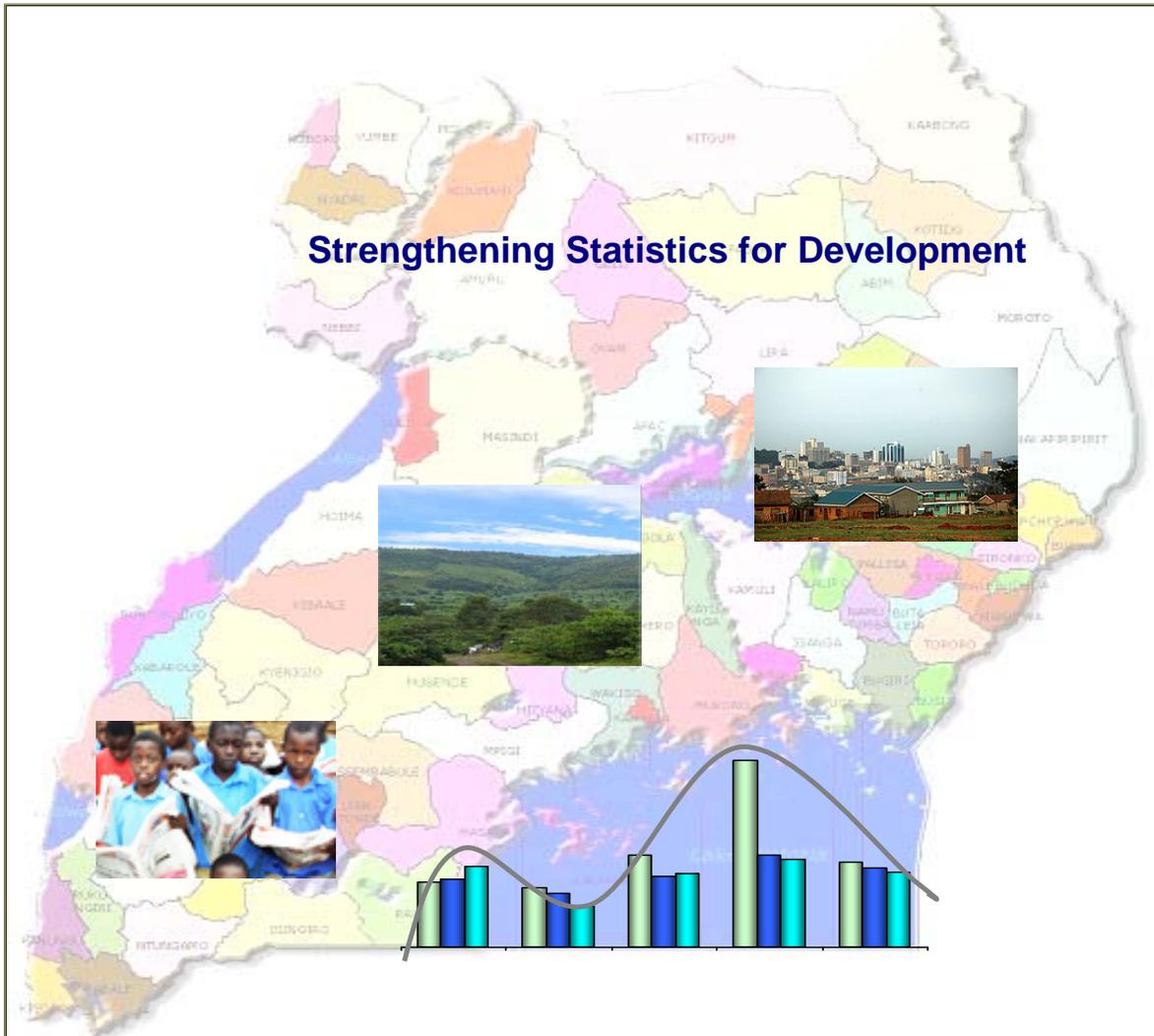




THE REPUBLIC OF UGANDA



MINISTRY OF LANDS, HOUSING AND URBAN DEVELOPMENT

SECTOR STRATEGIC PLAN FOR STATISTICS

2007/2008-2011/12

MINISTRY OF LANDS, HOUSING AND URBAN DEVELOPMENT

**Sector Strategic Plan for Statistics
2008/09-2011/12**

**Ministry of Lands, Housing and Urban Development
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ACRONYMS

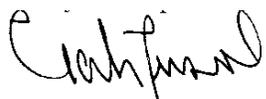
FY	Financial Year
GIS	Geographical Information System
IMF	International Monetary Fund
IT	Information Technology
LGs	Local Governments
M&E	Monitoring and Evaluation
MLHUD	Ministry of Lands, Housing and Urban Development
NGO	Non-Governmental Organization
NHCCL	National Housing and Construction Company Limited
NPA	National Planning Authority
NSP	National Shelter Program
PQAD	Planning and Quality Assurance
SO	Strategic Objective
SSPS	Sector Strategic Plan for Statistics
TORs	Terms Of Reference
VAT	Value Added Tax
PNSD	Plan for National Statistical Development

FOREWORD

Quality statistical information plays a key role in achieving better development results. Such information is required to identify development issues, inform policy design and debate, and facilitate planning, implementation, monitoring and measurement of the impact of development interventions.

I would therefore like to take this opportunity to thank the Development Partners, especially the Department for International Development (DFID), for supporting the Government in the development of the National statistical information base. I would also like to particularly thank the Uganda Bureau of Statistics (UBOS) for supporting my Ministry in the development of its Sector Strategic Plan for Statistics. I commend my staff of the Department of Planning and Quality Assurance (PQAD) for coordinating the development of the Plan within the Ministry, and ensuring that it was completed on time.

The Ministry faces challenges in Statistics production and Management. Vital statistics are therefore required on all the Ministry sub-sectors. Finally, I would like to state that the Sector Strategic Plan for Statistics will play a critical role in addressing the data gaps that exist in the Ministry. I therefore look forward to its successful implementation.



Gabindadde - Musoke

PERMANENT SECRETARY

EXECUTIVE SUMMARY

The mandate of the Ministry of Lands, Housing and Urban Development (MLHUD) is “policy making, standards setting, national planning, regulation, coordination, inspection, monitoring and back-up technical support relating to lands, housing and urban development; promoting and fostering sustainable human settlement; and, managing works on government buildings” in the country.

