the IHS were also much wider than the HBS which aimed mainly at providing weighting diagrams for constructing consumer price indices.

Two reports on IHS were published in January 1994. Monitoring Surveys were subsequently carried out for 1993/94; 1994/95 and 1995/96. As part of the Monitoring Surveys carried out in 1994/95 and 1995/96, a Diagnostic Agricultural Crops Survey was included. It is hoped from this a methodology will be developed to collect agricultural production data in a more cost-effective way. The 1995/96 survey also included questions to monitor the mid-decade goals for children for the National Council of Children and UNICEF.

(e) **Statistical Development Project - UGA/91/RO1**

The Rehabilitation of Statistics Project was followed in 1991 by the Statistical Development Project (SDP) (UGA/91/RO1). This project is also World Bank funded and executed by UNDP. Under the SDP a number of activities have been undertaken as outlined below:

(i) Establishment of a Computer Statistical Data Base

Development work on the data base commenced towards the end of 1991, and will be implemented progressively. This is a major task for the Department over the next few years and will involve the assembly of statistics compiled by other Ministries as well as those collected by the Statistics Department. The Statistics Department procured several personal computers under the various projects. Now they are being networked. A database expert from ECA is also currently assisting us to design an integrated database in the department.

(ii) Consumer Price Indices

In 1990 after carefully considering the preliminary results obtained from the Household Budget Survey, covering a period of 12 months from April 1989 to April 1990, it was decided to change from the Old Cost of Living Index to the New Consumer Price Index.

The weighting pattern used in the New Index was based on the data obtained from the said survey. The New Index has been progressively improved upon so that by June 1993 we covered five urban centres of Kampala/Entebbe, Jinja, Mbale, Masaka and Mbarara. Plans are now underway to extend coverage to the Northern Region. We have been collecting the price data on an experimental basis from Gulu town since January 1995.

(iii) National Accounts

During 1993 a major review of the estimation of Uganda's national accounts took place. The most important development was the preparation of estimates of Expenditure on the Gross Domestic Product over a number of years. This is the first time such a tabulation has been produced.

At the same time, estimates have been prepared (for both the Production and Expenditure sides of the accounts) for fiscal years as well as for calendar years. This permits estimation of growth rates on a half yearly basis (e.g. between one calendar year and the next fiscal year).

Uganda's first-ever Input-Output tables were also compiled for 1989 and 1992 based largely on the results of the Census of Business Establishments. This was linked to a two year Macro-Modelling project, in association with the Chr. Michelsen Institute in Norway.

(iv) External Trade Statistics

Since the break up of East African Community the Customs Department, hitherto the traditional source of trade data, has never been in position to supply the trade data as before. This resulted in a major gap in our trade statistical series. Hence it became imperative for the Statistics Department to undertake a major exercise in estimating the levels of Uganda's imports and exports. This necessitated using data compiled from a number of publications and partner country data. This includes trade data with EEC countries published in Eurostat; trade data with Kenya and data provided by the Bank of Uganda.

All these data were brought together, compared and harmonized before final estimates were arrived at.

For years up to 1989 there was no alternative to heavy reliance on partner country data, because no figures were compiled by the Department of Customs and Excise. We are however now working with the Customs Department of the Uganda Revenue Authority and the Bank of Uganda to harmonise data on external trade. We have already installed the EUROTRACE programme to assist in the data analysis.

(v) Other Areas

There has also been major developments in a number of other areas of statistics. For example, the Statistics Department publishes a monthly index of industrial production covering 197 establishments. Monthly data is also published on the production of principal manufactured commodities covering major establishments.

Secondly, all available Visitor Arrival and Departure Cards for the main entry ports since 1987 have been computerised, tabulated and analysed to produce the Statistical Bulletin No. MT/1/1995 -

Thirdly, we have started on the revival of Labour Statistics through an ILO mission early last year which advised on the steps to be taken.

Fourthly, we are working with the Decentralisation Secretariat on setting up data bases at the District level under planning.

Starting January 1995, the Uganda National Integrated Household Survey (UGA/91/RO2) was combined with the Statistical Development Project (UGA/91/RO1).

3. GAPS AND PRIORITIES 1996-2000

(a) Regular Programmes

- (i) Rebasing of various indices to 1994 i.e. CPI, IIP, National Accounts.
- (ii) Revitalisation of administrative labour statistics.
- (iii) Establishment of a computerised statistical data base.
- (iv) Updating the Register of Establishments.
- (v) In-service Training

(b) Surveys and Censuses - Outlined in the appendices.

- (c) We plan to straight-away start developing our accounting capability to ensure proper accountability for both government and donor funds. The over-all issue of management of funds will be thoroughly reviewed during the Appraisal of EFMP/II within the next six months.

Appendix A.4

SUMMARY OF THE PROGRAMME OF SURVEYS AND CENSUSES

Up-date of Register of Establishments	1995/96
Base Level National Household Intergrated Surveys with Agriculture as core (Annual Agriculture Sample Survey)	1996/97
Annual Monitoring (National Household) Surveys	Annual
Labour Force, Employment and Unemployment Pilot Survey	1996/97
Labour Force, Employment and Unemployment Survey	1997/98
Annual Survey of Employment and Earnings	1996/97
Manpower Statistics through Administrative Records and Establishment Survey	1997/98
Collation of Administrative Data on Labour	Starting 1996
Census of Business Establishments - Complemented by a Programme of Household Non-Agriculture Enterprises and Small Scale Establishment Surveys as part of IHS covering Manufacturing, 1997; Wholesale Trade, 1998; and Private Financial Institutions, 1999.	1996/97
Demographic/Mortality survey	1997
Social and Community Survey	1997/98
Population and Housing Census	2001
- Planning and Preparation of Project Document	1996
- Initiation of Cartography	1997
- Statistical Preparation	1999
Survey of Major Hotels	Start 1996
Survey of Tourist Expenditure	1999, 1998 & 2000
Up-date of Master Sample Frame	1996/97
Revitalisation of Vital Statistics Registration on Sample Basis	1996/97
Building and Construction Survey	1998/99
Up-date of Base year to 1994	
- Consumer Price Index plus inclusion of Gulu	
- Index of Industrial Production	
- National Accounts - Constant Prices	
- Import and Export Prices Indices (New)	
- Building and Construction Materials Prices Index (New)	
National Sample Census of Agriculture and Livestock	2002