The MLHUD Sector Strategic Plan for Statistics (SSPS) is a 5 year (2007/8 – 2011/12) plan which provides a framework for further reform and acceleration of statistical development in the sector statistical system. This Plan is intended to guide the development of an integrated, coordinated and coherent statistical system which ensures harmonized data production processes at all levels of administration.

Although the Ministry is relatively new, it strives to obtain quality statistics. However, like many other line Ministries, Departments and Agencies (MDAs), operationalising a system for data collection, analysis and dissemination remains a challenge. The current statistics unit has inadequate equipment, limited funding for statistics and staff with limited skills to support production and dissemination of quality statistics. Therefore the existing data sets are inconsistent, incomplete and rarely updated. This limits utilization of the data.

In order to successfully implement this Plan, setting up a system for coordination, data production and management is important. This will ensure the production of accurate and reliable statistics at all levels. It is also fundamental to strengthen, motivate and build capacity of the human resource engaged in data compilation, processing and analysis as well as securing and allocating sufficient financial resources for the planned activities.

Budget

The plan has been costed at **3.3** billion Uganda shillings, an equivalent of USD\$ **1.65** million at the ruling market rate over a five year period. The major source of funding will initially be from development partners and subsequently by the Government of Uganda.

MLHUD SSPS Summary Budget (Uganda Shillings “000”)

Strategic Area	Yr 07/08	Yr 08/09	Yr 09/10	Yr 10/11	Yr 11/12	5 yr TT
Coordination and Management	52,690	530,330	372,600	372,600	372,600	1,700,820
Human Resource Development and Management	0	88,000	88,000	176,000	0	352,000
Statistical Development Programs	18,475	277,244	274,769	189,244	89,244	1,253,976
Total (Ugsh)	71,165	895,574	735,369	737,844	461,844	3,306,796
USD\$	35.58	447.78	367.68	368.92	230.92	1,653.38

US\$=2000 Uganda Shilling

1.0 BACKGROUND

During the June 2006 National Budget presentation, the Government of Uganda announced the restructuring of Ministries effective FY 2006/07. As a result of this process, Ministry of Lands, Housing and Urban Development (MLHUD) was created by integrating departments and functions from the then Ministry of Water, Lands and Environment (MWLE) and (former) Ministry of Works, Housing and Communication (MWHC). The Ministry of Lands, Housing and Urban Development (MLHUD) consists of three (3) sub sectors namely: Lands, Housing and Urban Development. The Ministry is responsible for providing policy direction, national standards and coordination *inter alia*, on all matters concerning Lands, Housing and Urban Development. The Ministry is also responsible for reviewing and putting in place policies and laws to ensure sustainable land management promote sustainable housing for all and foster orderly urban development in the country.

1.1 Mandate Analysis

The Mandate of MLHUD is “policy making, standards setting, national planning, regulation, coordination, inspection, monitoring and back-up technical support relating to lands, housing and urban development; promoting and fostering sustainable human settlement; and managing works on government buildings”. The main roles and functions of the Ministry include:

- Formulating national policy, strategies and programmes on lands, housing and urban development;
- Initiating, reviewing and making amendments to existing legislation on lands, housing and urban development;
- Setting national standards on matters regarding the sustainable use and development of land and safe, planned and improved housing/human settlement;
- Enforcing compliance to national laws, polices, regulations and standards for effective management and sustainable development of lands, housing and urban centres;
- Monitoring and coordinating national lands, housing and urban development initiatives and policies as they apply to Local Governments;
- Providing support supervision and technical back-stopping to Local Governments on matters regarding lands, housing and urban development;
- Making and updating maps;

- Liaising with relevant stakeholders for the mobilization of resources in support of national lands, housing and urban development initiatives;
- Liaising with neighbouring countries for the proper maintenance of territorial boundaries;
- Providing guidance and effective management of lands, housing and urbanization;
- Mobilizing financial and technical assistance for the development of lands, housing and urban development.

1.2 Significance of MLHUD Statistics

Quality statistics are needed for effective implementation of policies, monitoring of development outcomes, and informing the decision making processes. Statistics is an essential part of an enabling environment for national development and hence it is necessary to develop and sustain the sectoral statistical system. The Ministry through its various Directorates and Departments collects data in order to fulfil its mandate and realise its Vision. Data is also generated to support and inform the National Development Plan (NDP), and other development frameworks.

1.3 Process of developing the Plan

The plan has been developed through a consultative process with major stakeholders. The Uganda Bureau of Statistics (UBOS) requested the Ministry to nominate a contact person to coordinate the process. The person was strategically drawn from the Planning and Quality Assurance Department since it coordinates information management in other Departments. The contact person in consultation with the immediate supervisors constituted a Sector Statistics Committee (SSC) with specific Terms of Reference (TORs). The committee comprised of representatives from each of the three sub sectors in the Ministry. The MLHUD top management was sensitized to support the process. Each of the committee members was requested to present the status of data and information produced within their respective Departments. Finally UBOS engaged a strategic management consultant to support the development of the Sector Strategic Plan.

1.4 Structure of the Plan

The Plan is divided into six sections. The first section covers the background information, the second provides a situational analysis of the sector, the third and fourth sections address strategic issues for statistics including the Vision, Mission and strategy for improving statistics production. Section five presents the implementation plan, while the last section covers the annexes.

2.0 SITUATIONAL ANALYSIS

2.1 Stakeholder Analysis

The Statistics in the Ministry is guided by the stakeholders' data demands. The demand guides data prioritization and production activities.

The key stakeholders in the generation and use of sector statistics include:

- Ministry of Water and Environment (MWE)
- Ministry of Agriculture Animal Industry and Fisheries (MAAIF)
- Ministry of Gender, Labour and Social Development (MGLSD)
- Ministry of Finance, Planning and Economic Development (MFPED)
- Office of the Prime Minister (OPM)
- Uganda Land Commission (ULC)
- Uganda Local Urban Authorities Association (ULUAA)
- Kampala City Council (KCC)
- National Housing and Construction Company (NH&CC)
- District Land Boards (DLB)
- Survey Registration Board and Valuers (SRB&V)
- Housing Finance Company of Uganda (HFCU)
- Uganda Law Society (ULS)
- Uganda Bankers Association (UBA)
- Physical Planning Association (PPA)
- Real Estate Dealers (REDs)
- The Parliament of Uganda, and
- Uganda Investment Authority (UIA).

2.2 Status of data production

The MLHUD mainly generates routine data through administrative action, including;

Land sub-sector; Certificates of Titles issued, Land Transactions registered, Valuations, Roads under compensation, Rent assessment for properties occupied by government, Compensation rates, International boundaries demarcated and surveyed, Cadastral surveys approved, Field cadastral inspections done, Disputed boundaries resolved, District boundaries surveyed, Survey records computerized, Urban Centres/Towns mapped, Updated maps, Deed plans for titling produced, Maps prepared for reprint, Land Boards vetted and approved, District Land Boards inducted/trained, and Land Management institutions monitored and evaluated.

Housing sub-sector; Divested pool & Institutional houses, Inventory of Government Estates, Pro-type plans produced, Demonstration houses constructed, Condominium properties, Inventory of building materials, Housing Stock, Public Servants Housing Loans, Demonstration units constructed with earthquake resistant technology, Monitor Housing Projects adopted under the NSP

Urban Development sub-sector; Urban environment audits.

The Ministry lacks up to date data on Housing and Urban Development and depends on secondary data which is usually unreliable. However, there are two programmes envisaged to reinforce the data production in the three sub-sectors, namely; the Local/National Urban Observatories Programme for collection of Housing and Urban Indicators, and, the Land Management Information System Programme for collection of all land statistics.

The Ministry has got a manual data system but the Lands sub-sector is in the process of computerizing its system.

2.3 Quality of the data

The quality of data is determined by several attributes including accuracy, completeness, consistency, relevancy and timeliness. Most of the data produced by the Ministry is of poor quality, insufficiently disaggregated and not easily accessible.

The quality of statistical products by sub-sectors is rated as follows: **Strictly observed – 3, Observed – 2, Not Observed – 1**

QUALITY MEASURE	Score	Why?
LANDS, HOUSING AND URBAN DEVELOPMENT SUB-SECTORS		
1. Relevance	3	Data produced is demand driven
2. Completeness	1	There is incomplete time series data due to lack of information and irregular updating. Most of the available data series have no information on some districts or parts of the country
3. Accuracy and reliability	1	Limited capacity in data compilation and management. Untimely updates by the local and central governments
4. Consistency	1	There is conflicting information between data produced by the ministry and other sources.
5. Timeliness	1	Late retrieval and submission of data by the respective departments and relevant providers Late release of information to the users

2.4 Challenges in sector statistics production

- Insufficient data.
- Lack of cooperation from other government user departments and other producers
- Inadequate resources to support statistical production within the Ministry. (Human resource, Finance and Infrastructure)
- Limited dissemination of statistics.
- Data is not user friendly.
- Irregular updating of data/information.

- Limited capacity to establish and sustain a systematic framework for data collection, analysis and sharing of results.

2.5 SWOT Analysis

This section analyses the internal (Strengths and Weaknesses) and external (Opportunities and Threats) factors affecting the production and dissemination of statistics in the Ministry.

<p style="text-align: center;">STRENGTHS</p> <ul style="list-style-type: none"> • Existence of a Resource Centre responsible for collection, processing, storage and dissemination of information. • The Ministry is computerizing the Land Management Information System • Political will for the MLHUD sector • Strong support from development partners • Decentralized land management with land offices in most of the districts makes it easy to collect land related information • The National/Local Urban Observatories Programme used to collect and analyze housing and urban indicators. 	<p style="text-align: center;">WEAKNESSES</p> <ul style="list-style-type: none"> • The Ministry lacks qualified personnel for statistical production. • Low profile of statistics within the sector. • Weak coordination, collaboration, networking and information sharing, because the Ministry is still new and still lacks structures and capacity to coordinate and supervise data processing. • Statistical information is scattered across departments and there is no one stop centre. • Local Governments do not have personnel in the Housing and Urban development sub sectors hence creating a weak link between the centre and the districts. • Lack of an IT Strategy in Ministry. • Untimely release of data • Turnover of Statisticians from MLHUD to other Line Ministries affects performance of the Unit on service delivery.
<p style="text-align: center;">OPPORTUNITIES</p> <ul style="list-style-type: none"> • National and Regional Partnerships for Statistical Development through UBOS structures of data producer – producer and Sector Technical Working Groups (TWGS) to guide and improve statistical production in Uganda. • Advancement in IT provides great opportunities for improving the way data is collected, processed, stored and disseminated to users. • Regular (every 2 years) National Household Surveys by UBOS. • International Frameworks; such as the United Nation’s Fundamental Principles of Official Statistics and the IMF’s General Data 	<p style="text-align: center;">THREATS</p> <ul style="list-style-type: none"> • Better job opportunities for statisticians in other institutions affect performance. • NGOs dealing in MLHUD sectors some times produce data which is not consistent with MLHUD data.

<p>Dissemination System (GDDS) that can be accessed by the Ministry and effectively used to improve the quality of the sector statistics.</p> <ul style="list-style-type: none">• Existence of the Local Government Information System (LOGICS) that compiles vital statistics on various aspects of land, housing and urban development.	
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3.0 STRATEGIC FRAMEWORK FOR THE SSPS

3.1 Vision

“To be a coherent, reliable, efficient and demand-driven Land, Housing and Urban Development statistical system.”

3.2 Mission

“To produce good quality statistics for evidence based decision making, planning and management in the Lands, Housing & Urban Development sector.

3.3 Strategic Objectives

The strategic objectives of the Plan are:

- SO1:** To develop a coherent, reliable, efficient and demand-driven Lands, Housing & Urban Development statistical system that supports management and development initiatives through effective "**Coordination and Management**".
- SO2:** To strengthen **Human Resource Development and Management** capacity for collection, analysis, dissemination and utilisation of Lands, Housing & Urban Development statistics.
- SO3:** To strengthen **Statistical Development Programs** through generating and disseminating demand-driven statistics.