Appendix B

SUMMARY OF THE ANNUAL INDICATIVE BUDGET BY SECTION/UNIT 1

(In US Dollars)

Section/Unit	Salaries 2	Field 2 Allowance	Vehicle Costs	Administration Costs	Computer Costs	Technical/ Mgt. Costs	Publication Costs	Regional Office/ other costs	Total
Management	88,800	32,784	49,955	9,265	8,126	110,000	-	-	298,930
National Accounts Statistics	29,688	3,024	7,993	18,531	16,253	-	9,589	-	85,078
Agricultural Statistics	14,088	480	-	-	-	-	-	-	14,568
Finance Statistics	14,088	480	5,995	3,706	-	-	-	-	24,269
Industrial Statistics 3	90,456	21,696	31,971	27,796	24,379	-	9,589	11,292	217,179
Trade & Transport Statistics	21,888	3,120	9,991	22,237	24,379	-	4,794	21,384	107,793
Labour Statistics	21,888	3,084	7,993	7,412	4,876	-	-	-	45,253
Price Statistics, HQs	47,448	16,176	27,975	27,796	24,379	-	14,383	64,080	222,237
Price Statistics, Mbarara	16,680	2,868	-	-	6,501	-	-	-	26,049
Price Statistics, Other	12,240	480	11,989	5,559	4,876	-	2,397	1,200	38,741
Population Statistics	26,328	480	11,989	22,237	19,503	-	2,397	-	82,934
Cartography	30,768	5,232	11,989	11,118	9,752	-	-	-3,600	65,259
Soc. Statistics	18,528	252	-	5,559	-	-	-	-	24,339
Household Surveys	49,728	-	11,989	5,559	-	-	-	-	67,276
Immigration/Tourism Statistics	18,528	2,112	9,991	18,531	19,503	-	4,794	21,384	94,843
Research & Development	34,128	720	-	-	-	-	-	-	34,848
TOTAL	535,272	92,988	199,820	185,306	162,527	110,000	47,943	115,740	1,449,596

1 Excludes the Integrated (National) Household Surveys

2 Salaries and Allowances are based on the Consultant's recommendations

3 Includes Energy, Building and Construction Statistics

Appendix D.1

ANNUAL HOUSEHOLD SURVEY

The Annual Household Survey is estimated to cost approximately US \$ 1.2 million per year. This annual survey has to be viewed in terms of three components as listed below:

1. Agricultural Crop Survey (ACS) which is expected to be annual for the next four or five years. The aim of this survey is to generate reliable crop production statistics by farmer interview methods instead of the conventional and expensive agricultural surveys.
2. The "Social-Economic Monitoring Surveys" which is a broad continuation of the IHS which started in 1992/1993. This survey probes into major Socio-economic characteristics of the economy on an annual and continuous basis. It aims at generating a time series of major socio-economic indicators.
3. The Annual Household survey also probes into a different core subject in each year. The subjects to be considered include health, education, employment, labour force, small scale establishments, base line survey, DHS, mortality survey and so on. A Labour Force Survey is proposed for 1996/1997.

The cost-of these surveys into the above break down is not uniform because the fractional break down varies according to the subject being covered. In the 1995/96 Monitoring Survey the components were as follows:-

	<u>Amount (US\$)</u>	<u>Percentage</u>
1. Agricultural Crop Survey	454,884	39
2. Monitoring Survey	621,253	53
3. Health Survey	90,000	8
Total	1,166,137	100

AGRICULTURAL CROP SURVEY

The structure of salaries and allowances is expected to change w.e.f. July 1st 1996. The expected budget for the Agricultural Crop Survey 1996/1997 is given below. The amount may change between 1997 and 2000 due to changes in salaries and allowances.

Appendix D.2

1. THE FINANCIAL IMPLICATION OF THE ACS DURING 1996/1997

PART A: SALARIES

Sr. No	Personnel	No	Months required	Salary per month	Total Cost (Ug. Shs '000)	Cost (US \$)
1	Technical/Management Staff					
1.1	Administration	1	12	1,000,000	12,000	12,000
1.2	Technical	2	12	650,000	15,600	15,600
2	Field Staff					
2.1	Field Supervisors	9	8	370,000	26,640	26,640
2.2	Field Editors	9	8	370,000	26,640	26,640
2.3	Field Investigators (Headquarters)	28	8	370,000	82,880	82,880
3	Post Survey Scrutiny					
3.1	Scrutiny Officers	2	12	370,000	8,880	8,880
3.2	Scrutiny Assistants	6	12	370,000	26,640	26,640
4	Data Processing					
4.1	Programmer	1	12	804,000	9,648	9,648
4.2	Operators	8	12	370,000	35,520	35,520
5	Supporting Staff					
5.1	Secretary	1	12	650,000	7,800	7,800
5.2	Clerks	2	12	370,000	8,880	8,880
5.3	Cleaners	2	12	150,000	3,600	3,600
5.4	Drivers	10	8	150,000	12,000	12,000
Salary Sub- Total		-	-	-	276,728	276,728

PART B: FIELD NIGHT ALLOWANCES

Sr. No	Personnel	No	Total Work days	Rate per day	Total cost (Ug. Shs '000)	Total Cost (US \$)
1	Survey Director	1	30	50,000	1,500	1,500
2	Statisticians	2	48	42,000	2,016	2,016
3	Field Supervisors	9	1,080	36,000	38,880	38,880
4	Field Editors	9	1,080	36,000	38,880	38,880
5	Field Investigators	28	3,360	36,000	120,960	120,960
6	Drivers	10	2,000	24,000	48,000	48,000
Night Allowances Sub-Total		-	-	-	250,236	250,236