Achievement of the above Strategic objectives is contingent upon:

- Maintaining efficient and effective use of Government resources.
- Streamlining information flow.
- Maintaining an efficient and effective workforce.
- Coordinating and supervising the production and management of statistics in the Ministry of Lands, Housing and Urban Development.

- Producing and disseminating comprehensive, integrated, accurate and timely statistics required for informing the sub-sector initiatives and processes;
- Developing and maintaining the sub-sector and the Ministry database.
- Coordinating and collaborating with other sectors in the production and dissemination of social sector related statistics.
- Developing capacity for statistics production and utilization.

3.4 Values and Principles

Stakeholders in the national Lands, Housing & Urban Development system in Uganda shall share and will be guided by the following set of values and principles:

- *A high level of integrity (professionalism, accountability and transparency) in production of Lands, Housing & Urban Development statistics.*
- *Excellence (accuracy, completeness, consistence and timeliness, standards and best practice) in the production of Lands, Housing & Urban Development statistics.*
- *Commitment (efficiency, effectiveness and sustainability) to the production and management of Lands, Housing & Urban Development statistics.*
- *Confidentiality*

4.0 STRATEGY FOR IMPROVING STATISTICS PRODUCTION

The following are detailed strategies and activities for improving the production, storage and dissemination of Lands, Housing & Urban Development *statistics and indicators*:

4.1 SO1: Coordination and Management

Issue

There is limited coordination, collaboration, networking and information sharing among the different Ministry departments and other producers. The Ministry lacks an institutional framework for statistical production and dissemination. Effective coordination and management of statistics production will ensure that data producers at all levels in the sector generate quality statistics that meet user needs.

Main Strategies

In order to address the above issue, the following strategies will be pursued;

- Establishing and strengthening collaborative linkages with producers and users of MLHUD related statistics.
- Streamlining and strengthening the institutional framework for effective coordination of statistical production in MLHUD.
- Strengthening the Statistical Function in the Ministry.
- Ensuring that the MLHUD Statistical Unit is adequately equipped with physical infrastructure to coordinate the Lands, Housing & Urban Development statistical system

Specific Actions

- Establish and operationalise the MLHUD Sector Statistics Committee.
- Develop an inventory of the existing physical and IT infrastructure /soft ware within the Ministry.
- Sensitize producers and users of MLHUD statistics on statistical production, data sharing and utilization procedures.
- Initiate and formalise collaborative linkages with stakeholders through MoUs.

- Develop a MLHUD Statistics webpage.
- Develop and operationalise guidelines and standards for the production and management of MLHUD statistics.
- Integrate the MLHUD statistics activities in the Ministry strategic, and investment plans and budget framework.
- Align MLHUD data production processes to government planning and development processes.
- Develop and operationalise MLHUD M&E framework for statistical development.
- Monitor and evaluate SSPS implementation.
- Procure physical and IT infrastructure /software for the MLHUD Statistical Unit for statistical production.
- Raise the profile of statistics within the Ministry and create general awareness on the importance of sector statistics.

4.2 SO2: Human Resource Development and Management

Issue

The Ministry has limited number of staff to support the statistics function. The existing members of staff engaged in statistical activities have inadequate skills for handling statistics and sustaining a systematic framework for data collection, analysis and sharing of results.

Main Strategies

In order to address the above issues, the following strategies will be pursued;

- Developing and strengthening the human resource capacity for the sector to manage a sound data production and management system.
- Strengthening capacity for utilization of statistics across the sector.
- Providing technical support to Lands, Housing & Urban Development stakeholders to improve quality in the generation, analysis, dissemination of data.

Specific Actions

- Recruit and train MLHUD staff and stakeholders engaged in the production of statistics and indicators.
- Participate in study tours, attachments and conferences to build capacity and experience for MLHUD staff in the generation of statistics
- Undertake GIS strategy development and Management within the Ministry

4.3 SO3: Statistical Development Programs

Issue

The Ministry has overtime experienced various challenges with its statistics which have limited its use, including: Incomplete time series data due to lack of information and irregular updating; Lack of the information on some districts or parts of the country; Untimely updates by the local and central governments; Conflicting information between data produced by the ministry and other sources; Late retrieval and submission of data by the respective departments and relevant providers, and late release of information to the users. To address the issues and challenges confronted by the sector, the following strategies and activities will be pursued in the medium term:

Main Strategies

- Improving data production and management of MLHUD statistics and indicators
- Developing and maintaining the Sector Data Bank
- Supporting the development of administrative data as a reliable source
- Harmonizing the production processes of MLHUD statistics to ensure coherence and comparability within the sector and at different levels

Specific Actions

The above strategies will be achieved through the following specific actions

- Assess the data management processes.
- Develop/Review policy guidelines and standard data management tools, methods and classifications for production of MLHUD data.
- Develop a Compendium and Metadata of MLHUD indicators
- Develop a system of generating MLHUD statistics from administrative based sources.
- Produce and disseminate routine statistics on the MLHUD sector.
- Conduct surveys and related studies.
- Develop and maintain a comprehensive data bank for MLHUD

- Develop and implement an IT policy and strategy.
- Develop a data dissemination Plan

5.0 IMPLEMENTATION PLAN

5.1 Mechanisms

Implementation will be phased over a period of five years. The priorities for the implementation of this plan during the first and subsequent years will be based on the need for strengthening the state of statistical production and usage, putting into consideration basic strategies of statistical advocacy, organizational and institutional development, physical and statistical infrastructure, human resource development, data development, data dissemination and monitoring and evaluation.

Furthermore, the established Sector Statistics Committee (SSC) in collaboration with the Planning and Quality Assurance Department (PQAD) will serve as the steering committee for the implementation of this Plan. Detailed activities are highlighted in the logical framework and activity schedule.

5.2 Monitoring and Evaluation

Monitoring and evaluation will be carried out regularly to track progress during implementation. This will be done to ensure that the resources allocated towards the implementation of this plan are converted into outputs which translate into long-term impacts in the sector. The PQAD department of the Ministry will coordinate the M&E activities. The SSC will meet once every month to review progress of the SSPS implementation.

A set of performance indicators will be designed to measure progress towards achievement of the objectives envisaged in this Plan. These indicators are presented in the appended Logical Framework (Annex B). At the end of the implementation period, there will be an evaluation to assess the most significant constraints, the most successful activities and to generally assess how well the strategies in the Plan will have met the set objectives.

5.3 Risk Analysis

Successful implementation of the statistics plan is contingent upon the following:-

- Ministry's top Management and Key Stakeholders' continuous support.
- Commitment of donors in providing funds especially in the first five (5) years.
- Governments' commitment to fund/provide budget line for the statistics activities after the initial five (5) years.
- Commitment of staff to participate in statistical data production and analysis.
- Committed statistics committee to coordinate and manage implementation of the plan.

5.4 Financing Plan

The MLHUD SSPS will be financed by Government and contributions from development agencies over the next five years. It is expected that the donor contribution will progressively go down with time as Government contributions increase.

ANNEX A: STATISTICS PRODUCTION SCHEDULE

Statistics produced (Current)	Indicators	Design	Level of disaggregation		Frequency of production	Publication/ Report
			Administrative	Gender		
Source: Lands sub-sector						
Certificates of Titles issued	Pre-conditioned	Administrative records	National	No	Annually	Report
Land Transactions registered	Pre-conditioned	Administrative records	National	No	Annually	Report
Rehabilitation of Land Registry	Pre-conditioned	Administrative records	National	No	Annually	Report
Training and induction of staff	Pre-conditioned	Administrative records	National	No	Annually	Report
Monitoring and Evaluation of District offices	Pre-conditioned	Administrative records	National	No	Annually	Report
Provision of legal advice	Pre-conditioned	Administrative records	National	No	Annually	Publication
Transfer of records to districts	Pre-conditioned	Administrative records	National	No	Annually	Report
Valuations	Pre-conditioned	Administrative records	National	No	Annually	Report
Supervision of roads under compensation	Pre-conditioned	Administrative records	National	No	Annually	Report
Rent assessment for properties occupied by government	Pre-conditioned	Administrative records	National	No	Annually	Report
Determination of compensation rates	Pre-conditioned	Administrative records	National	No	Annually	Publication

Statistics produced (Current)	Indicators	Design	Level of disaggregation		Frequency of production	Publication/ Report
			Administrative	Gender		
Regional Technical Examinations organized	Pre-conditioned	Administrative records	National	No	Annually	Publication
International boundaries demarcated and surveyed	Pre-conditioned	Administrative records	National	No	Annually	Publication
Survey instruments repaired and serviced	Pre-conditioned	Administrative records	National	No	Annually	Publication
Number of staff trained	Pre-conditioned	Administrative records	National	No	Annually	Publication
Cadastral surveys approved	Pre-conditioned	Administrative records	National	No	Annually	Publication
Field cadastral inspections done	Pre-conditioned	Administrative records	National	No	Annually	Report
Disputed boundaries resolved	Pre-conditioned	Administrative records	National	No	Annually	Report
Training courses for District Surveyors	Pre-conditioned	Administrative records	National	No	Annually	Publication
District boundaries surveyed	Pre-conditioned	Administrative records	National	No	Annually	Publication
Sets of survey records computerised	Pre-conditioned	Administrative records	National	No	Annually	Publication
Urban Centres/Towns mapped	Pre-conditioned	Administrative records	National	No	Annually	Publication
Partially updated maps	Pre-conditioned	Administrative records	National	No	Annually	Publication
Deed plans for titling produced	Pre-conditioned	Administrative records	National	No	Annually	Publication

Statistics produced (Current)	Indicators	Design	Level of disaggregation		Frequency of production	Publication/ Report
			Administrative	Gender		
Maps prepared for reprint	Pre-conditioned	Administrative records	National	No	Annually	Publication
Land Boards vetted and approved	Pre-conditioned	Administrative records	National	No	Annually	Publication
District Land Boards inducted/trained	Pre-conditioned	Administrative records	National	No	Annually	Publication
Land Management institutions monitored and evaluated	Pre-conditioned	Administrative records	National	No	Annually	Publication
Source: Housing sub-sector						
Divested pool & Institutional houses	Pre-conditioned	Administrative records	National	No	Annual	Publication
Inventory of Government Estates	Pre-conditioned	Administrative records	National	No	Annual	Publication
Production of Pro-type plans & construction of demonstration houses	Pre-conditioned	Administrative records	National	No	Annual	Publication
Condominium properties	Pre-conditioned	Administrative records	National	No	Annual	Publication
Implementation of the National Action Plan on Secure Tenure	Pre-conditioned	Administrative records	National	No	Annual	Report
Inventory of building materials	Pre-conditioned	Administrative records	National	No	Annual	Report
Housing database	Pre-conditioned	Administrative records	National	No	Annual	Report
Public Servants Housing Loan Scheme	Pre-conditioned	Administrative records	National	No	Annual	Report

Statistics produced (Current)	Indicators	Design	Level of disaggregation		Frequency of production	Publication/ Report
			Administrative	Gender		
Infrastructural Improvement of Estates in Kampala	Pre-conditioned	Administrative records	National	No	Annual	Report
Public awareness on Earthquake disaster mitigation	Pre-conditioned	Administrative records	National	No	Annual	Report
Construction of demonstration units with earthquake resistant technology	Pre-conditioned	Administrative records	National	No	Annual	Report
Monitor Housing Projects adopted under the NSP	Pre-conditioned	Administrative records	National	No	Annual	Report
Source: Urban Development sub-sector						
Implementation of national policies, laws, standards, regulations & guidelines	Pre-conditioned	Administrative records	National	No	Annual	Statistical Report
Management of national physical planning and urban development information system	Pre-conditioned	Administrative records	National	No	Annual	Publication
Field Inspection	Pre-conditioned	Administrative records	National	No	Annual	Report
Mentoring LG Land use compliance/enforcement staff	Pre-conditioned	Administrative records	National	No	Annual	Report
Plan for Albert oil region as a planning area	Pre-conditioned	Administrative records	National	No	Annual	Report
Town & country planning Board meetings	Pre-conditioned	Administrative records	National	No	Annual	Report
Structural plan for Kampala & Greater Kampala Metropolitan Plan	Pre-conditioned	Administrative records	National	No	Annual	Report