PART C: OTHER COSTS

Sr. No	Item	Estimated Cost (Ug. Shs '000)	Estimated Cost (US \$)
1	Operation and Maintenance of vehicles	72,000	72,000
2	Printing Questionnaires	18,000	18,000
3	Office and computer supplies	15,000	15,000
4	Field Supplies	4,000	4,000
5	Allowances to RC Officials	30,000	30,000
6	Training Conferences, Meetings	10,000	10,000
7	Data Analysis & Report Writing	12,000	12,000
8	Publicity of Report	3,000	3,000
9	Miscellaneous Expenses	10,000	10,000
Other Costs -Sub Total		174,000	174,000
GRAND TOTAL		700,964	700,964

Note: Exchange Rate 1000 Ug. Shs = 1 US \$

2. LABOUR FORCE SURVEY

The Labour Force Survey on a Household approach will be conducted as part of the Annual Household Survey in 1996/1997 and 1997/1998. The employment survey on an establishment approach will be conducted by another Unit of the Statistics Department. The Department has taken a long time without conducting a labour force survey and therefore lacks experience in this field. As such there will be need for the services of a consultant for three months. One year's estimated cost of the Labour Force Survey is given below:-

THE FINANCIAL IMPLICATION OF THE LABOUR FORCE SURVEY DURING 1996/1997

PART A: SALARIES

Sr. No	Personnel	No	Months required	Salary per month	Total Cost (Ug. Shs'000)	Cost (US \$)
1	Field Staff					
1.1	Field Supervisors	10	4	650,000	26,000	26,000
1.1	Field Editors	10	4	650,000	26,000	26,000
1.2	Field Investigators (Headquarters)	40	4	370,000	59,000	59,000
1.3	Consultant	1	3	20,000,000	60,000	60,000
2	Supporting Staff					
2.1	Secretary	1	8	650,000	5,200	5,200
2.2	Clerks	2	5	370,000	3,700	3,700
2.3	Cleaners	2	5	150,000	1,500	1,500
2.4	Drivers	10	4	150,000	6,000	6,000
Salary Sub- total		-	-	-	187,400	187,400

PART B - FIELD NIGHT ALLOWANCES

Sr. No.	Personnel	No	Total Work days	Rate per day	Total cost (Ug. Shs'000)	Total cost (US \$)
1	Survey Director	1	20	50,000	1,000	1,000
2	Statisticians	2	40	42,000	1,680	1,680
3	Field Supervisors	9	540	42,000	22,680	22,680
4	Field Editors	9	540	42,000	22,680	22,680
5	Field Investigators	28	2,000	36,000	72,000	72,000
6	Drivers	10	1,500	24,000	36,000	36,000
Night Allowances: Sub-Total		-	-	-	156,040	156,040

PART: C - OTHER COSTS

Sr. No	Item	Estimated Cost (Ug. Shs'000)	Estimated Cost (US \$)
1	Purchase of 3 L/Cruisers*	81,000	81,000
2	Operation and Maintenance of vehicles	72,000	72,000
3	Printing Questionnaires	12,000	12,000
4	Office and computer supplies	15,000	15,000
5	Field Supplies	4,000	4,000
6	Allowances to LC Officials	20,000	20,000
7	Training, Conferences, Meetings	12,000	12,000
8	Data Processing and Analysis	10,000	10,000
9	Printing and Publishing of Reports	3,000	3,000
10	Miscellaneous Expenses	10,000	10,000
Other Costs-Sub Total		239,000	239,000
GRAND TOTAL		582,440	582,440

Note: Exchange Rate. 1000 Ug Shs = 1 US \$

* It is assumed that the vehicles will be tax-free

3. SOCIAL AND COMMUNITY SURVEY

This survey is normally conducted by team leaders at an LC1 level.
A questionnaire is administered to opinion leaders of the LC1.
The questionnaire compiles Social and Economic characteristics of the community. Some of the topics which are covered include:

- (i) Education
- (ii) Health
- (iii) Water
- (iv) Electricity
- (v) Roads
- (vi) Postal services
- (vii) Prices of commodities
- (viii) Availability of Agricultural inputs
- (ix) Availability of Fertilizers
- (x) Market accessibility and so on

This survey is easy to conduct along side other surveys. It has only a small budget as indicated below:

THE FINANCIAL IMPLICATION OF SOCIAL AND COMMUNITY SURVEY 1996/1997

PART A: SALARIES

Sr. No	Personnel	No	Months required	Salary per month	Total Cost (Ug. Shs'000)	Total Cost (U.S.\$)
1	Data Processing					
1.1	Programmer	1	6	804,000	4,824	4,824
1.2	Operators	2	6	370,000	4,440	4,440
2	Supporting Staff					
2.1	Secretary	1	6	650,000	3,900	3,900
2.2	Clerks	2	6	370,000	4,440	4,440
2.3	Cleaners	2	4	150,000	1,200	1,200
2.4	Drivers	10	4	150,000	6,000	6,000
	Sub-Total				24,804	24,804

PART B - FIELD NIGHT ALLOWANCES

Sr. No.	Personnel	No	Total Work days	Rate per day	Total cost (Ug. Shs'000)	Total cost (US \$)
1	Administration	1	10	50,000	500	500
2	Technical Staff	2	24	42,000	1,008	1,008
3	Field Supervisors	9	540	36,000	19,440	19,440
	Night Allowances: Sub-Total	-	-	-	20,948	20,948

PART: C - OTHER COSTS

Sr. No	Item	Estimated Cost (Ug. Shs'000)	Estimated Cost (US \$)
1	Operation and Maintenance of vehicles	50,000	50,000
2	Printing Questionnaires	3,000	3,000
3	Office and computer supplies	5,000	5,000
4	Field Supplies	4,000	4,000
5	Data Analysis & Report Writing	6,000	6,000
6	Publication of the Report	2,000	2,000
	Other Costs-Sub Total	70,000	70,000
	GRAND TOTAL	115,752	115,752

4. SUMMARY OF ANNUAL HOUSEHOLD SURVEY BUDGET 1996/1997

The budget of the three components viz. (i) Agricultural Crop Survey
(ii) Labour Force Survey and the (iii) Community Survey
will make up the total budget for the Annual Household Survey 1996/1997.
The sum of these budgets is given below:

BUDGET OF ANNUAL HOUSEHOLD SURVEY 1996/1997**PART A: SALARIES**

Sr. No	Personnel	Total Cost (Ug. Shs'000)	Total Cost (US \$)
1.	Technical/Management Staff		
1.1	Administration	12,000	12,000
1.2	Technical Staff	15,600	15,600
1.3	Consultant	60,000	60,000
2	Field Staff		
2.1	Supervisors	52,640	52,640
2.2	Field Editors	52,640	52,640
2.3	Field Investigators	141,880	141,880
3	Post Survey Scrutiny		
3.1	Scrutiny Officers	8,880	8,880
3.2	Scrutiny Assistants	26,640	26,640
4	Data Processing		
4.1	Programmer	14,472	14,472
4.2	Operators	39,960	39,960
5	Supporting Staff		
5.1	Secretary	16,900	16,900
5.2	Clerks	17,020	17,020
5.3	Cleaners	6,300	6,300
5.4	Drivers	24,000	24,000
Salary Sub- Total		488,932	488,932

PART B: FIELD NIGHT ALLOWANCES

Sr. No	Personnel	Total Cost (Ug. Shs'000)	Total Cost (US \$)
1	Administration	3,000	3,000
2	Technical Staff	4,704	4,704
3	Field Supervisors	81,000	81,000
4	Field Editors	61,560	61,560
5	Field Investigators	192,960	192,960
6	Drivers	84,000	84,000
Field Allowances: Sub-Total		427,224	427,224

PART C: OTHER COSTS

Sr. No	Personnel	Total Cost (Ug. Shs'000)	Total Cost (US \$)
1	Purchase of 3 L/Cruisers	81,000	81,000
2	Operation and Maintenance of vehicles	194,000	194,000
3	Printing Questionnaires	33,000	33,000
4	Office and Computer Supplies	35,000	35,000
5	Field Supplies	12,000	12,000
6	Allowances to LC Officials	50,000	50,000
7	Training, Conferences, Meetings	22,000	22,000
8	Data Analysis & Report Writing	28,000	28,000
9	Printing & Publishing Report	8,000	8,000
10	Miscellaneous	20,000	20,000
Other Costs: Sub-Total		483,000	483,000
GRAND TOTAL		1,399,156	1,399,156

MICS EXPERIENCE JOINT UNECA UNICEF ESARO QUESTIONNAIRE

Key Features	Angola	Botswana	Burundi	Ethiopia	Kenya	Lesotho	Madagascar	Mauritius	Mozambique	Senegal	Somalia	Swaziland	Tanzania	Uganda	Zimbabwe
Is the institution have permanent field supervisors?	No	No	No	No	Yes	Yes	No	No	No**	No	Yes	Yes	Yes	No	No
Do they have permanent field supervisors?	No	Yes	Yes	No	Yes	Yes	No	No	No**	No	No	Yes	Yes	No	No
UNICEF Contribution	100,000	83,300	30,000	30,000	63,067	77,585	77,585	45,000	120,000 in kind	24,300	58,000	??	200,017	90,000	55,000
Govt. contribution	320,200	320,200	0	5,000	In kind	4,600	4,600	45,000	120,000 in kind	1,000	Nil	??	200,017	90,000	20,000
Implementation date of training	06/96	6/96	6/96	15/06/95	7/3/96	13/5/96	05/96	04/95	06/95	15/5/96	06/1/96	27/2/95	7/1/96	1/8/95	26/2/96
Completion date	09/96	9/96	7/8/96	5/10/95	20/5/96	30/6/96	12/96	09/95	04/96	31/10/96	20/3/96	27/7/96	15/5/96	1/7/96	30/4/96
Is recent significant source of representative survey data	Hood Security	DHS	Census	EPI Rep	Other - Health and Nutrition Survey	DHS	DHS, Census, HHH Budget	Census, Nutrition	Census	Census, HHH Budget Survey	??	DHS, Hood Security, Health Stg. Bvrs	DHS, EPI	DHS	DHS
How close were MICS results to the other source	N/A	Results not available	??	Very to EPI Report	Results not available yet	Survey not yet implemented	Very close	Significantly different	Analysis in progress	??	??	Significantly different	Close	??	MICS results not yet
Any specific problems caused by differences between results of MICS and comparative source	N/A	N/A	??	Too early to say	N/A	N/A	Problems in definitions of rural and urban within different Ministries	??	Analysis in progress	??	??	None	??	??	None
MICS geographical coverage	National	National	National	National	National	National	National	National	National	National	NWZone = 25%	National	National	National	National
Which indicator modules were used in the survey	EPI, ORT, USI, ARI, Nutrition, Water, Sanitation, Education, IMR, USMR	EPI, ORT, USI, ARI, Nutrition, Water, Sanitation, Education, IMR, USMR	EPI, ORT, USI, ARI, Nutrition, Water, Sanitation, Education, IMR, USMR	EPI, ORT, USI, ARI, Nutrition, Water, Sanitation, Education, IMR, USMR	EPI, ORT, USI, ARI, Nutrition, Water, Sanitation, Education, IMR, USMR	EPI, ORT, USI, ARI, Nutrition, Water, Sanitation, Education, IMR, USMR	EPI, ORT, USI, ARI, Nutrition, Water, Sanitation, Education, IMR, USMR	ORT, Nutrition, Water, Sanitation, Education	EPI, ORT, USI, ARI, Nutrition, Water, Sanitation, Education, IMR, USMR	ORT, Nutrition, Water, Sanitation, Education	EPI, ORT, USI, ARI, Nutrition, Water, Sanitation, Education, IMR	EPI, ORT, USI, ARI, Nutrition, Water, Sanitation, Education, IMR	EPI, ORT, USI, ARI, Nutrition, Water, Sanitation, Education, IMR	EPI, ORT, USI, ARI, Nutrition, Water, Sanitation, Education, IMR	EPI, ORT, USI, ARI, Nutrition, Water, Sanitation, Education, IMR
As the MICS stand alone or modules integrated	Stand alone	Integrated into DHS	Stand alone	Stand alone	Stand alone	Stand alone	Stand alone	National Nutrition Survey	Stand alone	Stand alone	Stand alone	Stand alone	Stand alone	Stand alone	HHF/ Food Security
As the sample drawn from a Master Sample Frame	No	Yes	No	Yes	Yes	Yes	Yes	No	No	??	No	Yes	Yes	Yes	Yes
Number of clusters	100	420	50	150	207	280	213	30	220	1,100	26	130, 76	232, 3328 1/2	600	276
Number of households	4,000-5,000	14,000	1,200	4,900	4,155	5,600	6,225	1,650	6,433	1,100	1,144	240, 1245	59, 2376 7/2	6,000	4,140
Will there be sub-national sampling	??	Yes	Yes	No	No	Yes	Yes	No	Yes	No	Yes	Yes	No	Yes	Yes
Number of regions	4	12	5	11	23	10	6	1	11	7	5	4	N/A	4	10
Number of districts	??	Not available	??	5% margin of errors according to MICS guidelines	??	Yes	Yes	??	Analysis in progress	Yes	Yes	Yes	??	Yes	Will be reported