			Level of disaggregation			
Statistics produced (Current)	Indicators	Design	Administrative	Gender	Frequency of production	Publication/ Report
Monitoring and coordination of urban development initiatives among LGs	Pre-conditioned	Administrative records	National	No	Annual	Report
Urban environment audits	Pre-conditioned	Administrative records	National	No	Annual	Report
Technical backstopping to LGs	Pre-conditioned	Administrative records	National	No	Annual	Report

			Level of disaggregation			
Statistics produced (Future)	Indicators	Design	Administrative	Gender	Frequency of production	Publication/ Report
Source: Lands sub- sector						
Name of land owners	Pre-conditioned	Administrative records, surveys and censuses	District	Yes	Annual	Publication
Land Management institutions monitored and evaluated	Pre-conditioned	Administrative records	District	Yes	Annual	Publication
Parcels of demarcated land	Pre-conditioned	Administrative records	District	Yes	Annual	Report
No of coordinates/control points established	Pre-conditioned	Administrative records	District	Yes	Annual	Report
Number of persons living and depending on parcel	Pre-conditioned	Administrative records, surveys and censuses	District	Yes	Annual	Report
Number of spouses	Pre-conditioned	Administrative records, surveys and censuses	District	Yes	Annual	Report
Current use of land	Pre-conditioned	Administrative records, surveys and censuses	District	Yes	Annual	Report
Land Tenure Type	Pre-conditioned	Administrative records, surveys and censuses	District	Yes	Annual	Report
Land evictions	Pre-conditioned	Administrative records, surveys and censuses	District	Yes	Annual	Report
Source: Housing Sub sector						
Preferred housing types.	Pre-conditioned	surveys and censuses	National	Yes	Annual	Report

			Level of disaggregation			
Statistics produced (Future)	Indicators	Design	Administrative	Gender	Frequency of production	Publication/ Report
Housing Market segmentation	Pre-conditioned	surveys and censuses	National	No	Annual	Report
List of other real estate providers	Pre-conditioned	Administrative records	National	No	Annual	Report
Available mortgage financing in the market	Pre-conditioned	Administrative records, surveys and censuses	National	No	Annual	Report
Sale values at a given point in time.	Pre-conditioned	Administrative records, surveys and censuses	National	No	Annual	Report
Source: Urban Development sub-sector						
Population - Population growth - Population density - Migration - Population composition	Pre-conditioned	Administrative records, surveys and censuses	National	Yes	Annual	Publication
Housing	Pre-conditioned	Administrative records, surveys and censuses	National	Yes	Annual	Publication
Infrastructure	Pre-conditioned	Administrative records, surveys and censuses	National	Yes	Annual	Publication
Land	Pre-conditioned	Administrative records, surveys and censuses	National	Yes	Annual	Publication
Urban Economy	Pre-conditioned	Administrative records, surveys and censuses	National	Yes	Annual	Publication
Environment	Pre-conditioned	Administrative records, surveys and censuses	National	Yes	Annual	Publication

Statistics produced (Future)	Indicators	Design	Level of disaggregation		Frequency of production	Publication/ Report
			Administrative	Gender		
Disaster Management - Type of disaster - Availability of disaster committee - Disaster preparedness with respect to ,fire, earthquake, flooding, landslides and accidents	Pre-conditioned	Administrative records, surveys and censuses	National	Yes	Annual	Publication
Social Development - Poverty - Health - Education - Crimes - Marginalization - Social integration	Pre-conditioned	Administrative records, surveys and censuses	National	Yes	Annual	Publication
Transport	Pre-conditioned	surveys and censuses	National	Yes	Annual	Publication
Governance	Pre-conditioned	surveys and censuses	National	Yes	Annual	Publication
Institutional Capacity -	Pre-conditioned	Administrative records	National	Yes	Annual	Publication
Cooperation Arrangements -PPP - Twinning arrangements - Alliances - Type of cooperation both local and international	Pre-conditioned	Administrative records	National	Yes	Annual	Publication

ANNEX B: LOGICAL FRAMEWORK

Hierarchy of Objectives	Indicators (Baselines need to be established)	Means of Verification	Assumptions
Overall Objective			
To be a coherent, reliable, efficient and demand-driven Land, Housing and Urban Development statistical system.	<ul style="list-style-type: none"> • World Bank statistical capacity indicator score improved from 73% in 2006 to 85% by 2012. • All statistics produced according to internationally recognized standards and in compliance with GDDS standards by 2012. 	<ul style="list-style-type: none"> • World Bank reports • IMF, UN reports 	
Purpose			

Hierarchy of Objectives	Indicators (Baselines need to be established)	Means of Verification	Assumptions
<p>To produce good quality statistics for evidence based decision making, planning and management in the Lands, Housing & Urban Development sector.</p>	<ul style="list-style-type: none"> • % increase in Sectoral / national LH&UD policies reviewed as a result of informed decisions aided by MLHUD statistics by 2012/3. • % increase in resource allocation to MLHUD Statistical development in MTEF by 2011/12. • % increase in MLHUD basket fund resources released and allocated for national development as a result of evidence based planning by 2011/12. • % reduction in delays in decision making, implementation and delivery of results by 2011/12. • % increase in statistical utilization in monitoring and evaluation of the NDP and related sectoral strategies by 2011. • % increase in utilization of LH&UD statistics by the public. • Priority research agenda identified and implemented by 2011/12. • 20% increase in user satisfaction in sectoral statistics from 2008/9 to 2011/12. 	<ul style="list-style-type: none"> • Sector Review Reports • Ministerial Policy Statements • Budget Framework Paper • Estimates of revenue and expenditure. • Evaluation Reports for statistical development. • User satisfaction survey reports. • Research papers published 	<ul style="list-style-type: none"> •MDAs adhere to the agreed standards and guidelines for data production. •Statistical development prioritised in the National Budget. •Statistics produced are easily accessed and utilized. •Political and economic stability. •Statistics users appreciate its importance.