Country	Angola	Botswana	Burundi	Ethiopia	Eritrea	Kenya	Lesotho	Madagascar	Malawi	Mozambique	Senegal	Swaziland	Tanzania	Uganda	Zimbabwe
Government Statistical Service (GSS) has been used for a multi-year survey plan	Yes	Yes	No	Yes	No	Yes	Do not know	No	No	No	To be determined	Yes	Yes	Yes	Yes
Government Statistical Service (GSS) has been used for a multi-year survey plan	Yes	A decision has not been made	No	Yes	Too early to say	Yes	To be discussed	Yes	??	To be planned	No	Do not know	Yes	No	No
Government Statistical Service (GSS) has been used for a multi-year survey plan	N/A	N/A	??	No. Results not been officially released	Too early to say	??	No	No	Yes	Data analysis still in progress	No	Do not know	??	No	No
Government Statistical Service (GSS) has been used for a multi-year survey plan	Lack of demographic data materials for sampling. Limited access to some parts of the country due to insecurity	Implementation of survey has been delayed by 2 months. Data collection going to take longer due to the large sample size	??	Identifying Govt. counterpart institution to conduct survey. Shortage of trained enumerators. Too many questionnaires in each module affecting the quality of information	Inadequate transportation facilities. Emotional responses to mortality questions	Will be reported once process is over	Survey delayed due to census. Others anticipated due to pressure on participants	??	??	Lack of population data to develop a simple sample frame and apply simple method for sampling. Failure of counterpart in managing the implementation and analyzing of data. Logistics & communication problems in field work	Security problems resulting in replacement of the selected clusters. Delay in printing of questionnaire. Cause problems in starting of field work. Late release of funds	Non standardized questionnaire. Data entry errors. Incomplete sampling due to survey schedule. Revisits due to faulty enumeration	Transferring of funds from Dar es Salaam HQ caused delays in implementing MICS as scheduled	Security problems in Kigoma district resulted in being omitted. Lack of funding resulted in agricultural part of survey not being completed	No
Government Statistical Service (GSS) has been used for a multi-year survey plan	N/A	More timely planning both on Govt. and UNICEF part to ensure that data is available on time	??	Provided opportunity for building information obtained increased awareness of MCH in importance of vaccination, ISI and VIT A	Need for careful execution of field operations, discrepancies between national level of villages and grassroots attitudes and local realities	Will be reported once entire process is over	Survey to be carried out in May	Need of taking more time for the designing of questionnaire and training of supervisors and interviewers	??	Negotiate better survey management with the counterpart. The self-weighting sample design. Good training of interviewers and supervision of data collection. Make good plan for analysis of data	Experience of conducting MICS exercise in an emergency country proved that it is possible. Important baseline data was generated from the exercise. Inclusion of additional elements to questionnaire e.g. Sex of head of household can generate important gender sensitive data	Tasks and roles to be assigned early in the process. Supervision and quality control more difficult to participating bodies need to be actively involved. Data entry clerks need motivation	Logistical issues need to be planned carefully (e.g. transport of field staff). Availability of funds for survey, negotiations of consultants for evaluations	More teams and vehicles needed if deadline was to be met. Deadline not met	Patience pays

<p>Follow-up Issues What are the types of follow-up could be anticipated</p>	August N/A	<p>Background MCS could be a practical and incentive solution</p>	<p>Research MCS can be used to benefit for other studies. Interdisciplinary and results of MCS will be disseminated. Difficulty to compare subject MCS periodically in light of costs and constraints</p>	<p>Objectives Organizing MCS-Debate Series, Developing the MCS, Promoting a cross-national monitoring programme</p>	<p>Impact Will be reported once results process is over</p>	<p>Location Greater and continued collaboration between MOE and BOE</p>	<p>Implementation CSO committed to implement MCS up to 2000</p>	<p>Methods ??</p>	<p>Measurement Presentation of data report with analysis results to concurrent Ministry collect with other institutions. Once results are cleared, can be used in MTR</p>	<p>Key Issues To be discussed</p>	<p>Benefits Results can be applied to programme planning. Report exercise after 2 years would be conducted comparative data. Sharing of information with other agencies and organizations will encourage cooperation in conducting further surveys</p>	<p>Structure Thinking for Data Entry charts and graphs collaboration of MCS into CSO preparation for 2000</p>	<p>Timeline Timeline of MCS includes in the Annual budget Monitoring Survey disseminated by the Bureau of Statistics</p>	<p>Update Copy of Statistics Data set have a budget at present for follow-up</p>	<p>Activities Monitoring the results with relevant institutions</p>
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FAX