Hierarchy of Objectives	Indicators (Baselines need to be established)	Means of Verification	Assumptions
Results/Outputs			
<p>O.P1: Coherent, reliable, efficient coordinated Lands, Housing & Urban Development sector statistical system established and functional.</p>	<p>1.1 MLHUD statistical systems and infrastructure assessed by 2009/10. 1.2. MLHUD Statistical Unit revitalized, strengthened and operational by 2008/09. 1.3 The MLHUD Sector Statistics Committee established and functional by 2008/09. 1.4 MLHUD Strategic Plan for Statistics developed and operational by 2008/09. 1.5 Internal management and coordination of statistics streamlined by the end of 2009/10. 1.6 Stakeholder collaborative linkages established and strengthened by 2009/10. 1.7 MLHUD web page for Statistics developed, functional and linked to the NSS website by 2010/11. 1.8 Policy guidelines and standards for statistical production and management developed and operationalized by 2009/10. 1.9 MLHUD SSPS integrated and supported within the Ministry planning and budget framework. 1.10 Resource mobilization and allocation to development of LH&UD statistics increased by 2010/11. 1.11 All MLHUD statistics aligned to government and development processes by 2009/10. 1.12 M&E Framework for statistical development established and operational by 2009/10. 1.13 MLHUD IT infrastructure developed and</p>	<ul style="list-style-type: none"> • Statistics Unit in place • Progress/M&E reports • Equipment Inventory • Appointment letters to the SSC. • SSPS • M&E Reports • Minutes of the SSC and management meetings • Progress reports • Consultative meeting reports/minutes • Statistics Web page • Policy Guidelines • Standards documents • Meta Data for the sector • Budget Framework Paper • Sectoral budgets and releases • Financial reports • NSS Statistics calendar • M&E Framework • Assessment reports • M&E/progress reports • Physical Infrastructure/assets register • Activity Reports 	<ul style="list-style-type: none"> • Management committed to the implementation of the SSPS. • Adequate resources available for implementation of the SSPS. • Technical capacity available • Internal and external cooperation in statistical development

Hierarchy of Objectives	Indicators (Baselines need to be established)	Means of Verification	Assumptions
	<p>strengthened by 2009/10.</p> <p>1.14 Producers and users of MLHUD statistics sensitized on statistical production and utilization procedures annually.</p> <p>1.15 Institutional framework for production and dissemination of Lands, Housing and Urban Development sector statistics developed and harmonized by 2009/10.</p>	<ul style="list-style-type: none"> • Data production and dissemination guidelines 	
<p>O.P2: Capacity for collection, analysis, dissemination and utilisation of MLHUD sector statistics strengthened.</p>	<p>2.1 Capacity to collect, analyse, and disseminate LH&UD statistics built and strengthened by 2011/12.</p> <p>2.2. Capacity of MLHUD autonomous sector agencies and stakeholders to collect, analyse, and disseminate statistics strengthened.</p> <p>2.3 World Bank statistical capacity indicator score improved from 73% in 2006 to 85% by 2012.</p> <p>2.4 All statistics produced according to internationally recognized standards and in compliance with GDDS standards by 2012.</p>	<ul style="list-style-type: none"> • Capacity building reports • M&E reports • Activity reports • M&E reports 	
<p>O.P3: Demand-driven statistics produced and disseminated.</p>	<p>3.1 Data management processes assessed by 2009.</p> <p>3.2 Mechanisms and tools for collection, processing and dissemination reviewed and standardized by 2009/10.</p> <p>3.3 Quality and timely statistics produced.</p> <p>3.4 Surveys and studies conducted according to institutional timelines.</p> <p>3.5 Sector data Bank developed and regularly updated.</p> <p>3.6 Sector statistics disseminated in line with the NSS dissemination calendar.</p>	<ul style="list-style-type: none"> • Assessment Report • Review reports • Guidelines • Statistical Publications • Data Bank • M&E reports • Surveys and study reports • Dissemination Reports 	

Hierarchy of objectives	Inputs	Budgets	Assumptions
Activities			
<p>Coordination and Management</p> <p>1.1 Procure physical and IT infrastructure /soft ware for the MLHUD Statistical Unit.</p> <p>1.2 Establish and operationalise the MLHUD Sector Statistics Committee.</p> <p>1.3 Streamline and strengthen the institutional framework for statistical production in MLHUD.</p> <p>1.4 Raise the profile of statistics within the Ministry and create general awareness on the importance of sector statistics</p> <p>1.5 Sensitize producers and users of MLHUD statistics on statistical production, data sharing and utilization procedures.</p> <p>1.6 Initiate and formalise collaborative linkages with stakeholders through MoUs</p> <p>1.7 Develop MLHUD web page for Statistics.</p> <p>1.8 Develop and operationalise Policy guidelines and standards for statistical production and management.</p> <p>1.9 Integrate the MLHUD statistics activities in the Ministry strategic, and investment plans and budget framework.</p> <p>1.10 Align MLHUD data production processes to government planning and development processes.</p> <p>1.11 Develop and operationalise MLHUD M&E framework for statistical development.</p>	<ul style="list-style-type: none"> • Equipment and consumables • Technical expertise • Office space • Stationery • Personnel • M&E tools • Furniture and fixtures • Meeting and workshop venues • Communication costs • Travel costs • Hospitality costs 	<p>1,700,820,000 UGX</p>	<ul style="list-style-type: none"> • Timely release of funds • Competent personnel in place • Available and reliable equipment • Conducive working environment • Minimal bureaucratic arrangements.

Hierarchy of objectives	Inputs	Budgets	Assumptions
Activities			
1.12 Monitor and evaluate SSPS implementation. 1.13 Develop an inventory of the existing (IT infrastructure, institutional frameworks/information flow, and human capacity)			
Human Resource Development and Management 2.1 Recruit and train MLHUD staff and stakeholders engaged in the production of statistics and indicators. 2.2 Participate in study tours, attachments and conferences to build capacity and experience for MLHUD staff in the generation of statistics. 2.3 Undertake GIS strategy development and Management within the Ministry	<ul style="list-style-type: none"> • Training Manuals and materials • Equipment and consumables • Technical expertise • Consultancy services • Stationery • Personnel • Meeting and workshop venues • Communication costs • Travel costs • Hospitality costs • Software 	352,000,000 UGX	
Statistical Development Programs 3.1 Assess the data management processes. 3.2 Develop/Review policy guidelines and standard data management tools, methods and classifications for production of MLHUD data. 3.3 Produce and disseminate routine statistics on the MLHUD sector. 3.4 Conduct surveys and related studies. 3.5 Develop and maintain a comprehensive data bank for	<ul style="list-style-type: none"> • Data collection tools • Manuals and materials • Equipment and consumables • Technical expertise • Consultancy services • Stationery • Personnel • Meeting and workshop venues • Communication costs • Travel costs 	1,253,976,000 UGX	

Hierarchy of objectives	Inputs	Budgets	Assumptions
Activities			
MLHUD. 3.6 Develop and implement an IT policy and strategy. 3.7 Develop a Compendium and Metadata of MLHUD indicators 3.8 Develop a system of generating MLHUD statistics from administrative based sources 3.9 Develop a data dissemination Plan	<ul style="list-style-type: none"> • Hospitality costs • Software 		

Pre-conditions:
<ol style="list-style-type: none"> 1. Timely and sufficient financial, human and physical resources to support the sectoral statistical system are available from government, non-government and development partners. 2. Strategic partners, with adequate capacity and skills for collecting and using sectoral statistics exist.

Note:

O-Output; P-Purpose; R-Result

For Example O.P1 stands for “**Output for Purpose 1**”.

ANNEX C: ACTIVITY SCHEDULE

Activities	Yr 07/08	Yr 08/09	Yr 09/10	Yr 10/11	Yr 11/12
COORDINATION AND MANAGEMENT					
1.1 Establish and operationalise the MLHUD Sector Statistics Committee					
1.2 Develop an inventory of the existing physical and IT infrastructure /soft ware within the Ministry.					
1.3 Sensitize producers and users of MLHUD statistics on statistical production, data sharing and utilization procedures.					
1.4 Initiate and formalise collaborative linkages with stakeholders through MoUs.					
1.5 Develop a MLHUD Statistics webpage.					
1.6 Develop and operationalise guidelines and standards for the production and management of MLHUD statistics.					
1.7 Integrate the MLHUD statistics activities in the Ministry strategic, and investment plans and budget framework.					
1.8 Align MLHUD data production processes to government planning and development processes.					
1.9 Develop and operationalise MLHUD M&E framework for statistical development.					
1.10 Monitor and evaluate SSPS implementation					
1.11 Procure physical and IT infrastructure /soft ware for the MLHUD Statistical Unit for statistical production					
1.12 Raise the profile of statistics within the Ministry and create general awareness on the importance of sector statistics					

ANNEX D: BUDGET ESTIMATES (2007/08- 2010/11) (Uganda Shillings “000”)

	Activity	Yr 07/08	Yr 08/09	Yr 09/10	Yr 10/11	Yr 11/12	5 yr TT
1	Coordination and management						
1.1	Create general awareness on the importance of sector statistics within the Ministry (<i>through awareness campaigns and dissemination workshops</i>)	37,790	142,210	140,000	140,000	140,000	600,000
1.2	Procure physical and IT infrastructure /soft ware for the MLHUD Statistical Unit for statistical production	9200	140120	9600	9600	9600	178120
1.3	Establish and operationalise the MLHUD Sector Statistics Committee	0	175,000	175,000	175,000	175,000	700,000
1.4	Monitor and evaluate SSPS implementation	2,200	66,000	48,000	48,000	48,000	212,200
1.5	Establish mechanisms for information exchange and sharing with stakeholders(<i>through meetings</i>)	3,500	7,000	0	0	0	10,500
	Sub Total	52,690	530,330	372,600	372,600	372,600	1,700,820
2	Human Resource Development and Management						
2.1	Recruit specialized personnel and build capacity of the statistics unit to meet demands of users	0	8,000	10,000	16,000	0	34,000
2.2	Train relevant staff involved in production and management of statistics in data collection and analysis	0	20,000	10,000	40,000	0	70,000
2.3	Undertake GIS strategy development and Management within the Ministry	0	10,000	25,000	20,000	0	55,000
2.4	Participate in Study tours to other countries to acquire more knowledge and skills in statistics generation	0	45,000	40,000	90,000	0	175,000
2.5	Participate in attachments and internship programmes to other statistical units.	0	5,000	3,000	10,000	0	18,000

	Activity	Yr 07/08	Yr 08/09	Yr 09/10	Yr 10/11	Yr 11/12	5 yr TT
	Sub Total	0	88,000	88,000	176,000	0	352,000
3	Statistical Development Programs						
3.1	Develop and implement an IT policy and strategy	4,475	35,000	81,525	0	0	121,000
3.2	Develop a system for generating MLHUD statistics from administrative based sources	2000	43000	0	0	0	45,0000
3.3	Conduct surveys and related studies	0	100,000	100,000	100,000	0	300,000
3.4	Produce and disseminate routine statistics on the MLHUD sector	3,000	73,750	73,750	73,750	73,750	298,000
3.5	Develop a data dissemination Plan	3,013	6,000	0	0	0	9,013
3.6	Develop and maintain a comprehensive data bank for MLHUD	3,493	4,000	4,000	0	0	11,493
3.7	Develop/Review policy guidelines and standard data management tools, methods and classifications for production of MLHUD data	2,494	15,494	15,494	15,494	15,494	64,470
	Sub Total	18,475	277,244	274,769	189,244	89,244	1,253,976
	Total	71,165	895,574	735,369	737,844	461,844	3,306,796
	Note: 1 USD\$=2,000 (Ug. Shs)	35.58	447.78	367.68	368.92	230.92	1,653.38

ANNEX E: CHALLENGES, STRATEGIES AND PRIORITY ACTIVITIES (2008)

Challenges	Strategies	Priority Activities for the Initial year
<p>MINISTRY OF LANDS, HOUSING AND URBAN DEVELOPMENT Implementing Dept: Planning and Quality Assurance Headed by: Commissioner</p>		
<ul style="list-style-type: none"> • Simplifying data • Regular updating of data/information • Limited dialogue between producers and Users of sector data • Limited dissemination Meeting timely needs of the users especially the Political leadership • Inadequate staffing within the Ministry • Inadequate budget for statistics activities 	<ul style="list-style-type: none"> • Increasing awareness of the importance of Statistics • Improving the production and dissemination of statistical information • Improve resources for statistics production 	<ul style="list-style-type: none"> • Conduct seminars for staff and stakeholders • Train staff in data collection, analysis and dissemination • Establish and Equip Statistics Unit • Collect and publish baseline statistical data on MLHUD sector