ECA/MRAG/96/39/MR
Appendix 10
FORM

United Nations Economic Commission for Africa

Post Office Box 3001
Addis Ababa
Ethiopia

P.O. Box 5834
New York, N.Y. 10163
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8-14 Avenue de la Paix
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Page: 1 Of 1

Date: 10 November 1995

Fax Line: (251-1) 51 44 16

Ref: ECA/MRAG/432/95

To: Dr. E.S.K. Muwanga-Zake
Commissioner of Statistics
Statistics Department,
Entebbe, Uganda

Fax (256-42) 20147
(256-42) 20404

From: Parmeet Singh, Regional Adviser
ECA-MRAG
Addis Ababa, Ethiopia
Tele: (251-1) 51-04-89

Subject: Proposed draft of "The Uganda Bureau of Statistics Statute, 1995"

Greetings. I hope you have had a successful Expert Working Group Meeting on Poverty, and your subsequent field trip to the West went well.

I have got my teeth into the proposed draft of "The Uganda Bureau of Statistics Statute, 1995" (the Statute). The initial spade-work, which was the inhibiting factor because it is tedious, took time. I have ultimately made that investment, over the past two days and am now ready to interact.

The draft is now in the state of readiness which I always desired it to be in to initiate an intensive review from the statistical view - point. All the legal aspects have been duly taken into account. I have given it a good go.

As I intimated to you on the phone while I think most of the statistical aspects that needed to be reckoned with have been taken into account, it is the categorization of some of the respective sections, classification of some clauses by sections, structuring of some clauses, overlap between sections, etc., which I have problems with. It is quite possible that, that is how it has to be, in legal context. But given that I have no background in legal draughting, I am not to know this. Hence the bee in my bonnet!

The draft as it stands has been very competently modelled on the lines of existing statutes - borrowing the scope and content matter from them. But I feel there is the possibility of improving it still further, into something, which could be a model in its own right. We have the unique opportunity to do that. That process however is best undertaken through an iterative face to face round of consultations, clause by clause, between the statistician and the legal draughtier. Sitting as I am a distance away I feel constrained in preparing my inputs without the benefit of instantaneous response and counter response. And once this has been done the



meeting could be more than adequate.

Now be that as it may let me elaborate some of the comments which can be communicated concisely enough. I have listed these in a sequential order, section by section.

1. Memorandum and Title Page.

I feel both these components of the Statute should be structured in context of the **Uganda National Statistical System**, and the key/nodal role of the Uganda Bureau of Statistics (the Bureau) in developing and managing it, alluding to the Bureau's functions both, as the major collector of data which constitute the national statistical system, and the Bureau's nodal role in coordinating, managing and supervising the system.

2. Section 1. Short title. OK. No comment.

3. Section 2. Interpretation. OK. No comment.

4. Section 3. Establishment of Bureau. OK. No comment.

5. Section 4. Objects of the Bureau.

- i. This section should lead off with a clause bearing reference to the Uganda National Statistical System, and the Bureau's role both as the prime data collecting agency as well as the agency responsible for coordinating, monitoring and supervising the National Statistical System i.e. in managing it.
- ii. I feel clauses (f) and (i) should be **linked-up** and featured up-front in this section.
- iii. I would re-word clause (c) to read: "to formulate the strategy for development of statistics in Uganda".
- iv. I would also consider re-ordering the remaining clauses in this section.

6. Section 5. The Board.

- i. This section elaborates membership of the Board. Should the title of this section not therefore make that explicit?
- ii. I feel specific provision should be made in the Board's membership, for representative participation of District administrations.
- iii. What are clauses (4) and (5) doing in a section on Membership of the Board? Could a more appropriate home/section not be found for these two clauses, yes, even as a separate section.
- iv. May be the first Schedule should be split into two. Component 1 of the First Schedule, as currently drafted, can then be featured (cross referred) under Section 3, and components 2 to 6 could constitute a new Second Schedule to be featured (cross referred) in Section 5.

7. Section 6. Functions of the Board.

overcome this deficiency ideally there should be a comprehensively worded clause in this section - but failing that something to the following effect could do, I suppose:

"to review all initiatives to collect data at the national level and approve instruments of data collection developed for such national level data collection initiatives, including sample designs, registers and questionnaires to be used in conducting surveys".

Statistics Canada has dealt with this issue in its statute in this way. I am endeavouring to get hold of a copy of the Canadian statute. I donot have it here in Addis. Mine is apparently in London.

I feel it is very important to make a provision for such a clause in the Statute. Without it there is no other provision in the Statute to enable the Bureau to accord effective expression to clauses 4 (i) and 4 (i) on the Bureau's role in essentially harmonizing the National Statistics System but also avoiding duplication.

- ii. To approve appointments and promotions in the Bureau (clause 1 (d)) the Board will need the facility of a "Scheme of Service" on conditions of service in the Bureau. I feel the issue of appointments and promotions in the Bureau would be dealt with in the Statute more effectively, elegantly and comprehensively in context of the "Scheme of Service". Clause 1 (d) could therefore be re-structured accordingly featuring a reference to the Scheme of Service, as you may deem appropriate.

8. Section 7. The Director

Should clause (1) be not appropriately featured in Section 6? I am noting this out of curiosity, and would of course defer to the legal opinion on this!

9. Section 8. Functions of the Director.

- i. I would, though I do not feel strongly about it, like to propose that clause 1 (a) be reworded to read:
"to formulate and recommend to the Board a National Statistics Policy on collection, analysis and dissemination of statistics data".
- ii. I would also like to take the liberty of proposing the following two clauses for inclusion in this section, after due modification:
 - "to direct, control and co-ordinate all statistical activities of supporting staff within the Bureau, as well as of staff serving in similar capacity in other Government ministries and departments".
 - "to prepare and implement training and staff development programmes for all staff in the statistical service of Uganda Government".

Once again I feel this provision is necessary in the Statute to accord adequate expression to clauses 4 (f) and 4 (i) on harmonization of the National Statistical System and avoiding duplication.

- iii. What is the rationale of including clause (3) in this Section? It should be moved to Section 4, and linked to clauses 4 (f) and 4 (i) - I think.

- v. Should clause (5) be not moved to Section 4? - or else it should be re-worded to feature more appropriately in this Section 8. - as a function of the Director.

10. Section 9. Other Officers and Staff.

As in the case of my comment 8 above, I am wondering as to the rationale for locating clauses (1) and (3) in Section 9 - but again would defer to the legal opinion on this!

11. Section 10. Authorized Officers. Ok. No comment.

12. Section 11. Experts and consultants. Ok. No comment.

13. Section 12. Oaths of secrecy. Ok. No comment.

14. Section 13. Census and Section 14. Statistics.

- i. I do not see the rational for the split between Section 13 on Census and Section 14 on Statistics. I feel the content matter of sections 13 and 14 needs to be featured but could be featured in one section in context of the National Statistical System and the Third Schedule as the point of reference. The Third Schedule covers the scope of the National Statistical System, listing its components on which data will need to be collected through Censuses, Surveys and Administrative Records - and this is how I would re-structure sections 13 and 14 in a merged single section, with separate clauses, of course, for Censuses, Surveys, and Administrative Records.
- ii. Be that as it may and if sections 13 and 14 were to be left as they are, should clause 13 (3) not appropriately come in earlier in the Statute, where reference is made to the National Statistical System ? The more pertinent aspect of the Third Schedule, which needs to be highlighted, is the fact that it elaborates the scope of the National Statistical System. This is not stipulated in the statute as drafted at the moment and merits being highlighted as such.

15. Section 15. Power to obtain particulars. OK. No comment.

16. Section 16. Power of entry and inspection. OK. No comment.

17. Section 17. Confidentiality.

This section is OK as far as it goes but I feel the need to extend its scope to cover data obtained and disseminated through electronic media.

To conclude then, I feel the statute, as drafted, is OK, as far as the legal inputs can take it. Its statistical context needs an intensive review. It has not had that review so far- comments of the Workshop of Data Users and Producers on 20 and 21 September, 1995, not with standing. The specific comments detailed above allude to the context and scope of such a review. At the end of it I feel we will get a Statute which is duly finessed, adequately streamlined and appropriately futuristic.

Warmest regards.

MEMORANDUM

To: Commissioner for Statistics
From: Parmeet Singh
Date: 24 May 1996
Subject: Re: The Transition from Statistics Department to Bureau of
Statistics

I. Background

As requested by you I have attempted to visualize the arrangements that need to be put in place for the transition of Statistics Department to a semi-autonomous Bureau of Statistics. This note details my thoughts on the subject.

The three main characteristics of the Bureau of Statistics will be-- its nodal role as the focal point of the National Statistical System; a much more expansive organizational structure and manpower complement; and its operational autonomy. To get to that stage there is need for two types of interim arrangements, structural and operational which will facilitate the transition. The point of reference for both these arrangements is the proposed Work Plan - 1996-2000. There is need to urgently establish structural and operational arrangements which will facilitate systematic implementation of the Work Plan - across the board, rather than in an ad-hoc manner.

II. Structural Arrangements

There are four specific steps concerning the structure of Statistics Department that I believe could and need to be taken to make the transition to Bureau of Statistics. These are:

(i) Interim Structure of Statistics Department: The Work Plan is based on a programme structure of four sub-programmes i.e. Macro Economic Statistics; Demographic and Social Statistics; Environment, Natural Resources and Tourism Statistics; and General Statistics. The interim structure of Statistics Departments should be re-organized to synchronize with the programme structure of the Work Plan. To some extent I believe Statistics Department is already beginning to operate on these lines - but I feel there is need to institutionalize these arrangements, rather than to have them exist on an informal basis.

This implies formal creation of four branches in Statistics Department - one for each sub-programme - with some adaptation. Firstly I believe the sub-programme of Macro Economic Statistics because of its extensive scope will need to be divided into two branches - Macro Economics A Branch dealing with activities 1.1, 1.4 and 1.7; and Macro Economics B Branch dealing with activities 1.3 and 1.5 and 1.6 including the Register of Establishments.

Activity 1.4 on Agriculture Statistics I would suggest, for the time being, be covered by sub-programme on Demographic and Social Statistics under activity 2.1 on Population Statistics. This is because the work programme on population statistics and agriculture statistics will deploy essentially common instrument of data collection i.e. the annual monitoring surveys of IHMSP and common infrastructure i.e. the master sample and field survey capability. Indeed for the time being the Field Survey Unit can be located in the sub-programme on Demographic and Social Statistics activity 2.1.

Secondly, as of -now the work plan for sub-programme on Environment Natural Resources and Tourism Statistics is rather bare to justify it being run as a branch - but I believe this is a priority area for development and steps will need to be taken to immediately develop plans to establish this sub-programme.

All in all this interim structure will have some critical gaps as far as professional- and sub-professional manpower resources are concurred. Steps should be taken to identify and fill these gaps with immediate effect.

I will be happy to outline this interim structure on a black board for further discussion with yourself and other colleagues. I believe such a structure if formalized would facilitate more effective implementation of the Work Plan because it could then be monitored by yourself more systematically.

(ii) Ultimate Structure for Bureau of Statistics: While the interim structure is put in place, there is need to immediately start elaborating the ultimate structure for the Bureau. It is important to ensure that the structure proposed, and the format of the Work Plan should be consistent.

I believe this task is best handled by a Task Force under your direction. The structure proposed in the Katorobo Report and the Work Plan as it exists at the moment should be the two points of reference - both to be restructured to make them compatible. Before they can both be finalized - you will need to get some indication of availability of resources to ascertain realistic chances of implementing the structure to execute the Work Plan.

(iii) Fine tuning of the Statute: I recommended a final review of the statute be also initiated now - although you have yet to have the version submitted to the Cabinet to be approved by it. There are further ideas which have been identified for fine tuning - and I do not think it is now too early to start a review of these ideas in readiness for the finalization of the statute for submission to the Parliament, as soon as the Cabinet endorses the version submitted to it.

(iv) Scheme of Service: I believe the first step that will need to be taken to formalize the setting up of the Bureau will be re-constituting arrangements for deployment of the staff as per revised terms of service. The first step that will need to be taken in this respect will be to establish a scheme of service for the staff in the Bureau/National Statistical System (?).

You already have points of reference for such a scheme e.g. Uganda Revenue Authority etc. etc. - plus similar schemes that are operational in other countries in the region. What is required is a Task Force which includes the Public Service Commission and Ministry of Finance and Economic Planning to start deliberating on such a scheme. I could assist in providing a framework for such deliberations.

(v) Interim Board of Advisers: It would be very useful to have an interim Board of Advisers in place to guide on and oversee implementation of steps noted above. The Board can eventually be converted into the Statistical Advisory Council as provided for in the statute. Its initial creation as an interim Advisory Board will be an ideal initiation into the work of the Statistical Advisory Council.

III. Operational Arrangements

The three steps I would like to suggest be undertaken to implement interim operational arrangements on transition to Bureau of Statistics are:

(i) Development of Annual/Biannual Work Programme/s 1996 and 1997:

As soon as appropriate Branch Chiefs have been identified their first respective priority should be to de-compose the Work Plan 1996-2000, into annual/biannual Work Programme/s for 1996 and 1997, for their respective branches. Work Programmes should be elaborated to the level of activities with each activity being detailed into respective phases in terms of time periods; as well as outputs of each activity being identified. All this to be collected into a consistent presentation in a document like the one produced by BOS Tanzania.

This will not be an easy assignment and necessary assistance should be sought to help the respective branch chiefs along, if required - although you are already well on way to achieving such a document. I don't expect every scheduled deadline to be met either, but I feel it would be a very good discipline to have the branch chiefs working to a set Work Programme.

(ii) In-service Training Arrangements: This aspect of operations of Bureau does not need to await till the Bureau comes into being. You have already taken the first step of getting a consultant to propose in-service training arrangements. As soon as the consultant has finalized his report and you have finalized arrangements for implementation of his recommendations - and that may take some months anyway, steps should be taken to initiate in-service training at least for the middle level cadres.

(iii) Needs Assessment Strategy Development: The first assignment for the interim Advisory Board should be to initiate an on-going Needs Assessment Strategy Development (NASD) review to constitute Bureau's priorities. This work too cannot start early enough. A Task Force of the Advisory Board should be assigned this work. The first step that will need to be taken would be to review the recommendations of last year's Producers and Users Workshop as well as the Work Plan 1996-2000 as it stands. A background paper would facilitate the work of the Task Force. The Task Force may like to follow this up with a round of visits to and interviews of both other producers and users of data in the public sector, leading up to another Workshop. A model of this approach was followed by the CSO in Botswana. A copy of the draft

report of the Botswana Workshop is here attached for your reference.

IV. Follow-up

These are some thoughts that I would like to put up to you on arrangements that could be put in place to facilitate Statistics Department's transition to Bureau of Statistics.

I suggest we follow it up with a discussion when you can let me have your comments.

c.c. Mr. S.K. Gupta

MEMORANDUM

To: The Commissioner for Statistics
From: Parmeet Singh
Date: 6 June 1996
Subject: Re: Pending Issues for Follow-up

I refer to my yesterdays meeting with you in which I had de-briefed you on my current mission. We had in the meeting identified issues now in the "pipeline" - emerging from my mission, which would require follow-up action over the next six months. These include:

(i) The Statute: The Second round of my comments forwarded to you during this current mission need to be reviewed further by the Attorney Generals Chambers and integrated as appropriate in the Statute, before the statute is considered by the Parliament.

(ii) The Scheme of Service: Work on developing an outline and thereafter the first preliminary draft of the Scheme should now be initiated within the Department. I will send you a list of elements of the Scheme.

(iii) Interim Board of Advisers: This board should now be constituted.

(iv) First Meeting of the Board: For the first meeting the Board should deliberate on (i) The Scheme of Service, (ii) Interim Structure; and (iii) Future Structure and the Workplan 1996-2000. Appropriate documents will need to be prepared for the first meeting.

(v) Work Programme 1996 and 1997: Work Programme 1996 and 1997 should be consolidated into a single document format. I will send you a copy of Takwimu's (Tanzania) Work Programme as a model for adaption.

(vi) Interim Structure: The interim structure of the department and the Work Programme should be harmonized and the department re-constituted formally as per the interim structure.

(vii) Final Structure/Workplan 1996-2000: Review of the structure of the proposed Bureau should now be initiated and the five year Workplan 1996-2000 harmonized with it.

(viii) In-service Training Arrangements: Prof. Kiregyera's recommendations need to be implemented starting with a workshop of the "potential" facilitators. We need to discuss.

(ix) Integrated Database: Implementation of phase I of the database as recommended by Mr. Holso should proceed.

This is a very full work load for the next six months. I will be happy to assist as and when required, kindly let me know. I suggest 4th quarter as convenient time for me for my next mission.

Thank you

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U.N. Economic Commission
for Africa
Report on mission to
statistics Department
Government of Uganda...,
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